

1. Agenda

Documents:

[CC SPECIAL AGENDA 10-23-2018.PDF](#)

2. Meeting Materials

Documents:

[2019 LOC LEGISLATIVE PRIORITIES.PDF](#)
[COLLABERATIVE DECESION MAKING 10-18-2018.PDF](#)
[COUNCIL GOALS WITH SHEPHERDING TASKS.PDF](#)
[GOAL NOTES - COUNCILOR GLENN.PDF](#)
[GOALS 10-23-18.PDF](#)

Our village is a place where natural resources are valued and protected, where diversity is celebrated, and where a vibrant economy and sense of community pride create and recreate a living spirit. Yachats cares not just for its citizens' basic needs but also supports them in their efforts to excel mentally, physically, artistically, and spiritually. It is a community with an enduring sense of itself.



CITY OF YACHATS

CITY COUNCIL SPECIAL REGULAR COUNCIL MEETING

441 Hwy 101 N., Yachats Commons, Room 1, Yachats OR

Tuesday, October 23, 2018 at 9:30am

SPECIAL REGULAR COUNCIL MEETING

- I. Call Meeting to Order
- II. New Business
 - A. Review & Prioritize Goals from Facilitated meeting
 - B. Discussion of Goal impacts on 2018/19 Budget

The special council meeting is open to the public and interested citizens are invited to attend. These are open meetings under Oregon law, but a work session is not a community forum; audience participation is at the discretion of the Council. Meetings are audio-recorded. Public meeting minutes are available for review at City Hall. The meeting place is accessible to persons with disabilities. For accommodations, please call (541) 547-3565, or Oregon Relay 1-800-735-2900 TDD) two days in advance. City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status.

In accordance with ORS 192.630, City of Yachats will make a good faith effort to provide accommodations for any person desiring to attend a public meeting, if the request is made at least 48 hours in advance of the meeting time. The meeting room is physically accessible to persons with mobility devices; a sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance. Posted October 16, 2018



2019 Legislative PRIORITIES

The League of Oregon Cities' 2019 legislative priorities are reflective of the major issues that city officials throughout Oregon are concerned about and represent opportunities and challenges that, when addressed by the Legislature, will make Oregon a stronger state.

1. Mental Health Investment – continued protection and investment in crisis intervention services, expansion of emergency access to care, rental assistance for mental health clients, and specialized training for police.

2. Revenue Reform/Cost Containment – reform of both the property tax system and the Public Employee Retirement System (PERS).

3. Housing/Homelessness Improvement – address housing shortages and increases in homelessness that are impacting residents by advocating for technical assistance, stronger partnerships, and increased state investment in housing development and services for the homeless.

4. Infrastructure Finance and Resilience

Investment – advocate for an increase in the state's investment in key infrastructure funding sources, including, but not limited to: the Special Public Works Fund (SPWF), the Brownfield Redevelopment Fund, and the Regionally Significant Industrial Site loan program.

5. Right-of-Way Authority/Broadband

Investment – seek additional state support and funding for increased and equitable broadband infrastructure deployment, while opposing any legislative efforts to restrict municipal authority to provide broadband services.

6. Third Party Building Inspection

Preservation – clarify the ability of local governments to continue the practice of hiring private-party building officials and building inspectors to provide services for local building inspection programs.

Let Cities Work!

**Oregon Housing & Community Services
Leadership Development Series 2017**

Collaborative Decision Making



**Larry Dillenbeck
Lighthouse Center
for Consciousness Studies
www.lightstudies.org
larry@lightstudies.org
503-884-2007**

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Class Objectives

- Apply principles, models and methods for effective decision making.
- Clarify Management and Executive Team values and criteria as a basis for decision making.
- Identify and utilize different conflict management styles.
- Clarify roles, responsibilities and decision-making styles.
- Develop internal collaborative decision making protocol.



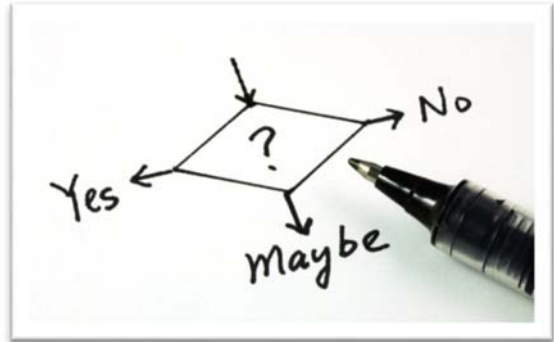
Collaborative Decision Making Process

GEDI Framework Overview

G - Gather Information	Prepare by gathering and considering relevant information to make the decision: • Important Questions to Consider for Decision Making
E - Evaluate Alternatives	Identify Values and Criteria Evaluate Alternatives: • Modified Force Field Analysis • Priority (Decision) Matrix • Risk Analysis – Action/Consequence Matrix
D - Decide	Choose appropriate decision making style: • Consensus ○ Alignment – All support ○ Consensus – None oppose • Democratic – Majority Vote • Participatory ○ Subgroup Decides ○ Subgroup Decides with input • Autocratic ○ Leader Decides ○ Leader Decides with input
I - Implement	Use RACI Matrix to identify roles and responsibilities Use Work Plan Template for action items Communicate the Decision: • What the decision was. • What the decision is intended to accomplish (goal). • Who made the decision. • Why the decision was made (rationale). • How we will measure success. Use Effective Change Management Strategies Measure and Adjust: • Set clear metrics that relate to the original goal. • Adjust – Respond to new information that resolves ambiguity and uncertainty. Determine events or conditions that might lead to a change or reversal of the decision.

Decision Making Principles

- Be clear about the objective of the decision.
- Decide **who** will be involved in making the decision and **how** they will be involved. Clarify roles – Who will provide input and perspective and who will actually make the decision.
- Reduce ambiguity, uncertainty and risk as much as possible by gathering information. Gathering information often involves more people and takes additional time.
- Once the decision is made, make it known to the organization – what the decision was and why it was made.
- Evaluate and adjust course if necessary based on new information.



Gathering Information for Decision Making

Important Questions to Consider

- What is the desired outcome? Is there a specific metric your trying to drive?
- What are the choices we're trying to make?
- What are the available alternatives we are choosing from?
- How big is the impact of the decision? Can I break it into smaller decisions?
- How irrevocable is the decision?
- What is the cost of being wrong? What is the value of being right?
- How long do I have to make a decision?
- What is the cost of waiting? What is the value of acting now?
- What are my personal biases that might affect the decision?
- How do I mitigate those biases to make clearer decisions?
- Who do I need to involve and how do I need to involve them?
- Who needs to know I made a decision? How should I inform them?



Evaluating Alternatives - Decision Values and Criteria

When people make decisions, they base their choice on several factors, some logical and some personal. Sometimes this is deliberately done, with careful consideration of the values and criteria used, but often (and even in 'logical' situations), we subconsciously take other factors into consideration.

Value Factors

The basic logic of decisions is to assess the costs and compare these with the benefits to get a 'return on investment' (ROI). Both cost and benefit can be significantly affected by time as both immediate and future effects are considered.

Cost

'Cost' is a generic term for all items that give reason to go **against** a decision, to disagree or not be persuaded.

Cost factors include:

- **Price:** The money that will be spent.
- **Time:** The time that will be taken, both in terms of total time invested and the overall duration.
- **Quality:** The amount of quality or value that might be reduced.
- **Effort:** The amount of physical or mental effort required.
- **Stress:** The hassle and discomfort that will be caused.
- **Loss:** What else be lost if this choice is made, such as reducing ability to meet goals.
- **Opportunity cost:** Effects based on how time and money may have been spent elsewhere.

Benefit

'Benefit' is the opposite of cost in that it a general term for why a decision should be taken.

- **Money:** Amount that will saved.
- **Time:** Time that will be saved.
- **Quality:** Improved value or quality.
- **Effort:** Physical or mental effort that will be gained.
- **Stress:** Stress that will be reduced.
- **Potential:** The ability to do things.
- **Personal gain:** What's in it for me.
- **Group gain:** What's in it for us.

Personality Factors

Costs and benefits are assessed and weighted differently by different people, especially for things which can only be assessed subjectively. These may be found by understanding personality and consequent preferences, such as:

- **Self vs. Others:** Value for me vs. value for others.
- **Attraction vs. Avoidance:** Tendency to seek benefits vs. avoiding costs.
- **Risk Bias:** Ability to accept risks.
- **Thinking vs. Feeling:** Logical vs. emotional decision making.

Personality factors also appear in various forms of bias, including socially unacceptable versions where bias appears against other people.

Situational Factors

Other factors may contribute to the decision, affecting both factors to be considered and the weighting that may be applied.

Alternatives Available

When things are plentiful, decisions may be made about them at any time, allowing for 'not now' choices. However, when things are scarce, the choice is 'now or never', a factor that sharpens the decision. This can be amplified by the competitive instinct that is triggered by the thought that others may get the scarce item instead of you.

This factor can be mitigated by deliberate action to create alternatives, such as developing a walk-away in negotiation.

Social Situations

Much of our decision-making considers what others will think and the consequent social impact on us. Particularly when we are in groups, we consider group norms and related social pressures.

We also think about individual relationships and wider society, even altruistically seeking to do the right thing when we have nothing personal to gain.

Threat

We are programmed to constantly seek out threats, which are typically near-term risks, and this attention can distract us from other factors as well as weighting.

Weighting

Not all criteria are equal and each may have different influence, or 'weight' over the decision. This weighting is often done unconsciously, though it may be made explicit and used in a simple formula.

Pros and Cons

In weighing up the 'pros and cons', each criterion can be something that can be for or against. This equates to costs and benefits as described above. Pros and cons may be shown as positive and negative.

Discounting

Time has a distinct effect on how we weight future events. Typically, we 'discount' things that may happen in the future, giving them a lower present value. The more distant the event, the greater the discount, so events a year or more out may hardly be counted, even if they will be significant when they occur.

Weighting Formula

Weighting can be turned into a simple mathematical formula. There are various ways of doing this. Cost and benefit weights for each factor are typically separately summed to give an overall cost and benefit. These may then either be subtracted or divided to identify overall value.

Subtraction: $V = (B1 + B2 + B3) - (C1 + C2 + C3)$

V = Overall value

Bn = Weight for benefit 'n'

Cm = Weight for cost 'm'

Subtraction is like a balancing see-saw method, with benefits on one side and costs on another, and is hence easy to conceptualize and discuss. When cost is higher than benefit, the value number becomes negative.

Division: $V = (B1 + B2 + B3) / (C1 + C2 + C3)$

Division uses the 'return on investment' idea and divides benefits by costs. A perfect choice has infinite value (i.e. zero cost) whereas a terrible choice has close to zero value. When cost is greater than benefit, the value number becomes a fraction.

Both these methods give a 'magic number' for value which is most useful when comparing the value of one possible choice against other options.

This is a clear and explicit approach and is useful for gaining consensus in groups. It can be easily calculated with a spreadsheet, where 'what if' games of tweaking weights can be played.

When decisions are being made, look for the criteria that are being used, including the less obvious ones. Make these explicit and guide people towards more sensible criteria.

You can also discuss weighting, even if you do not go explicitly down a numerical route. A number-based system can be helpful when facilitating group decisions, where for example you can use a weight based on an average of the preference for each person in the group.

Modified Force Field Analysis Worksheet

OHCS Opportunity:			
Worst Case Scenario	Forces Against - (Costs)	Forces For + (Benefits)	Best Case Scenario
Score			

Rating Scale: 5 = Strong ⇨ 1 = Weak

Priority Analysis Worksheet

OHCS Opportunities	Criteria					
Criteria Weight						
Criteria Rating	5. 4. 3. 2. 1.	5. 4. 3. 2. 1.	5. 4. 3. 2. 1.	5. 4. 3. 2. 1.	5. 4. 3. 2. 1.	5. 4. 3. 2. 1.
Option						
Option						
Option						
Option						
Option						
Totals						

Risk Analysis – Action/Consequence Matrix

When we make decisions about whether or not we will do something, we often take four considerations into account, even if we do not realize we are doing this. This is particularly common when other people are trying to persuade us to do something.

The Four Considerations

When we make a decision, we may think about the decision in four different ways, considering action and inaction and what may and may not happen as a result. This can be summarized in the following matrix:

Action/Consequence Matrix		Action	
		If I do	If I don't
Consequence	What will happen	What will happen if I do?	What will happen if I don't?
	What won't happen	What won't happen if I do?	What won't happen if I don't?

Action

When we decide, we can choose to act, to accept the recommendations of others or otherwise to do something. Whether to act is central to many decisions, we have to consider how desirable acting really is.

Non-action is a decision that we sometimes do not realize, for example when we avoid decisions. When people ask us to do something, we may feel that we have to say yes, but in fact we can always say no. We then may weight up the cost of agreement against the consequence of refusal.

Consequences

When we take action, there are consequences. Things happen. These may be good or bad for us, and good or bad for other people. While we often focus on ourselves, the effects on others can be significant. Other people we usually consider include our family and closer friends. We may also consider consequences for other people, even those we do not know.

These can be deliberate effects and they may be accidental or later effects. We often pay closer attention to consequences that happen in the short term, where there is clear cause and effect between actions and what happens as a result. Consequences may also happen further out into the future, and perhaps with less clear causal relationship. When consequences are less clear and more distant then we may ignore or downplay them, which is not always a good idea.

Consequence Sub-Matrix		Effect	
		Positive	Negative
For	Me	How will I benefit?	How might I be harmed?
	Others	How will others benefit?	How might others be harmed?

An important point about this matrix is that it highlights considerations that we often do not realize we are making. Often, all we think about is 'What will happen if I do?', 'What will happen in the short term?' and 'What will I gain from this?' By making this unconscious process conscious, we can make and influence better decisions.

It can also be very useful in understanding and influencing the decisions of other people. When people refuse to do as we request, for example, maybe they have seen that there are no negative consequences for them in saying no. This is a common pattern in business change where people seek to avoid the change because they feel they are invulnerable in some way.

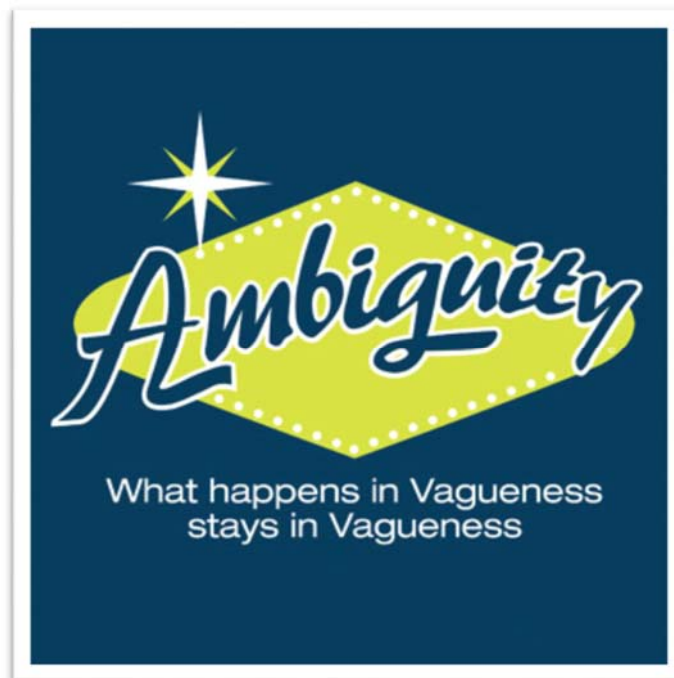


Reducing Risk

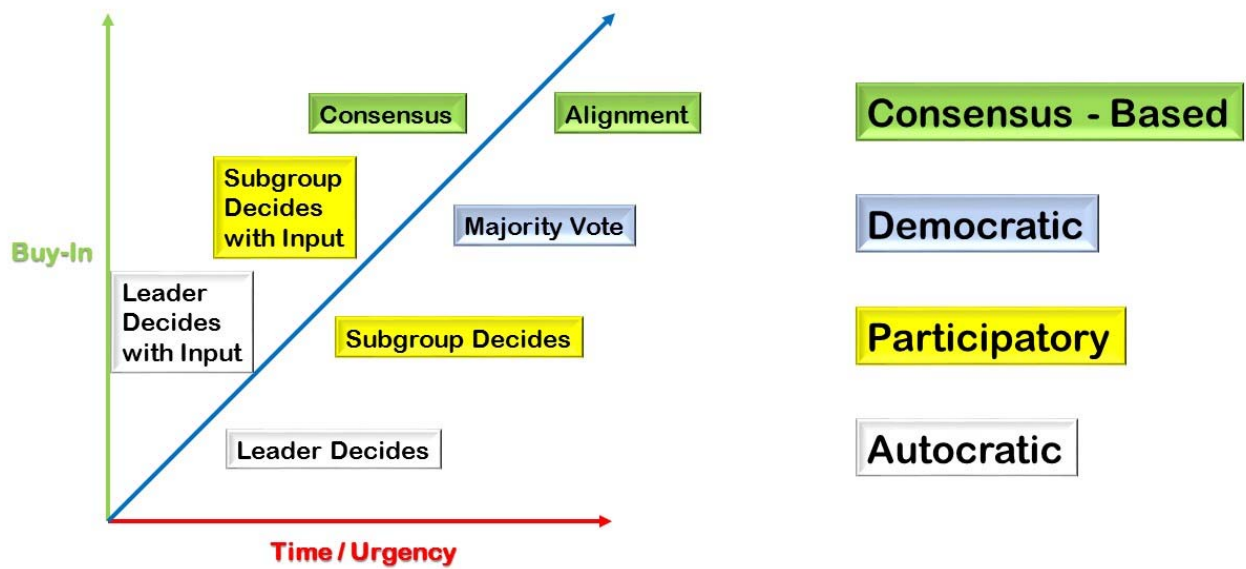
- Involve more people to gather more information, perspective and increase buy-in which will reduce implementation risk.
- Take more time if you can. More time allows for additional information gathering to resolve ambiguity.
- Break big decisions into smaller decisions which allow for greater ease of course correction.
- Find the balance between having enough information and making a timely decision. Gathering information takes time and new ambiguity and uncertainty is always entering the system.

Understanding Ambiguity and Uncertainty

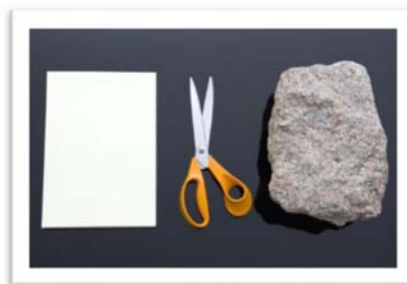
			
Complete Unpredictability	Spectrum of Possibilities	Distinct Possibilities	Highly Predictable
Uncertainty is very high. More info is valuable. Minimize ambiguity through phased decision making.	Uncertainty is high. More info is valuable. Gather info from multiple sources.	Uncertainty is limited to a few distinct possibilities. Involving others is important. Build contingencies for each outcome so when ambiguity is resolved, you'll know which direction to take.	Easy to forecast. Little input is needed. Fewer people's involvement needed. Reduce any ambiguity by gathering more info.



Decision Making Styles



Decision Making Style		Considerations
Consensus-Based	Alignment	☐ Buy-in = essential ☐ Size = big ☐ Urgency = low, lots of time ☐ Risk = high
	Consensus	
Democratic	Majority Vote	☐ Buy-in = useful but not necessary ☐ Size = medium ☐ Urgency = Low to medium ☐ Risk = medium
Participatory	Subgroup Decides with Input	☐ Buy in = input from others reduces risk ☐ Size = small to medium ☐ Urgency = medium to high ☐ Risk = low to medium
	Subgroup Decides	
Autocratic	Leader Decides with Input	☐ Buy-in = low necessity or low usefulness ☐ Size = small ☐ Urgency = high ☐ Risk = low
	Leader Decides	



Implementation Strategies

Use RACI Matrix to Identify Roles and Responsibilities

The RACI Matrix (see page 20) is a useful tool to track the roles, responsibilities and status information for those who will implement the decision. It is also useful to keep track of communication with people who it would be useful to consult and inform through the implementation process. These roles and status information include:

R = Responsible. The individual(s) responsible for completing the task or activity.

A = Accountable. This is the individual who carries the "yes" or "no" authority and has full veto power for an activity. Usually those who are responsible report to those who are accountable.

C = Consult. These are individuals who must be consulted prior to a final decision or action. May also consult or advise on content or process.

I = Inform. These are the individuals who need to be informed after a decision or action is taken.

Target = Target time frame for course development, activity or project completion.

Status = Green = On Target, Yellow = Behind/Delayed/Waiting, Red = Past Due
(Issues/Problems/Risks)

SME – Assigned to specific activity or project as a consultant or subject matter expert (SME).

Use Work Plan Template for Activities and Action Items

The Work Plan Template (see page 21) can be used to identify the specific activities and action items to implement a decided outcome. Within each strategic goal and objective, you can identify specific information about each activity or action item including:

- ☐ **Resources needed**
 - o Who is responsible to complete the item?
 - o What timeframe is involved?
 - o Costs?
 - o Other resources needed?
- ☐ **Duration**
 - o Beginning?
 - o Ending?
- ☐ **Deliverables**
 - o Products, reports, publications?
- ☐ **Status**
 - o Green: On time
 - o Yellow: Behind, delayed or waiting.
 - o Past Due: Issues, problems or risks.

Work Plan				
Strategic Goal				
Objective				
Target				
		Action Items		
1.	Resources	Responsible?		
		Timeframe?		
		Costs?		
		Other?		
		Duration	Beginning	
		End		
2.	Resources	Responsible?		
		Timeframe?		
		Costs?		
		Other?		
		Duration	Beginning	
		End		
3.	Resources	Responsible?		
		Timeframe?		
		Costs?		
		Other?		
		Duration	Beginning	
		End		
	Deliverables	Products		
	Status			

Communicate the Decision

As part of your agency Internal and External Communication Plan, you can inform internal staff and external partners about key decisions including:

- What the decision is.
- What the decision is intended to accomplish (goal).
- Who made the decision.
- Why the decision was made (rationale).
- How we will measure success.
- What events or conditions might lead to a change or reversal of the decision.

Measure and Adjust

Set clear metrics in place that tie back to the original goal of the decision. If we were trying to make a decision that will grow our business, we may want to have a metric that says we're going to evaluate sales growth. And you can see that direct linkage between the metric and the original goal. Also, respond to ambiguity and new information as you resolve that source of uncertainty. Be ready to change that decision if it becomes clear an incorrect decision was made in the first place. Sometimes a phased decision making strategy with multiple decision points allows for easier course correction.

So, as you prepare to execute your decisions, think through your communication plan, identify the sources of risk and how you're going to mitigate them, and think through how you're going to measure as well as adjust if it becomes clear that that first decision wasn't the best one.



RACI and Status Chart		Team Members					Target Time Frame	Status	Notes
Activities & Action Items									
Current OHCS Opportunities									
1.								 	
2.								 	
3.								 	
4.								 	
5.								 	
6.								 	

Notes:

R = Responsible. The individual(s) responsible for completing the task or activity.

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C = Consult. These are individuals who must be consulted prior to a final decision or action. May also consult or advise on content or process.

I = Inform. These are the individuals who need to be informed after a decision or action is taken.

Target = Target time frame for course development, activity or project completion.

Status = Green = On Target, Yellow = Behind/Delayed/Waiting, Red = Past Due (Issues/Problems/Risks)

SME – Assigned to specific activity or project as a consultant or subject matter expert (SME).

Target Timeframe Status			Completion Status				
							
Green	Yellow	Red Past Due	0%	0-25%	25-50%	50-75%	75-100%
On Target	Behind, Delayed or Waiting	Issues, Problems or Risks	Not Started	Complete	Complete	Complete	Complete

Work Plan

Strategic Goal				
Objective				
Target				
Action Items				
1.	Resources	Responsible?		
		Timeframe?		
		Costs?		
		Other?		
	Duration	Beginning		
		End		
	Deliverables	Products		
	Status			
	2.	Resources	Responsible?	
			Timeframe?	
Costs?				
Other?				
Duration		Beginning		
		End		
Deliverables		Products		
Status				
3.		Resources	Responsible?	
			Timeframe?	
	Costs?			
	Other?			
	Duration	Beginning		
		End		
	Deliverables	Products		

4.	Resources	Responsible?	
		Timeframe?	
		Costs?	
		Other?	
	Duration	Beginning	
		End	
	Deliverables	Products	
	Status		

5.	Resources	Responsible?	
		Timeframe?	
		Costs?	
		Other?	
	Duration	Beginning	
		End	
	Deliverables	Products	
	Status		

6.	Resources	Responsible?	
		Timeframe?	
		Costs?	
		Other?	
	Duration	Beginning	
		End	
	Deliverables	Products	
	Status		

Keys to Productive Conflict

During the decision-making process, you may encounter conflict. Conflict exists when a person feels threatened. There are times when there is dynamic tension that leads to solutions. A person may experience a state of discomfort in this type of situation but not to the extent that they feel threatened.



Productive conflict management can be broken down into key areas:

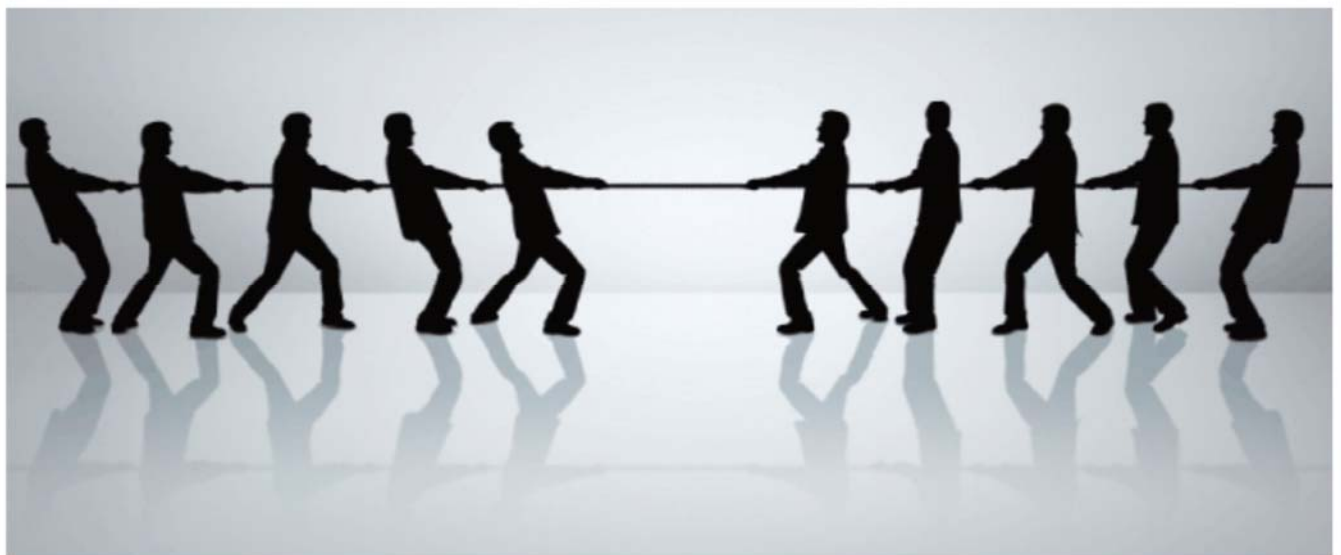
Anticipate — Anticipating conflict starts with having a better understanding of the people you're dealing with and how their view of a situation might differ from your own. When you respect a person's unique vantage point, you're better equipped to steer clear of their conflict triggers.

Prevent — Preventing conflict is about the deliberate and appropriate use of behaviors in your relationships. If you know what's important to a person—what they value—you can prevent conflict with him/her by using words or actions that don't threaten those values.

Identify — There are three basic approaches in conflict: rising to the challenge (assert), cautiously withdrawing (analyze), or wanting to keep the peace (accommodate). When you are able to spot these approaches in yourself and others, you are empowered to handle conflict situations more productively.

Manage — Managing conflict involves creating conditions that enable others to manage themselves out of the emotional state of conflict. But it's also important to manage yourself out. Managing yourself in conflict can be as easy as taking some time to see things differently.

Resolve — Creating movement toward resolution, we need to show the other person a path back to feeling good and valued. When people feel good about themselves, they are less likely to feel threatened and are free to move toward resolution.



Adult Personal Conflict Style Inventory

This survey will calculate your preferred method of dealing with conflict

Please Note: The reflection this inventory can create is more important - and more reliable - than the numbers calculated from your responses to this form. There are no "right" or "wrong" answers, nor have we "standardized" this instrument. Some takers agree with the results; others disagree. Whether you like the results or not, you should rely on them for an accurate picture of yourself only after further self-scrutiny and discussion with others.

Instructions: Consider your response in situations where your wishes differ from those of another person. Note that statements **A-J** deal with your *initial* response to disagreement; statements **K-T** deal with your response *after the disagreement has gotten stronger*. If you find it easier, you may choose one particular conflict setting and use it as background for all the questions.

Circle one number on the line below each statement.

When I first discover that differences exist...

A - I make sure that all views are out in the open and treated with equal consideration, even if there seems to be substantial disagreement.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

B - I devote more attention to making sure others understand the logic and benefits of my position than I do to pleasing them.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

C - I make my needs known, but I tone them down a bit and look for solutions somewhere in the middle.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

D - I pull back from discussion for a time to avoid tension.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

E - I devote more attention to feelings of others than to my personal goals.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

F - I make sure my agenda doesn't get in the way of our relationship.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

G - I actively explain my ideas and just as actively take steps to understand others.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

H - I am more concerned with goals I believe to be important than with how others feel about things.

Not at all characteristic 1 2 3 4 5 6 Very characteristic

I - I decide the differences aren't worth worrying about.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

J - I give up some points in exchange for others.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

If differences persist and feelings escalate...

K - I enter more actively into discussion and hold out for ways to meet the needs of others as well as my own.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

L - I put forth greater effort to make sure that the truth as I see it is recognized and less on pleasing others.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

M - I try to be reasonable by not asking for my full preferences, but I make sure I get some of what I want.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

N - I don't push for things to be done my way, and I pull back somewhat from the demands of others.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

O - I set aside my own preferences and become more concerned with keeping the relationship comfortable.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

P - I interact less with others and look for ways to find a safe distance.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

Q - I do what needs to be done and hope we can mend feelings later.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

R - I do what is necessary to smooth the other's feelings.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

S - I pay close attention to the desires of others but remain firm that they need to pay equal attention to my desires.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
---------------------------	---	---	---	---	---	---	---------------------

T - I press for moderation and compromise so we can make a decision and move on with things.

Not at all characteristic	1	2	3	4	5	6	Very characteristic
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Style Inventory Tally Sheet

When you are finished taking the inventory, write the number you circled for each situation beside the corresponding letter on the tally sheet below. Add each of the 10 columns of the tally chart, writing the total of each in the empty box just below the double line.

A __	K __	B __	L __	C __	M __	D __	N __	E __	O __
G __	S __	H __	Q __	J __	T __	I __	P __	F __	R __
Calm	Storm	Calm	Storm	Calm	Storm	Calm	Storm	Calm	Storm
Collaborating		Forcing/ Competing		Compromising		Avoiding		Accommodating	

Now list your scores and the style names in order from highest score to lowest in both the calm and storm columns below.

Calm

Response when issues/conflicts first arise.

_____	_____
Score	Style
_____	_____
Score	Style
_____	_____
Score	Style
_____	_____
Score	Style
_____	_____
Score	Style

Storm

Response after the issues/conflicts have been unresolved and have grown in intensity.

_____	_____
Score	Style
_____	_____
Score	Style
_____	_____
Score	Style
_____	_____
Score	Style
_____	_____
Score	Style

Interpreting the Scores:

This exercise gives you two sets of scores for each of the five approaches to conflict.

Calm scores apply to your response when disagreement first arises.

Storm scores apply to your responses if things are not easily resolved and emotions get stronger. The higher your score in each style, the more likely you are to use this style in responding to conflict.

The highest score in each of the columns indicates a "preferred" or primary style. If two or more styles have the same score they are equally "preferred." The second highest score indicates your "backup" style if the number is relatively close to the highest score. A relatively even score across all the styles indicates a "flat profile." Persons with a flat profile tend to be able to choose easily among the various responses to conflict.



Five Conflict Management Styles

Collaborating

Also, described as: Problem solving or Win – Win

Description: Assert your views while also inviting other views. Welcome differences; identify all main concerns; generate options; search for solutions, which meet as many concerns as possible; search for mutual agreement.



This approach helps build commitment and reduces bad feelings. The drawbacks to it are that it takes time and energy. In addition, some partners may take advantage of the others' trust and openness.

Collaborating IS good when:	Collaborating is NOT good when:
▪ The organization needs to find new solutions ▪ You have the time and want to work something out that satisfies all sides ▪ You care about the other person(s) and also feel strongly about the issue ▪ You want to get thoughts and feelings out on the table and deal with them, so they don't cause problems later	▪ You don't care that much about the issue ▪ When the problem is not very important ▪ There is lack of respect or dislike between the parties involved ▪ You need to do something quickly ▪ The parties involved lack the needed interpersonal skills

Collaboration takes self-discipline and the ability to see things from another's perspective. It is the most demanding style in terms of interpersonal skills as well as in the use of analysis and problem solving skills. It also requires that the involved parties can cope with the frustrations that can arise from the process. They need to be willing and able to stay focused on the outcomes and not on the actions or styles of the other people (person) along the way.

Describe a time when you **collaborated** with a co-worker to resolve a conflict:

Compromising

Also described as: Give and Take or Meeting Half-Way

Description: An active, involved form of conflict resolution that involves some negotiation. The outcome is “win some/lose some.” This strategy is generally used to achieve temporary solutions, to avoid destructive power struggles or when time pressures exist.

One drawback is that partners can lose sight of important values and long-term objectives. Conflict is mutual differences best resolved by cooperation and compromise. Neither party gets all of what they want and both are still working in adversarial mode.



Compromising IS good when:

- You need a quick solution and can both give up something or a can come to a temporary settlement on a complex problem.
- You both want exactly the same thing and it can be divided up or shared
- You are willing to let chance decide it (flip a coin)
- You need a fallback position if collaborating or forcing/competition fail.

Compromising is NOT good when:

- You might work a little longer and find a solution that pleases each one better
- You need a creative solution
- One party refuses to give away anything
- The issue is too important for compromise
- Creates a cynical climate (“sell-out”)

Describe an opportunity where you had to search for a **compromise** in order to find a solution to work conflict. What were some of the skills that were required of you in order to arrive at a solution?

Accommodating

Also described as: Giving In or Yielding

Description: Accepting the other's view; let the other's view prevail; give in; support; acknowledge error; decide it's no big deal or it doesn't matter.

Sacrifice your own interests, ignore the issues, put relationships first, keep peace at any price, the drawbacks are that your own ideas and concerns don't get attention. You may also lose credibility and future influence.



Accommodating IS good when:

- You are, or were, wrong about something
- You care more about the other person than you do about the issue
- When you can benefit from accumulating "credits" toward issues that are more important
- When maintaining harmony is more important at the time

Accommodating is NOT good when:

- It happens a lot and you wish you could speak up more often
- If your self-esteem suffers because of it (for example if you have a sense of "giving away your power")
- If it leads to disrespect and a lack of discipline.
- You find you've given up or relinquished your best solution

Have you used an **accommodating** conflict resolution style at work? If so, how did it help or hurt you?

Avoiding

Description: Delaying or avoiding a response; withdrawal; be inaccessible; divert attention. Conflict might be hopeless so you might as well avoid it - overlook differences, accept disagreement or get out. The outcome is “lose/lose.”

This strategy is generally used when the issue is trivial or other issues are more pressing. It is also used when confrontation has a high potential for damage or more information is needed.

Pretending a conflict doesn't exist is denial. People may choose denial as a way of dealing with conflict because it makes them so uncomfortable. While it may help to let some problems fizzle out on their own, others won't go away unless they are dealt with more directly and can even grow if avoided.



Avoiding IS good when:

- You don't care that much about the issue or when the issue is trivial
- You (or someone else) are very angry and need to cool off before discussing the issue—potential damage doesn't outweigh benefits
- When you need time to gather more information
- You are in a dangerous situation and don't need to be there
- When there is no chance of getting what you want.
- When someone else could/should resolve the problem more effectively

Avoiding is NOT good when:

- You rarely want to deal with the conflicts in your life and/or suffer from self-esteem issues
- You care about an issue but are afraid to speak up
- You keep being bothered by a disagreement with someone you care about
- Doing nothing is costly or damaging or there is potential for the conflict to get ugly if ignored

Based on a recent experience in your work group, when did you choose to **avoid** confronting a problem as a means for resolving it?

As you think about it from this perspective, would you make the same choice again?

Forcing or Competing

Also described as: “I take charge” or competition.

Description: Control the outcome; discourage disagreement; insist on my view prevailing.

Conflict is obvious; some people are right and some people are wrong. The central issue is who is right. Pressure and coercion are necessary. The outcome is “win/lose.” This strategy includes most attempts at bargaining. It is generally used when basic rights are at stake or to set a precedent. However, it can cause the conflict to escalate and losers may try to retaliate.



Forcing/Competing IS good when:	Forcing/Competing is NOT good when:
▪ You need to do something quickly ▪ Your conscience tells you to do or not do something that displeases others ▪ You know you are right and it is important to you that the others recognize it ▪ You can garner the support you need ▪ Your relationship with others isn't of critical importance to you	▪ You use it often with people you care about or will need to spend time with in the future ▪ You want people to feel they can discuss and disagree with you openly – eventually end up surrounded by “yes” people ▪ You need to develop good, long-term relationships with people Other possible problems: ▪ Can end up with distorted perceptions ▪ May have to “sell” or keep policing the solution during the resolution phase to have it work.

When might **force** or a competitive strategy be effective for dealing with a conflict at work? Why?

You can avoid or resolve conflict in a healthy way by:

- Meeting some conflicts head on
- Knowing what to push and what to let go of
- Knowing when to set your ego aside
- Being willing to look honestly at your role in the conflict
- Setting achievable goals for yourself and, if you are a manager, for others
- Communicating frequently with those around you
- Working with your work group to set up ground rules

Tips for Preparing for Conflict Resolution:

- Stay focused on the issue in question and avoid getting sidetracked
- Investigate to uncover facts and check assumptions
- Separate work issues from personal feelings
- Don't let bad feelings fester
- Avoid taking sides in a power struggle
- Humor can sometimes help diffuse a difficult situation, but be very careful how you use it. Sarcasm is a form of humor that is NOT helpful in a conflict situation.
- Listen carefully - without interrupting
- Acknowledge the other person's point of view
- Check for understanding
- Offer specific examples and alternatives
- Ask for solutions
- Sometimes you can find a third solution that's mutually agreeable
- Learn when to compromise and when to hold firm
- Agreeing that it's OK to disagree



COUNCIL GOALS WITH SHEPHERDING TASKS - 2017

DATED 08-02-17

Page 1	GOAL: Provide for the effective governance of the City of Yachats			
	OBJECTIVES	TEAM ASSIGNED	SHEPHERD	PROGRESS
1	City management of State Park facilities: Yachats State Park, Smelt Sands, Yachats Ocean Road, 804 Trail		J Tooke	
2	Appropriate uses for Visitor Amenities Funds (public arts/facilities/marketing)		G Stanley	
3	Housing development for all levels; incentives	Glenn/Stamley	M Glenn	
4	Diversify revenue opportunities: grant writing, utility fees, franchise fees, street fees. Coord w/Finance Com		J Tooke	
5	Continue development of emergency planning and resilience preparedness		M Glenn	
6	Communicating programs/activities/policies/topics/processes to citizens		M Glenn	
7	Library Commission strategic plan, including operations/location/funding/bequest		B Frye	2-2 Committee meeting to develop plan for remodeling and moving Library
	GOAL: Improve administrative processes to maintain and surpass previous high standards			
8	Database and IT capabilities development		G Scott	
9	Develop/implement satisfaction survey		G Scott	
10	Marketing committee leadership		G Stanley	
	GOAL: Improve City infrastructure			
11	Increase parking in core business area		B Frye	

Page 2	OBJECTIVES	TEAM ASSIGNED	SHEPHERD	PROGRESS
12	South Reservoir project - construction oversight		J Tooke	Construction ongoing
13	Work with County to complete upgrade and repairs to Ocean View Drive and 804 Trail South		G Stanley	
14	South Gate creation and placement (city limits)		B Frye	Funded - need placement and design
	<i>Provide/facilitate opportunities for self-growth, education and participation in programs/projects to enhance quality of life</i>			
15	Health care services program for Yachats		B Frye	
16	Transportation options south to Florence		B Frye	
17	Formula business models ordinance		B Frye	
18	Visual appeal of City; remove "blight"; facilitate the public display of art, especially kinetic		M Glenn	
19	Vacation rentals issue	All council	G Stanley	Changes proposed, second vote 09-13
	<i>Foster "Seventh Generation" thinking</i>			
20	Encourage alternative energy projects		G Scott	
	Explore EIP wind energy project			
21	Raw water storage long-term development		J Tooke	
22	Dark Sky Community certification		G Scott	
23	Wastewater bio-solids: work with other governments on more effective uses		J Tooke	
24	Banking services for the community		M Glenn	

STANLEY: 2, 10, 13, 19; SCOTT: 8, 9, 20, 22; FRYE: 7, 11, 14, 15, 16, 17; GLENN: 3, 5, 6, 18, 24; TOOKE: 1, 4, 12, 21, 23

EMERGENCY PLANNING

YES to maintain "caches" and "no" to rest

ADD—Inform and involve citizens in preparing for their personal & family needs as well as awareness of neighbors who will need assistance

ADD—Recruit and train volunteers per approved Emergency Plan and designate staff

GROW/SMOOTH TOURIST REVENUE

NO listed

ADD—Address the "Visual Appeal" of City;

ADD—Complete Ocean View Drive project with enhanced 804 trails and consistent, attractive fencing

ADD—create an "Interpretative Kiosk" with large screen digital display of existing video's of trails and attractions; also, share our recent Native American transformative story

ADD—Display "Community History Timeline" of Yachats created for the 50/100 anniversary celebration

ADD—Explore ways to utilize unique interests and backgrounds of Yachadians to offer workshops, mentoring opportunities and specialized trainings during "off season" to attract a targeted clientele

ATTRACT AND ENCOURAGE A DIVERSE AND CREATIVE CITIZENRY

"Yes" to listed

? "low-density" housing

LONG RANGE REVISIONING AS A SMART CITY, with Community Input

ADD—create a small group to familiarize themselves with what is happening in small communities in this area and suggest how this concept may enhance the "spirit" of Yachats

"yes" to IT & digital suggestions

Revise energy to "Encourage alternative energy. Continue to explore EIP wind energy project.

COMMUNITY HEALTHCARE

Suggest replace "center" with services

to be a business for businesses to use

Max re Goal document.....10/23/18

ADD

VISION

Our village is a place where natural resources are valued and protected, where diversity is celebrated, and where a vibrant economy and sense of community pride create and recreate a living spirit. Yachats cares not just for its citizens' basic needs but also supports them in their efforts to excel mentally, physically, artistically, and spiritually. It is a community with an enduring sense of itself.

MISSION

- Provide for the effective governance of the City of Yachats***
- Improve administrative processes to maintain and surpass previous high standards***
- Improve City infrastructure***
- Provide/facilitate opportunities for self-growth, education and participation in programs/projects to enhance quality of life***
- Foster "Seventh Generation" thinking***

GOALS AND OBJECTIVES

WATER SECUTITY - Yes to objectives

NEW STAFF & ORGANIZATION – Yes

OFFICE LOCATIONS – Yes

REBUILD FINANCIAL RESERVES

No to ordinance -- making a rule doesn't make it possible - covered with policy

PROTECT NATURAL RESERVES

? practices that minimize...

BROADBAND INFRASTRUCTURE

Last 2 are outside scope of city

IMPROVE STREETS AND INFRASTRUCTURE – Yes

Add – Continue to address parking needs, especially for downtown core

PROVIDE FOR EFFECTIVE GOVERNANCE – Yes

Add—Collaborate with other municipalities, county and Cascade Council of Governments whenever possible to provide more cost effective services. Also, for planning i.e. Mid-Coast Water Partnership, newly funded housing technical assistance grant

Yachats City Council Goals: 11 September 2018

Water security

- Increase quantity – storage at source (reservoir) or via other means
- Ensure quality – purchase/exchange watershed and develop as natural forest
- Evaluate drainage controls – holding ponds for new development, long-term viability of Commons wetland (eutrophication mitigation)
- Plan for end-of-life of sewer plant – capacity and costs. (30-years?)

New Staff and Organization

- Adequately staff city functions
- Organize staff and commissions to support city vision and objective
- Use short-term, project-based, ad-hoc/advisory panels to support objectives and increase citizen participation
- Secure on-going IT support and enhancement

Office Locations

- Provide enough work space for City personnel
- Improve physical work environment for staff including “focus” areas
- Provide the City Manager with secure, closed office space

Rebuild Financial Reserves

- Evaluate long-term capital needs and project costs
- Set aside adequate reserves as policy/practice or:
- Create ordinance that mandates reserves for capital projects
- Develop a fund dedicated to operating shortage in the event of economic downturn

Protect Natural Resources

- Create an ordinance that actualize the Long-term comprehensive plan. (E.G. Enact tree ordinance (A.11), Viewshed protection (A.12), Ridge Line protection (G.10)
- Proactively identify viewsheds and develop strategies to ensure their long-term health
- Actively support organizations that protect and maintain the environment
- Develop and promote city practices that minimize demands on the natural world

Broadband Infrastructure

- Work with service-providers to ensure two or more competitively priced, state-of-art (e.g. gigabyte or better) internet access methods
- Plan for future deployment of emerging broadband technology like 5G LTE
- Support efforts to ensure broadband access at affordable prices for the communities surrounding Yachats and other rural communities throughout Oregon
- (collateral item – extend natural gas from Newport to Yachats?)

Improve Streets and Infrastructure

- Develop and prioritize a list of all street improvement projects (including undergrounded facilities)
- Develop a short and mid-term plan to address the improvements
- Perform street improvements per plan
- Create a funding stream or allocate budget appropriately to fund street improvements

Provide for Effective Governance of Yachats

- Establish Council budget review cycles
- Identify and apply for alternate funding sources available to small cities
- Lobby for a “fair-share” of our property tax payments
- *Please provide additional examples*

Emergency Planning

- Ensure emergency planning is adequately funded and staffed
- Maintain all city emergency caches and equipment and assist citizens in creating and maintaining their supplies (e.g. quarterly water and food exchanges, medical supply sales and other items as might be suggested by emergency planning committee)
- Create and update all appropriate documentation
- Practice emergency scenarios that engage all citizens and businesses in a fun manner (Halloween/Valentines day scenarios – (hmm, a role for One-of-Us?)

Grow/Smooth Tourist Revenue

- “Beautify” the 804 roadway with an accessible trail and consistent fencing to make a visitor destination
- Create and support a craft center like Sitka Center or Grand Marais, MN North House, Asheville NC Penland School of Crafts (attract longer-stay, off-season visitors)
- Establish/support a full-time outfitter and equipment for recreational opportunities. (Coordinate kayak, back-packing tours, bird-watching, Christmas light tours, etc.)

Attract and Encourage a Diverse and Creative Citizenry

- Create, in cooperation with experienced developers, work-live space in underutilized buildings (E.G. Fire Station, Alder)
- Create, in cooperation with experience developers, shared work space for artisans, makers, programmers, etc.
- Fund or sponsor support staff for above craft center/recreational coordinator
- Encourage more low-density, affordable housing for workforce

Long Range Revisioning as a Smart City with Community Input

- Continuously improve digital work-flow within city functions and for public access; ensure IT systems are current and effectively used
- Ensure new capital purchases support digital monitoring (IoT/5G) and develop methodology to coordinate and monitor use, performance and maintenance
- Improve digital communication with citizens including digital forums and surveys to solicit their wants, needs and priorities
- Reduce costs through real-time responses to citizen questions and requests
- Acquire, if appropriate, renewable energy for city needs

Community Healthcare

- Develop a healthcare center in Yachats that can serve all citizens
- Ensure that the healthcare center can leverage the services of larger organizations
- Encourage healthful practices like community run/walk, commons activities, etc.