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## MEMO

DATE: March 16, 2022

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the Five-Week Period Ending Friday, March 11, 2022

We continue to scramble on various efforts to keep things moving forward on a number of issues despite key staffing holes in the organization. I appreciate everyone's efforts to keep things moving forward (or at least not sliding too far backwards) during these challenging times.

My time over the next four weeks will be focused primarily on putting together the proposed budget for review and approval by the Budget Committee and adoption by the City Council. The week of March 21 will be spent with each of the Department Heads going through their budgetary requests. Following that, I will be preparing the proposed budget with Acting Finance Director, Steve Baugher, with the proposed budget being available to the Budget Committee on Tuesday, April 19. This is a major and significant task. During this time, I have scheduled a number of days where I will be working remotely from home to get this process completed. We will have the additional challenge of having the Finance Director's position vacant during this year's budget preparation process. We are fortunate that Steve Baugher has done a significant portion of the budget in his role as Assistant Finance Director for the previous budgets, but Steve's time will also be spent addressing Finance Director duties during this time. We will work our way through these processes, but please do not expect much else from me until the proposed budget is completed and sent to the Budget Committee.

### Highlights of activities over the last five weeks include the following:

- Participated in a routine department head meeting.
- Participated in a work session with Council that included the interview of the candidates for the Parking Advisory Committee, discussion as to whether to modify the Parking Advisory Committee (Council opted to stick with the existing structure); and a review of the annexation of unincorporated property in South Beach surrounded by properties within the City limits.
- An executive session was held for negotiations following the regular Council meeting.

- Participated in a regular meeting of the City Council.
- Held bi-monthly meetings with Jason Malloy, Rob Murphy, and Lance Vanderbeck.
- Barb James, Jason Malloy, and I participated in a demonstration from AccuSource for conducting criminal background checks on candidates and volunteers. Due to a variety of restrictions, the police have limitations as to the information they can access for non-criminal matters such as employee and volunteer background checks. Overall, we have opted to move forward on a trial basis with AccuSource, and will be conducting background checks jointly to determine our satisfaction with this as an alternate way to doing criminal background checks.
- Held a meeting with Laura Kimberly, Mike Cavanaugh, Jason Malloy, and Isabelle Cisco from Lincoln County regarding providing various resources such as condoms, Narcan, and other supplies in the Library and other City bathrooms. As a result, we are going to be adding some items to the Library and are exploring options on moving forward at other locations, as well, through Lincoln County's Harm Reduction Program.
- Peggy Hawker, Barb James, and I participated in phone interviews for additional candidates for the assistant city manager/city recorder position for the City. These new applications resulted from re-advertising the position. After the phone interviews were conducted, we concluded that none of the candidates were as strong as our third candidate in the first round of interviews for this position. We opted to bring that candidate back for a more detailed analysis and review of his capabilities for filling the position.
- Met with Mike Cavanaugh to review a number of Parks and Recreation Department issues.
- Met with David Allen, Aaron Collett, Mike Cavanaugh, Keeley Naughton, and Dave Powell at the aquatics center to determine next steps of dealing with any analysis, or potential litigation, regarding the pool crack issues at the recreation center. David Allen and Aaron Collette were seeking additional information from CIS regarding their determination. In reviewing the engineering report conducted by CIS, we believe that further analysis will be necessary and we will be taking steps to determine the cause, and whether the condition is getting worse or has stabilized since the leaks were repaired around the lights of the pool.
- Participated in the Lincoln County economy and COVID-19 call that is coordinated by Dave Price of OCCC Business Development Center. These have been good meetings to keep various players across the county in touch with current activities regarding the impact that COVID-19 has had on our local economy.
- Interviewed Rob Murphy on the KNPT Radio Show on Thursday, February 10.
- Met with Jody York and Steve Baugher regarding budgeted items for the City's fire alarm systems. We are going to review the necessity of proceeding with those projects, since now we have consolidated our alarm monitoring with one company for most of the City's fire, and other alarm, systems.
- Met with Jason Malloy, Derrick Tokos, Mike Cavanaugh, and Jovita Ballentine to continue our efforts at modifying our existing camping ordinances to address the use of public areas by those who are experiencing homelessness. We will be scheduling a work session with Council to discuss an approach that we have developed which is modeled after efforts in McMinnville and Coos Bay. This will

help us determine if Council wants us to continue pursuing this effort. Regardless, we will need to modify our existing camping ordinances which conflict with current federal court rulings and state law.

- Peggy Hawker and I met regarding the provision of temporary housing for new employees. We are contemplating the possibility of leasing a couple of housing units for the purpose of providing temporary housing for new employees of the City of Newport. These spaces would be leased to the new employees on a limited duration basis to help them with their mobilization to Newport.
- Held bi-monthly meetings with Steve Baugher and Peggy Hawker.
- Conducted one remaining phone interview with a candidate for the assistant city manager/city recorder position. As I indicated earlier, we made a decision to bring back a previous candidate interviewed in December for a follow-up assessment.
- Held a goodbye/good luck reception with City staff and Council for Mike Murzynsky as our Finance Director. Mike is now working as Finance Director in Philomath. We wish him well with this new position.
- Met with Jason Holland from OCCA for a monthly meeting. The PAC is continuing to evaluate masking/vaccination requirements for folks participating at the PAC. It is their intent to continue requiring masks and vaccinations for the events through the end of the production of Tarzan (March 12). They will evaluate the vaccination requirements after that.
- Took a vacation day on Monday, February 14.
- Rob Murphy, Derrick Tokos, and I, met to discuss the acquisition of the Agate Beach fire station by ODF, with ODF constructing a facility for joint use by the City and ODF. This was in preparation for a meeting with ODF to indicate where we are at with the preliminary numbers that have been provided and what the City's participation would be to be included in this new facility after the value of the sale of land is considered.
- Barb James, Dave Powell, and I, met to review the applications for the Public Works operations superintendent position. This is the position that Dave White held. We attempted to fill this position several times without success. We held off on trying to fill it until Dave Powell was more established in his position. Interviews were set up following this review.
- Met with Derrick Tokos and Mike Cavanaugh to discuss the Lincoln County School District's (LCSD) suggestion that the soccer field be built on LCSD property instead of Agate Beach Wayside property. The primary concerns expressed about this scenario is control of the field for city recreational purposes; the City is not gaining a new field, although an artificial turf would significantly increase usability of the area; and, that other fields currently being used for soccer do not become permanently converted for other uses. A follow-up meeting will be scheduled with LCSD to discuss these issues further.
- Held bi-monthly meetings with Derrick Tokos and Barb James.
- Peggy Hawker, Richard Dutton, and I, met to discuss the capabilities of utilizing our video and audio system in Council Chambers and allow someone remotely to participate via Zoom versus the telephone. Richard has done some research and has determined that we can purchase technology allowing allow us to use our normal livestreaming and cable capabilities, yet patch someone in via Zoom. This

information was used to develop the policy for meetings, once we relax our current policy of virtual meetings only.

- Held a bi-monthly meeting with Aaron Collett to discuss Engineering issues.
- Derrick Tokos and I met with Paul Schuytema of Lincoln County Economic Development Alliance to provide outreach with City Center property owners, as part of our efforts to begin work to determine how we can revitalize this part of town. Paul will be getting us a proposal to that effect.
- Barb James, Rob Murphy, and I, met with our labor Attorney, Mark Wolf, to discuss our next mediation session with the IAFF Union.
- Met with Department Heads to discuss evaluating and building a strong workplace culture within the City organization. At this meeting we prioritized several areas of focus, and we will be meeting as a group to hear reports from the various subgroups on possible steps we can take to build a stronger, healthy, workplace in the City of Newport.
- Met with Samaritan Hospital CEO, Leslie Ogden, and Foundation Director, Ursula Marinelli, to discuss the hospital's interest in establishing a substance use disorder residential treatment facility in Newport. The hospital is looking at acquiring the former group home in Agate Beach to repurpose this facility. The hospital is looking for financial support from the local community to assist with bringing this facility online. The hospital is contacting other local units of government in Lincoln County to inform them of this proposed plan, and to seek funding.

The proposed facility would include 16 beds for in-patient treatment, as well as out-patient services. The existing group home would be used with the addition of office and programming space added to the structure. The treatment center is based on a facility in Lebanon. It is anticipated that 200 in-patient people could be treated each year, and 600 out-patient people could be treated. The hospital is looking at funding from local units of government which could potentially include the funds that the City will receive from the opioid drug settlement, ARPA funds, or other funds to help make this project a reality in Newport. I indicated that I can set up a time for them to make a presentation to Council on the proposed facility, and the financial need to make this project move forward.

- I continue to participate in the ICMA Leadership Program sponsored by the Professional Development Academy. I finished the first four-week component of the course "Focusing on Your Leadership Mindset and Positive Engagement". The course started right after the beginning of the new year and provides leadership training to ICMA members and other local government leadership. The courses are taught remotely with a series of videos and readings that are provided on leadership, with smaller cohort groups meeting for an hour on Thursday and the entire class meeting for an hour on Friday over a 12-week period. The courses are broken up into four modules:
  - The first module focuses on multiplier effect that positive leadership has in motivating people to motivate others to provide the leadership to meet the goals and objectives of that organization. Part of the process is identifying our own leadership strengths, and areas where improvement is needed. A portion of this course is built around Colin Powell's leadership philosophy. I have attached his 13 rules on how to lead. As part of this course, we have been encouraged to

develop our own leadership oath and rules of leadership. I have attached a copy of an earlier draft of these rules that I developed for myself as part of this course. These rules are being refined as we go through various modules of the course.

Positive leadership has a multiplier effect. If the leader is positive, those individuals who are charged with carrying out various missions of the organization, will likely have a more positive outcome to accomplish tasks needed to move the organization forward.

The primary reason I wanted to take this course, is to strengthen my skills to prepare this organization for a change of leadership as we go through a very significant turnover in personnel over the next few years. This includes preparing this organization for transition after I retire. A key component to prepare organizations for change, is to have a very clear vision and clear values that are frequently communicated to members of the organization. These things need to be communicated over and over again so that everyone has the opportunity to understand what is expected with their role in the organization. Positive reinforcement is critical. For the average person, it takes five positive interactions to eliminate a negative interaction. This is true within the organization with relationships with the employees, as well as a relationship with our citizens and customers that interact with the City. One of Colin Powell's statements, is that it is also important to stop believing everything you think. It is good to sit back, question, and re-evaluate your own thoughts and perspectives on matters. As human beings, we tend to read, see, and reinforce those things that we already believe, versus having an open mind to accept other realities that can open up a whole new range of solutions to address problems. They discussed the heliotropic effect which is where plants lean toward the sun. Good leadership will have folks leaning in toward that leader to try to accomplish the expectations of the organization.

To provide a more positive atmosphere, it is important to ditch the drama. The average person spends two hours a day dealing with drama. Drama generally is an emotional wasteland at the workplace.

Three other principals that are key to leadership are, the first is compassion - a need to understand the people within your organization, the second is forgiveness - we need to forgive folks that make mistakes. This is different from forgetting. It is important to understand an individual's past errors, but to find a solution to help them move forward and avoid making the same mistake in the future. The third area of leadership is gratitude. Let people know that the work they have done is appreciated and recognized.

It is also important to recognize that one size does not fit all. Different people respond differently to situations in the organization. To get the various tasks done, it is critical to empower people to do their jobs. While mistakes may be made, the lessons learned from those mistakes are valuable in developing the leadership skills of people within the organization. The old expression "Give them a fish and

they will eat for a day, teach them to fish and they will eat for a lifetime” is a wonderful synopsis of what happens when you empower people to address organizational needs.

Individuals within organizations are motivated by different things. Those motivated by job orientation work to support the life they want to live. Those that are career oriented, work to further their own expertise and prestige within that career. Those that have a calling orientation care so much about the work that pay is not a motivating factor. Folks may span a couple of these areas in different ways.

Overall, the first segment of the course was very beneficial for me in evaluating things that I do well, and also taking a look at areas that I would like to improve upon to be a leader within this organization. I will provide an update for the other course modules on completion of each module. I have also enjoyed our weekly cohort meetings where we can discuss the lessons learned from the previous week, how those lessons impact each of us, and gives us a chance to share experiences with colleagues from across the country.

- Prepared agenda items for the February 22 City Council meeting.
- Barb James, Rob Murphy, and I, participated in mediation with the IAFF Union. We have kept Council updated on negotiations in executive sessions.
- City Hall was closed on Monday, February 21, in observance of Presidents’ Day.
- Held a regular Department Head meeting.
- Peggy Hawker and I held phone interviews with a candidate for the deputy city recorder position. An in-person interview will follow based on the initial phone interview.
- Met with Council President, Cynthia Jacobi, prior to the February 22 Council meeting.
- Participated in a work session where MaryKay Dahlgreen, Director of the Lincoln County Library District, presented the new formula for providing District Library funding to non-member City Libraries; heard a report on the Dude Solutions valuation of City facilities; and held an executive session to consult with labor negotiators on collective bargaining.
- Participated in the February 22 City Council meeting.
- Met with Derrick Tokos to discuss final processes related to the North Side Transportation System Planning effort.
- Held a bi-monthly meeting with Laura Kimberly to discuss Library issues.
- Met with the ODF regarding the fire station property. The biggest concern that we shared with ODF is that the cost for building the space in a shared facility is exceeding the value of the property by a fairly significant amount. I have indicated that it would be my recommendation to Council that this gap be closed to some degree to help us move forward with this project. ODF will be looking at scenarios of how to move forward with this effort. Eventually, this will be presented back to the City Council for review and final direction on proceeding forward with this project.
- Barb James, Dave Powell, and Andrew Grant, and I, met regarding the on-call rotation at the wastewater treatment plant. With the retirement/resignation of two

employees, we are looking at other measures to address plant operations. We will meet with the Newport Employees' Association (NEA) to come to an agreement as to how we will provide staffing until we can get qualified employees to fill these two vacancies.

- Participated in the Audit Committee meeting to prepare for the presentation to the City Council and Urban Renewal Agency of the audited annual financial statements. A major issue that the City will be dealing with is retaining a new auditing firm for the fiscal year that will end June 30, 2022. Our current auditors are getting out of the municipal auditing business, and other auditing firms are having challenges keeping qualified personnel to do audits, it may be very difficult, and expensive, to get an auditor in place for this upcoming fiscal year. We had explored the option to piggy-back on an existing auditing contract for another municipality, however, there is not a willingness by the auditing firms to add a client under that contract to cover the City's annual audit. We will be updating the RFP and getting that out for proposals for auditing services for the close of this current fiscal year.
- Chaired a Yaquina Bay Economic Foundation (YBEF) meeting for February.
- Held a grievance meeting with the IAFF Union Local 4619. Andy Parker participated in this meeting from the IAFF, and Barb James and Rob Murphy participated from the City. I reviewed the grievance and submitted a response denying the grievance on added duties for Captains at step II. The Union can either accept that denial, or could proceed to bring the matter before arbitration.
- Met with labor Attorney, Mark Wolf, to discuss options for resolving negotiations with the IAFF Union.
- Barb James, Rob Murphy, and I, met to discuss modifications to the City's COVID-19 mask policy in light of the Governor's announcement to end the mask mandate for most employees effective Saturday, March 12.
- Met with a customer of the recreation center regarding concerns about people singling her out for not wearing a mask in the locker room. She felt that she was being singled out by other patrons and was unhappy with the way staff interacted with her to resolve this matter. In addition, staff did not intercede when another patron was lecturing this individual on wearing a mask in the locker room while staff was present. In reviewing the situation, we felt it was inappropriate for a patron to be lecturing another patron on mask-wearing when a staff member was present. We have had a significant number of complaints about people not wearing masks properly and people complaining about people having to wear masks during certain activities. In the recreation center we posted a notice that if anyone has any problems with how someone is wearing a mask, that they contact City staff to address that issue instead of confronting individuals themselves.
- Participated in the Transportation System Plan Policy Advisory Committee meeting who is working on finalized recommendations to the Planning Commission and City Council. They will meet one more time before completion of these tasks.
- Dave Powell, Aaron Collett, and I, met with Councilor Jacobi and did an inspection of Oceanview Drive to discuss specific ideas and issues related to this stretch of road. It was helpful for the four of us to be together in a vehicle to take this tour and understand some of the things that we can do, and some of the challenges that we have, in not being able to necessarily do everything that residents along this route

would like us to enact. We will be providing an update to Council of possible actions moving forward that would require Council consent for enacting.

- Met with Steve Baugher to review activities in the Finance Department.
- Met with Superintendent Karen Gray regarding two issues. Dr. Gray would like to reinstitute a school resource officer from the City of Newport. I have indicated to her that this is just not possible in this upcoming fiscal year because of the number of vacancies that we will be filling on the department, and the time it takes to get an officer able to work independently on the road. Even with the District willing to pick up the total cost of the officer during the school year, the primary challenge is that we do not have enough officers to deal with the normal shift coverages to designate an officer for this position. We will continue to review this and might be in a better situation as we approach the school year that begins in the fall of 2023. In addition, Dr. Gray is very supportive of developing a soccer field with joint use by the Districts and the recreation department on school property. This would be an alternative to the Agate Beach Wayside project that we have designated ARPA funds for. There are advantages to the City by working with the District on this issue, including the District's willingness to permanently maintain the new field, instead of it being the City responsibility to maintain a new field at Agate Beach. It is also important to note that the Agate Beach option can still be developed at some time in the future. This is an item that we will be bringing to Council for the Council's consideration.
- Participated in initial interviews for the Public Works operations superintendent position.
- Steve Baugher, Dawn Smalley, Kay Keady, Richard Dutton, and I, participated in a Zoom meeting with Invoice Cloud to discuss some of the challenges and issues that we were having with the implementation of Invoice Cloud for autopay services. Overall, it was a good conversation with Invoice Cloud and we were able to resolve a number of things on the spot with the capabilities of the system. The implementation of Invoice Cloud has been not as smooth as we would have preferred, but progress is being made.
- Derrick Tokos, Aaron Collett, and I, met to discuss resources for the planning and design of South Beach Urban Renewal projects that need to take place before the closeout of the South Beach Urban Renewal District. I have asked Aaron and Derrick to lay out a detailed schedule of the progress needed for these projects to get them designed, bid, and completed before the closeout of the District in 2027. Projects have to be committed by 2025. There is a substantial investment that the URA will be making to South Beach, and we want to be sure we take full advantage of the URA before funds revert back to all the taxing entities once the District closes out.
- Conducted a second interview for the Public Works operations superintendent position with Dave Powell and Barb James. As a result, we have made an offer to an internal candidate for this position subject to a Level 3 background check. (we have never done a comprehensive background check on this employee since he was hired before this process was put into place and is now moving into a supervisory position).
- Barb James, Mike Cavanaugh, and I, met to review the salary structure for part-time employees based on the City Council's desire to start part-time employees at

an hourly rate of no less than \$15/hour. We will be putting this together as part of the proposed budget for the new fiscal year.

- Held a bi-monthly meeting with Dave Powell to discuss departmental issues.
- Had a staff meeting regarding discussions on developing a new camping ordinance for the City to bring our ordinance into compliance with state and federal requirements.
- Peggy Hawker, Barb James, and I, met to finalize assessment tools to use to evaluate a candidate for the assistant city manager/city recorder position. As part of this assessment, we had three separate exercises that we used to evaluate the candidate. One was implementing a process to deal with complaints in accordance with our diversity, equity, and inclusion statement. Secondly, an exercise to understand their creative writing capabilities that could be utilized in the news blast. The third was a confrontation and role play with two aggrieved citizens to see how the candidate would interact with folks unhappy about City services.
- Conducted an in-person interview for a candidate for the deputy city recorder position. As a result of the interview, we have made an offer subject to the background check. The candidate accepted the preliminary offer and we are hopeful that we can get this position filled. Unfortunately, this candidate has since withdrawn from this offer. We are back to the drawing board on this position.
- Prepared agenda items for the March 7 City Council meeting.
- Met with the NEA to discuss a work plan for the wastewater treatment plant operation staff while we are in the process of recruiting to fill two vacancies in that department.
- Along with other members of staff and available Council members, conducted a follow-up assessment and interviews for a candidate for the assistant city manager/city recorder position which began on Thursday, March 3 and lasted through the day on Friday, March 4. An offer has been made pending a comprehensive background check to the candidate to fill this position.
- Dave Powell and I met with Michael Bridenbeck of Enterprise to wrap up the acquisition of hybrid vehicles under our new agreement with Enterprise. City Attorney, David Allen, worked through a number of issues with the agreements to allow us to move forward with this effort.
- Derrick Tokos and I met with Mark Watkins to get an update of his plans for developing the light industrial property he is leasing from the Airport. Mark has a number of concepts he is working on. We discussed strategies to proceed with certain phases of this project. We discussed the possibility of using a local improvement district to address the public infrastructure that would be developed on this leased property, allowing the City to front this cost with the developer paying the City back over a ten-year period. Mark indicated that this would be helpful to have some of the concepts that he is pursuing penciled out.
- Attended OCCC's virtual "Pearls of Wisdom" fundraiser on Saturday, March 5.
- Held a routine department head meeting.
- Met with Council President Jacobi to review the agenda for the March 7 Council meeting.
- Participated in a Council work session to discuss the kickoff for the Newport housing analysis; and, a joint meeting with the Audit Committee, URA, and City

Council on the auditor's report on the financial statements for the City of Newport and the URA.

- Participated in the regular March 7 City Council meeting.
- Dave Powell and I met with Michael Bridenbeck of Enterprise to finalize our lease/purchase of vehicles.
- Held bi-monthly meetings with Jason Malloy, Rob Murphy, and Lance Vanderbeck.
- Had a follow-up meeting with the citizen who had a complaint about patrons and staff requiring her to wear a mask in the locker room. After meeting with staff on this issue, we followed-up with the two complainants. They seemed satisfied with the resolution (and that the requirements were going away as of March 12).
- Participated in the Coastal City/County Managers meeting that was hosted by Lincoln County at the courthouse. After a long absence, we are trying to get the managers back together to meet on a monthly basis to share issues of concern from across the county.
- Steve Baugher, John DuBois, Barb James, and I, met to discuss the possibility of using pre-tax premiums for Aflac, and other similar employee-paid services that are eligible for pre-tax treatment. The one thing that was discovered in this process, is when the deductions from the insurance are taken out pre-tax, any benefits are paid post-tax. This can create a significant tax liability when utilizing these benefits. We do have the capability of doing this with our payroll system should be elect to allow this to be moved in this direction.
- Held a bi-monthly meeting with Laura Kimberly to discuss various Library issues.
- Met with Tia Cavender from Dig Deep Research to get updated on the financing scenarios for Big Creek Dam. Our Washington delegation is currently discussing the WDRA funding going forward which may be an avenue for significant funding for the dam. We appreciate our federal legislative delegation for trying to get funding included for this project in that package.
- Met with Rich Belloni from LCSD, Councilors Goebel, Jacobi, Derrick Tokos and Mike Cavanaugh to discuss the alternative opportunity for the development of an artificial turf soccer field at the Sam Case Elementary School. Following discussions, we indicated that we will bring this to Council for preliminary discussions. If Council is comfortable in moving forward with this effort, then we would work out a memorandum of understanding with the District that would provide funding for the development of this field and open grass area on the west side of the school building. For a period of time, this field would be available for school use during school hours, and it would be made available to the Parks and Recreation Department for use after hours. This would be outlined in the memorandum of understanding. If Council is comfortable in moving this direction, there are still several things we will need to work out with the District before having an MOU ready for Council consideration. The primary advantage of this option is that an artificial turf can be used year-round versus a sod turf which is much more limited in the length of time it can be used, and the District has agreed to maintain anything built on school property in the future. This might be a very good alternative instead of proceeding with the development of a field on state park property at Agate Beach. This option would still remain open for future development.
- Interviewed Aaron Collett on the KNPT Radio Show.

- Participated in interviews for the assistant fire chief/fire marshal position along with internal and external panel members. These panels addressed a situational exercise regarding firefighting, and as part of the fire marshal's role, an exercise on addressing fire code matters. Rob Murphy and I conducted the final interview. Following the interviews, there was a consensus on the top candidate and an offer was made for employment subject to the required background checks. This offer was accepted by the candidate and a background check has been initiated.
- David Allen, Clare Paul, Tim Gross, and I, met to review the issue over the water and sewer ownership at Longview Hills. This issue will be heard by the federal court in Eugene on Wednesday afternoon, and possibly Thursday, the week of March 14. Tim Gross will be the primary witness since this occurred during his tenure as Public Works Director. David Allen, Clare Paul, and I will be watching remotely and available to participate, if necessary.
- Held a monthly meeting with Jason Holland to discuss issues with the PAC and VAC. OCCA will be eliminating mask requirements for the VAC and for regular business at the PAC. It is their intent to maintain the mask policy for ticketed performances at the PAC for the time being. They are evaluating whether proof of vaccination or a negative test will still need to be provided by attendees of ticketed events.

#### Upcoming Events:

- The Annual Spring Conference is scheduled for April 21 and 22, at the Eastern Oregon Trade and Events Center in Hermiston, Oregon. Hopefully, COVID-19 will allow this conference to move ahead. Peggy has registered all Council members to participate in this conference. If you do not plan on attending, please let Peggy know ASAP.
- The first Budget Committee meeting will be held in Council Chambers at 5 PM on Tuesday, April 26.
- I am planning on taking May 4, 5, and 6 off for vacation.
- The second Budget Committee meeting will be held in Council Chambers at 5 PM on Tuesday, May 17.
- The third Budget Committee meeting will be held in Council Chambers at 6 PM on Tuesday, May 24.
- City Hall will be closed Monday, May 30, in observation of Memorial Day.
- City Hall will be closed Monday, July 4, in celebration of Independence Day. We will only have one regular Council meeting in July which is scheduled for July 18.
- Wednesday, July 20 through Friday, July 22, I am planning to attend the OCCMA Summer Conference at Eagle Crest in Redmond, Oregon.
- July 25 through August 5, I plan to be on vacation. I have been excused from the August 1 City Council meetings.
- City Hall will be closed Monday, September 5, in observation of Labor Day. The Council meetings will be held Tuesday, September 6.
- September 17 through September 21, I plan to attend the 108<sup>th</sup> Annual Conference in Columbus, Ohio. I have been excused from the City Council meetings on September 19.

- October 5-7 is the Annual League of Oregon Cities Conference in Bend. Council members are encouraged to participate in this conference.
- City Hall will be closed Friday, November 11, in observation of Veterans' Day.
- City Hall will be closed Thursday, November 24, and Friday, November 25, in observation of the Thanksgiving holiday.
- City Hall will be closed half day on Friday, December 23, and all day on Monday, December 26, in celebration of the Christmas holiday.
- City Hall will be closed on Monday, January 2, 2023 in observation of the New Year's holiday. The organizational meeting for Council will be scheduled for 5 PM on Tuesday, January 3, 2023, with a regular meeting to follow.

**Attachments:**

- Attached is Colin Powell's 13 rules for how to lead.
- Attached is ICMAPDA Leadership Oath and Rules.
- Attached is a brochure for a new event that will be held in the PAC parking lot on April 30, 2022 from 3-7 PM featuring art, entertainment, food trucks beer garden and more.
- Attached is the priority and funding overview for the Economic Development Alliance of Lincoln County. Paul Schuytema, Executive Director, is working to revitalize this organization to provide economic development services to local units of government in Lincoln County, as well as to the development community.
- Attached is a communication from Georgia-Pacific regarding the implementation of Juno Technology at the Toledo Georgia-Pacific Containerboard Operations facility. Due to COVID-19, they have not been able to hold an open house but wanted to share the progress of how that facility is currently functioning.
- Attached is the summary of the City/County Coordinated Homeless Response Pilots approved by the state legislature. Lincoln County, Newport, Lincoln City and Toledo are one of the pilots which will receive a total of \$1 million over a two-year period.
- Attached is a summary of the projects that Dig Deep Research is currently working on for the City of Newport.
- Attached is an article for the City of Lebanon regarding the challenges that City is having in hiring police officers.

I hope everyone has a great week.

Respectfully Submitted,



Spencer R. Nebel, City Manager

cc: Department Heads



(© Brooks Kraft LLC/Corbis/Getty Images)

*Colin Powell at his home in Virginia. Powell served as secretary of state under President George W. Bush. Powell was the first African American to serve in that position. (© Brooks Kraft LLC/Corbis/Getty Images)*

## Colin Powell's 13 rules for how to lead

By **ShareAmerica** · Oct 19, 2021

Colin Powell (1937-2021) led the State Department as secretary of state and the military as chairman of the Joint Chiefs of Staff. He also served as a four-star general in the U.S. Army. Even so, Powell "wasn't overly concerned with hierarchy," said current Secretary of State Antony Blinken on October 18. "He wanted to hear from everyone ... Powell was simply and completely a leader, and he knew how to build a strong and united team."

Powell offered 13 rules for leadership in his 2012 memoir, *It Worked for Me: In Life and Leadership*. They are lightly edited here.

1. **It ain't as bad as you think. It will look better in the morning.** Leaving the office at night with a winning attitude affects more than you alone; it also conveys that attitude to your followers.
2. **Get mad, then get over it.** Everyone gets mad. It's a natural and healthy emotion. My experience is that staying mad isn't useful.
3. **Avoid having your ego so close to your position that when your position falls, your ego goes with it.** Accept that your position was faulty, not your ego.
4. **It can be done.** Have a positive and enthusiastic approach to every task. Don't surround yourself with instant skeptics.
5. **Be careful what you choose: You may get it.** You will have to live with your choices. Some bad choices can be corrected. Some you'll be stuck with.
6. **Don't let adverse facts stand in the way of a good decision.** Superior leadership is often a matter of superb instinct. When faced with a tough decision, use the time available to gather information that will inform your instinct.
7. **You can't make someone else's choices. You shouldn't let someone else make yours.** Make sure the choice is yours and you are not responding to the pressure and desire of others.
8. **Check small things.** Leaders have to have a feel for small things — a feel for what is going on in the depths of an organization where small things reside.
9. **Share credit.** People need recognition and a sense of worth as much as they need food and water.
10. **Remain calm. Be kind.** Few people make sound or sustainable decisions in an atmosphere of chaos.
11. **Have a vision. Be demanding.** Followers need to know where their leaders are taking them and for what purpose. Good leaders set vision, mission, and goals.
12. **Don't take counsel of your fears or naysayers.** Those who do risk wasting their time and energy.
13. **Perpetual optimism is a force multiplier.** If you believe in the likelihood of success, your followers will too.

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SHARE

## **ICMAPDA Leadership Oath and Rules**

**Oath:** I will work to improve my leadership skills to build a resilient organization that embraces change

**Rules:**

- 1) Celebrate small victories
- 2) Be thoughtful but decisive
- 3) Maintain a perpetual optimism for the future
- 4) Engage at all levels of the organization
- 5) Empower people to act
- 6) Be Empathetic
- 7) Listen to all perspectives
- 8) Provide continuous feedback
- 9) Build leadership for the future
- 10) Communicate regularly throughout organizational changes

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# EDALC

PRIORITY AND FUNDING OVERVIEW 2022-23

## Economic Development Alliance of Lincoln County

### 2022-23 - From Challenge to Opportunity

With the support of our dedicated Board of Directors, I am excited to drive forward a re-energized and re-imagined **Economic Development Alliance of Lincoln County**. EDALC has served Lincoln County for over twenty-seven years, and we again stand at the ready to lead and collaborate on the vital economic recovery work needed in the years to come.

We work, every day, to support the economic vitality of our region. Our priorities are **Business Support**, **Entrepreneurial Ecosystem** development, helping to catalyze our local and regional **Blue Economy** and working to promote a more **diverse and equitable local economy**. We hope you can join us on our journey.

*Paul Schuytema, Executive Director*



### Our Mission

To deliver economic development services that facilitate the creation, growth and retention of Lincoln County businesses.



Economic  
Development  
Alliance  
OF LINCOLN COUNTY

# Who is EDALC?

We are the **Economic Development Alliance of Lincoln County**, a 501 (c)(6) non-profit economic development organization. We work every day to attract, support and grow businesses in Lincoln County to ensure community-wide economic well-being and an improved quality of life.

Day-to-day, we work to problem solve and connect businesses with the information and the resources they need to succeed. We research data and work within our extensive network to identify opportunities and mitigate challenges for our local business community. We collaborate with other organizations on projects that enhance our local and regional economic vitality and diversity.

Our organization has served Lincoln County for over 27 years, and is governed by a local Board of Directors. We receive our funding from local governmental units, our local business community and grant dollars.

## Moving the Needle - Recent Progress



- Completed re-designation (and management) of our local **Lincoln County Enterprise Zone**
- Worked with the Cascades West Economic Development District to draft a new five-year **Comprehensive Economic Development Strategy (CEDs)** for the region
- Created a new **economic development website** for local business information and attraction
- Inaugural partner in the **Oregon Ocean Innovation Hub (O2IH)**, authored four project briefs, and assisted with numerous funding efforts to grow the local and regional Blue Economy
- Collaborated on **impactful local projects**, including business attraction work with Lincoln City and the ART Toledo project in Toledo
- Continuous **business and remote worker recruitment**, via digital marketing channels
- Completed research and developed report of top **25 Lincoln County employers** for OED (the first update since 2017)
- Helped facilitate county-wide economic development **listening sessions** in November, 2020
- Annual review and evaluation of **Community and Economic Development Grant** applications

EDALC's new Executive Director's professional experience and outside perspective have created a stronger connection between City and County Economic Development efforts. EDALC is a vital partner in my work to brainstorm, leverage capacity and further shared objectives for our community as a whole.

- *Alison Roberson, Director, Economic Development, Lincoln City*



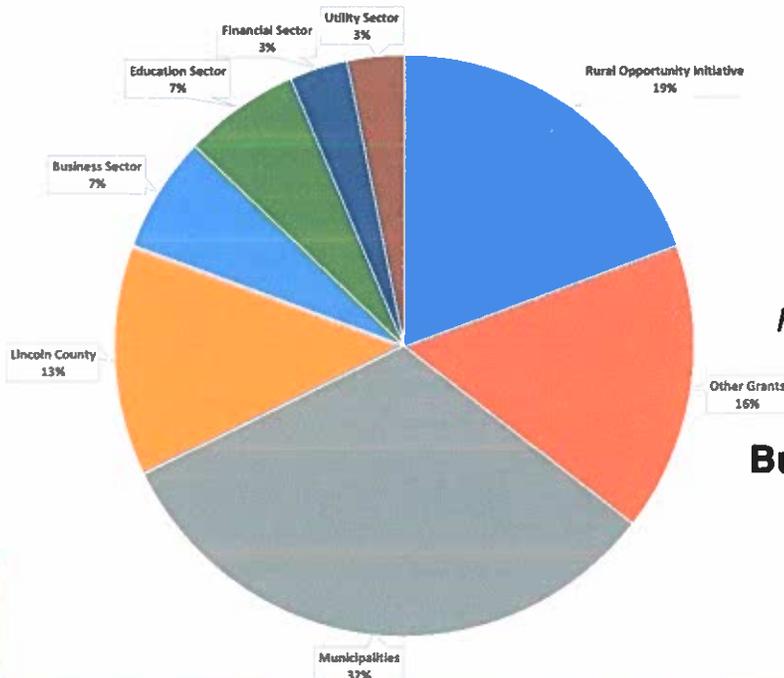
# On the Horizon in 2022-23

- Keep our focus on **long-term economic recovery**
- Implement a strong **Business Retention and Expansion (BRE)** program
- Grow a vibrant and resilient **Entrepreneurial Ecosystem**
- Support local and coastal **Blue Economy** efforts
- Maintain and promote commercial property inventory via **OregonProspector**
- Gather and share **meaningful economic data** and develop an **economic vitality report card**
- Continue to collaborate with other organizations on **impactful projects**

## Organizational Funding

EDALC has always been supported by **local dollars**. Going forward, we are diversifying our funding sources to include both the private and public sectors, as well as bringing in grant dollars. We welcome investors at all levels to help support our efforts and our local economy.

Anticipated Funding Distribution FY 2022-23



*Annual Operations Budget:*

**\$150,000.00**

*Help us continue to deliver key economic development services in Lincoln County:*

**[BusinessLincolnCounty.com/Invest](https://BusinessLincolnCounty.com/Invest)**

EDALC has created stronger relationships between business and local government and plays an important role in marketing Lincoln County to potential business recruitments. With the addition of Paul as Director, Lincoln County is taking an active role in regional economic development and collaborating with other partners in surrounding counties.

*- Melissa Murphy, Regional Development Officer, Business Oregon*



## EDALC BOARD OF DIRECTORS

**Tracy Bailey**, *President*, Senior Planner, Confederated Tribes of Siletz Indians

**Lesley Ogden**, M.D., *Secretary*, CEO, Samaritan Lincoln County Hospitals

**Michael Smith**, *Treasurer*, Vice President and District Manager, US Bank

**Curt Abbott**, *At Large*, Founder and Owner, Oregon Coast Technology

**Robert Cowen**, Ph.D., *At Large*, Director, Hatfield Marine Science Center

**Zack Dahl**, Co-Owner, Dahl Disposal

**Bryan Fitzsimmons**, Owner, Fitzsimmons CPA

**Dr. Karen Gray**, Superintendent, Lincoln County School District

**Doug Holbrook**, Owning Partner, Holbrook & Associates

**Carrie Lewis**, CEO, Oregon Coast Aquarium

**Paula Miranda**, Manager, Port of Newport

**Linda Roy**, Owner and Broker, Lincoln City Realty

**Birgitte Ryslinge**, Ph.D., *At Large*, President, Oregon Coast Community College

**Doug Hunt**, *Ex Officio*, Lincoln County Commissioner

## EDALC STAFF

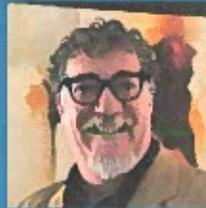
### *Executive Director*

**Paul Schuytema**

O: 541.265.4544

C: 541.961.8800

E: paul@businesslincolncounty.com



Economic Development Alliance of Lincoln County

324 N. Coast Highway, #5

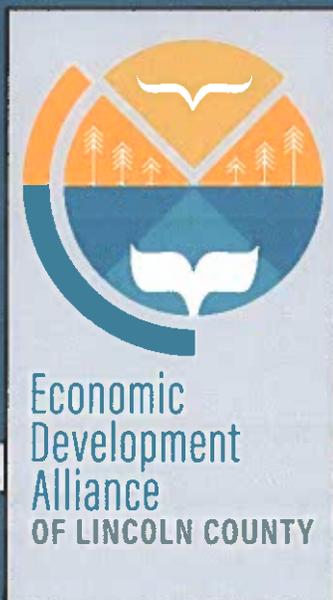
P.O. Box 716

Newport, OR 97365

t. 541 265 4544

"We are working with EDALC on our Downtown Revitalization and Executive Director Paul has been a joy and an invaluable asset in developing our ARTS Toledo endeavor!"

- Rod Cross, Mayor, City of Toledo



[www.BusinessLincolnCounty.com](http://www.BusinessLincolnCounty.com)



# Georgia-Pacific

February 4, 2022

Dear community leader,

We have all made a lot of adjustments in our lives over nearly two years now, putting some projects on hold and advancing others. We are excited to share that Georgia-Pacific's new Juno® Technology has moved forward, we've completed our phased start up and are now fully operational.

Thanks in part to the support of you, our community partners and the broader Toledo and Lincoln County communities, we were able to secure permits, construct the facility and begin startup in two years – which is quite an accomplishment. Construction and operations at the Juno site followed the same safety protocols as our mill operations and we are fortunate the pandemic has not impacted us.

As you likely remember, Juno is a new technology developed by GP that processes waste destined for landfills or incinerators to extract usable paper fiber and collect other materials for their respective recycling markets. The Toledo installation is the first commercial unit and is already attracting attention from others around the globe interested in how the technology may help meet their landfill diversion goals. We're gratified that this state-of-the-art technology is located in Toledo, where GP has been operating since the 1950s and is home to hundreds of our employees and retirees.

The Juno processing unit initiated a slow startup process early last summer. The team focused on optimizing the equipment as we adjust from operating a pilot unit to a commercial scale unit and we are proud to now be fully operational.

Longtime GP employee and Newport resident Franz Cosenza, who has spent most of his career at the Toledo mill, is managing operations at the Juno site, along with a team of 11 employees. The entire team is excited to be part of this venture. There are always many things to learn with any new technology and Juno has been no different. The Toledo Juno team plays an important role in optimizing the equipment and processes that will be used in subsequent installations.

Dahl Disposal has been a great partner. The team at their new baling and wrapping facility plays an important role in securing and preparing local material as well as waste from around the region for processing at the Juno facility. Thompson Sanitary, based in Newport, has also been supporting Juno by supplementing the waste delivered to Dahl. We appreciate the collaboration of these two highly respected local partners.

The results so far are very promising. We are already seeing an average diversion rate of 62 percent. That's a significant improvement for the local area over the 18 percent recovered for recycling before starting Juno. This gives us confidence we can achieve the 70 percent landfill diversion rate we anticipated for this unit.

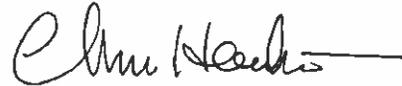
The pandemic's one negative impact to Juno is that we were not able to host an opening event and make the facility available for tours. An overview is enclosed that explains the Juno process to help you become more familiar with our operation. As we are able to capture more photos and video, we will make them available at [gpjuno.com](http://gpjuno.com).

We are deeply grateful for your support of this new recycling technology and our operations in Lincoln County. We are pleased to do business here and look forward to a successful future with your continued support.

Wishing you all the best in 2022.



James McClure  
Vice President and General Manager  
Toledo Containerboard Operations



Christer Henriksson  
President  
Juno LLC

## Juno® Technology

Juno's breakthrough waste recycling technology uses patented sanitization and separation processes to divert most of the materials it processes from landfills and incinerators. At the first commercial installation in Toledo, the paper fiber is captured for reuse and metals are collected to be recycled.

### JUNO PROCESS



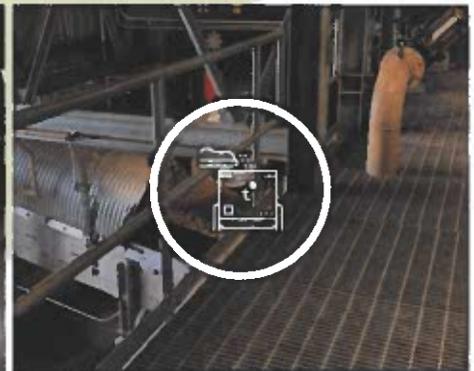
#### Infeed Conveyor

This is where the feedstock is loaded and staged to be fed to the Juno™ Clave. Load cells are used to accurately weigh the material prior to processing.



#### Juno™ Clave

The bales are cut and loaded into the Juno™ Clave. Once the door is closed, steam is added and the feedstock is cooked to ensure the material is sanitized. During the cooking process, paper fibers are separated from coatings and food contamination. After the cooking is complete, the Juno™ Clave door is opened and the entire contents of the vessel are discharged.



#### Wash Trommel

The wash trommel processes all material that is sent through the Juno™ Clave. This step in the process is where paper fibers are recovered and sent to the paper mill to be turned back into paper and packaging materials.



#### Magnetic Belt

Ferrous metals are recovered during this step of the recycling process. Up to 5% of the incoming feedstock is ferrous metal and the magnetic belt recovers this material for future reuse.



#### Dewatering Press

A dewatering press is used to reduce the moisture content of the rejects – materials that cannot be initially recovered. The press reduces the moisture content to 30%.



#### Eddy Current Separator

The eddy current separator uses a powerful magnetic field to recover non-ferrous metals from the rejects. Before collecting the metals, a vibrating table liberates the recyclable materials, allowing for efficient recovery. Non-ferrous metals at this step in the process typically include aluminum, copper and die-cast metals.

JUNO<sup>®</sup>

## City-County Coordinated Homeless Response Pilots (HB 4123)

HB 4123 establishes locally led, regional housing coordination through 8 pilots across the state. Each pilot will receive \$1 million in state funding over two years to operationalize coordinated offices to strengthen their communities' homeless response. These pilots are not intended to be duplicative of existing work in the community, nor are they intended to take on the role of direct service delivery. Instead, these pilots will:

- Provide high-level coordination, centralized communication, and strategic visioning;
- Identify opportunities to more effectively leverage existing funds and access new resources; and
- Create a more equitable, accessible and responsive system for their residents experiencing homelessness.

### HB 4123 sets out minimum standards for each pilot, including:

- Sign an IGA with regional partners to manage and facilitate the coordinated homeless response office;
- Establish an oversight board, consisting of members from each participating local government;
- Develop a 5-year strategic plan to identify gaps in their community's homeless services, in coordination with community partners and existing efforts;
- Adopt a strategic plan that will identify and set goals for addressing funding to support the ongoing operations of the coordinated response system
- Report back to the legislature and OHCS on local progress, opportunities, and challenges to inform future state homeless funding and policy decisions

These standards provide a basic structure for accountability and the reasonable use of funds while giving communities the flexibility to model local best practices and create efficiencies in their regional homeless response systems, all in the name of improving access to resources and services for Oregonians experiencing homelessness. The required coordination with existing community partners, culturally specific organizations, and state and federal systems intends to build on Oregon's developing homeless response strategy, including critical connections to permanent affordable housing.

### HB 4123 requests \$8 million for 8 pilots in the following communities:

- Benton County/City of Corvallis
- Coos County/City of Coos Bay/City of North Bend
- Deschutes County/City of Bend/City of Redmond/City of Sisters/City of La Pine
- Hood River County/Wasco County/Sherman County/City of The Dalles/City of Hood River/Mid-Columbia Community Action Council
- Lincoln County/Lincoln City/City of Newport/City of Toledo
- Polk County/Falls City/City of Monmouth/City of Independence/City of Willamina/City of Dallas/Confederated Tribes of Grand Ronde/Mid-Willamette Valley Community Action Agency
- Tillamook County/City of Tillamook/Bay City/City of Garibaldi/City of Rockaway Beach/City of Wheeler/City of Manzanita/Community Action Resource Enterprises Inc. (CARE)
- Umatilla County/City of Hermiston/City of Stanfield/City of Echo/City of Umatilla



For more information, please contact: Representative Jason Kropf at [rep.jasonkropf@oregonlegisature.gov](mailto:rep.jasonkropf@oregonlegisature.gov)  
Sabrina Riggs, AOC Lobbyist at [sabrina@daltonadvocacy.org](mailto:sabrina@daltonadvocacy.org)  
Jim McCauley, LOC Lobbyist at [jmccauley@orcities.org](mailto:jmccauley@orcities.org)



We dig deep so you don't have to.

<b>City of Newport - Pursuits in Progress (Pending, Planned &amp; Submitted)   FY2022-23</b>						
<b>Pursuit Name</b>	<b>Project Description</b>	<b>Award Type</b>	<b>Agency</b>	<b>Agency Type</b>	<b>Pursuit Status</b>	<b>Amount Requested</b>
Business Oregon Water/Wastewater Financing TA	Wastewater Master Plan	Grant	Business Oregon	State	Submitted	\$ 20,000
FEMA HMGP #4562 - Main Tanks	Main Water Tanks	Grant	FEMA	Federal	Submitted	\$ 8,768,558
FEMA HMGP #4562 - Under Bay	Under Bay Crossing	Grant	FEMA	Federal	Submitted	\$ 2,479,913
FEMA HMGP #5327- Northside Fire Flow Project	Northside Fire Flow	Grant	FEMA	Federal	Submitted	\$ 2,457,554
Supplemental ARPA funding through Rep. Gomberg's Office	Wastewater Critical Project	Grant	ARPA	State	Submitted	\$ 1,400,000
Business Oregon Water/Wastewater Financing TA	Water Master Plan	Grant	Business Oregon	State	Planned	\$ 20,000
FEMA BRIC Grant for 2023	Big Creek Dam Construction funds	Grant	FEMA	Federal	Planned	\$ 5,000,000
<b>Total in Pursuit (All Pending &amp; Planned)</b>						<b>\$ 20,146,025</b>

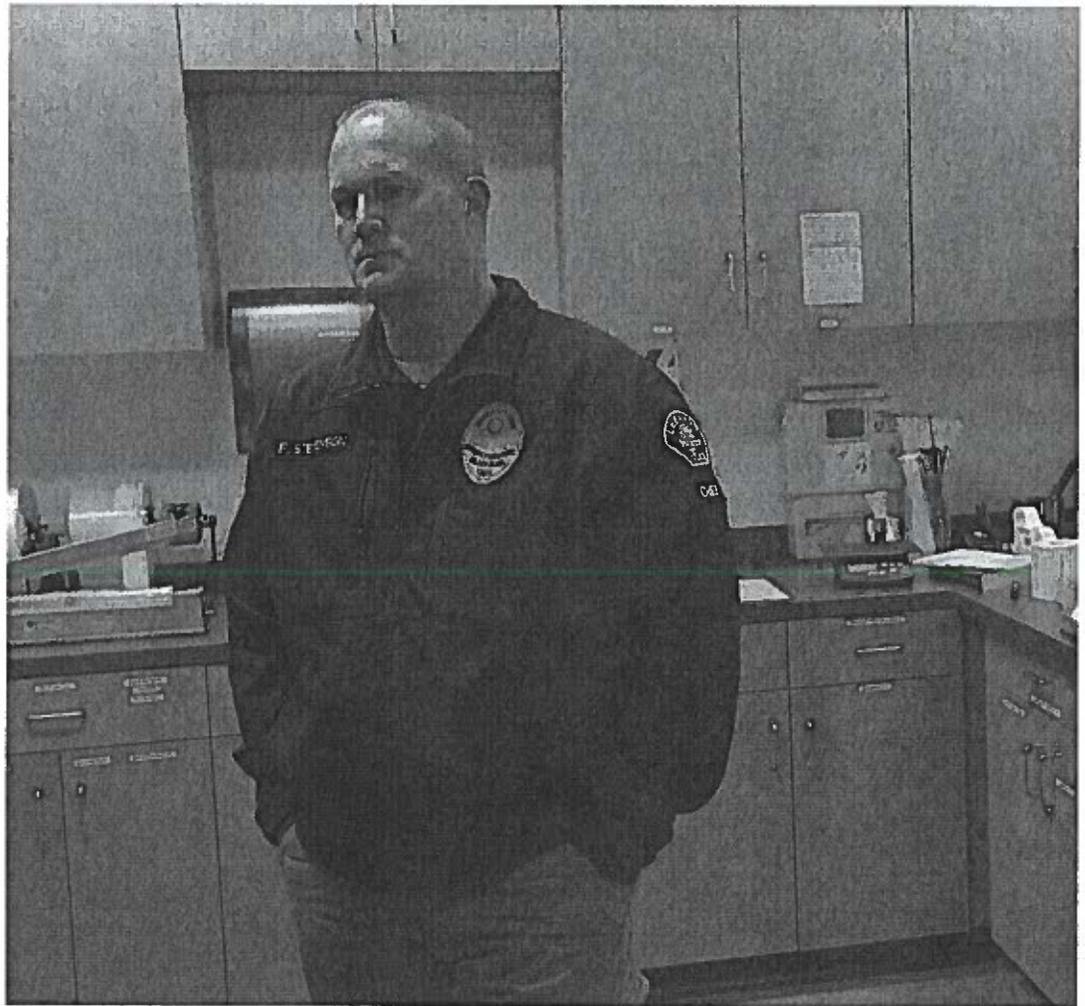
[https://www.gazettetimes.com/news/local/govt-and-politics/lebanon-cop-shortage-so-bad-chief-may-have-to-patrol-streets/article\\_07b039e4-e042-5287-acf8-0d56f15e0b78.html](https://www.gazettetimes.com/news/local/govt-and-politics/lebanon-cop-shortage-so-bad-chief-may-have-to-patrol-streets/article_07b039e4-e042-5287-acf8-0d56f15e0b78.html)

**ALERT** **TOP STORY**

## Lebanon cop shortage so bad, chief may have to patrol streets

**Alex Powers**

Feb 10, 2022



Lebanon Police Chief Frank Stevenson

Mark Ylen Mid-Valley Media

---

Alex Powers

**L**ebanon could see its top cop behind the wheel of a patrol car instead of at the police chief's desk after three officers recently resigned from the department and as many as seven others are considering resigning.

That was Lebanon Councilor Kim Ullfers' warning to the City Council Wednesday night, Feb. 9, as departments in the mid-Willamette Valley struggle to keep and hire police officers.

The resignations took Ullfers by surprise. The situation is such, he said, that officers could burn out or endanger themselves responding to calls with little backup. Officers are facing having to work mandatory overtime to fill shifts.

The department's rosters leave little room for resignations.

"With a department of our size, that's an unacceptable amount of folks," Ullfers said of the three recent departures.



With warmer spring and summer months ahead — and with them an annual uptick in police calls — the department will need additional officers on the streets, Ullfers said.

---

## **People are also reading...**

- 1 How to dispose of your hazardous waste in Corvallis**
- 2 Highway 99W crash leaves three dead**
- 3 Video: Jade Carey wins on the beam vs. ASU**
- 4 Video: Watch Jade Carey's perfect bars routine**

---

According to his council biography, Ullfers was a sheriff's deputy. He was appointed in October to represent Ward 2 to fill Rebecca Grizzle's following her resignation.

## **The staffing crunch**

The city frequently has two officers patrolling its streets, Lebanon police Chief Frank Stevenson said.

Ullfers said Stevenson may have to join them: "Not only are his lieutenants going to be going out on patrol, but Frank's going to reinvent himself as a patrol officer."

Crimes have become more violent in Lebanon with fewer officers to respond, Stevenson told the council.

"We've had homicides; we've had serious assaults," he said. "It's getting dangerous."

One option Stevenson said he will consider is to shutter the jail. Typically, Lebanon police books people arrested on charges of misdemeanor crimes, such as burglary, at the city jail and keeps three beds open for those who violate their terms of parole and probation.

With no place to put those who he called low-level offenders, officers would cite and release some people they otherwise may arrest and book, he said.

## Hiring hasn't been easy

The department is failing to attract new hires, Stevenson said, and losing existing officers to departments that can pay more and offer signing bonuses. Lebanon lost two officers to Oregon State Police. The third will become a firefighter, he said.

“Finding good folks is tough,” he said.

Officer pay starts at \$56,880 in Lebanon. City Manager Nancy Brewer said that compares with similarly-sized cities. The city employs 14 patrol officers.

Ullfers said the city’s “gene pool” of potential hires is dwindling as fewer enter police work and those who already are certified and trained at other departments are moving to Salem or Eugene. Replacing officers hasn't been easy.

“How many did you interview?” Ullfers asked.

“Seven,” Stevenson said.

“How many would you hire?”

“None.”

The council mulled financial strings it could pull. Mayor Paul Aziz suggested the city consider offer hiring bonuses. Ward 3 Councilor Michelle Steinhebel proposed additional payments for officers who have been with the department more than several years, taking a cue from schools that have offered retention bonuses.

Councilor Jason Bolen, who represents Ward 3 and is a fire marshal and division chief at Lebanon Fire District, said the police shortage is not something the city can throw bodies at because there are no bodies to be found.

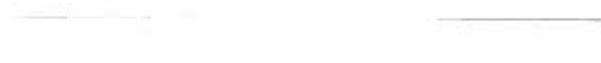
He said the problem for fire agencies and police elsewhere is one of quality of life.

“The cops of Frank's generation, the firemen of my generation who would fight, kick and scream over each other to get an overtime shift” are gone, Bolen said. “Unless they're being mandatory, they don't take them — they have plans, they have families. They have things to do.”

Brewer said after the meeting that the city is otherwise staffed. Many in the city's workforce are from the community and don't tend to move elsewhere for pay, she said.

Whether the department increases pay, adjusts hours worked or makes other quality of life changes would need to be addressed through labor negotiations between that department and local officers' union, Lebanon Police Association, Brewer added.

- **More Lebanon news**



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