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MEMO

DATE: April 29, 2022
TO: Mayor and City Council
FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the Four-Week Period Ending Friday, April 22, 2022

For the past four weeks I have been heavily involved in all aspects of pulling the budget together. I want to express my great appreciation for Acting Finance Director, Steve Baugher, for all of his efforts with the budget. Those responsibilities were formally shared between Steve and former Finance Director, Mike Murzynsky. Steve has done a great job, and put in a lot of hours, to keep things together. The budget process was further complicated by the budget process a staff member who was dealing with a family medical issue during this entire period of time. I appreciate Linda's efforts on keeping the process moving despite very difficult personal circumstances. Our thoughts are with Linda and her family through this difficult time. For the capital budgeting, City Engineer, Aaron Collett, was going through this process for the first time, as was Public Works Director, Dave Powell. I look forward to working with the Budget Committee to bring this budget preparation to a final close!

Highlights of activities over the four weeks include the following:

- Held an internal meeting with Dave Powell, Aaron Collett, Barb James, and Mark Wolf to discuss the upcoming negotiations with the Newport Employees' Association.
- We held our first bargaining session with the NEA to kick off discussions for their contract which will expire on June 30.
- Met with Richard Dutton and Peggy Hawker to review the proposal for Darktrace, an artificial intelligence service to identify unusual matters regarding the City's data, which was approved by Council at the April 18 City Council meeting.
- Met with representatives of the Oregon Department of Forestry. They are working toward the City's parameters for this project, which specifies that the City would contribute \$100,000 for the Fire Station building for joint occupancy of a new ODFW/Agate Beach Fire Station building. I appreciate their efforts to minimize the fiscal impact on the City that will help make this deal a possibility.
- Met with Dave Powell to discuss invoices from Seal Rock Water District (SEWD) for water at the airport. During the slide that occurred on the embankment on US

101 near the airport, a section of water main was taken out of service. To restore water by SRWD, there was a substantial amount of water run through the airport meter that needs to be adjusted by the District. Furthermore, we need to finalize a longer-term cost agreement when water is used, either by the City from SRWD, or by SRWD from the city. I look forward to getting this issue resolved.

- Met with Judy Kuhl on an update of the Discover Newport efforts. The Discover Newport Committee (DNC) voted to extend the contract with the Chamber of Commerce for an additional year. They will be discussing the contract with Fox and Crown Creative at the next DNC meeting. The Council accepted the recommendation from the DNC to extend the contract by one year.
- Peggy Hawker, Barb James, and I conducted a phone interview with a prospective candidate for the Deputy City Recorder's position. Unfortunately, by the end of the week, this candidate had accepted another position. The Deputy City Recorder position closed for applications on Friday, April 18. We will hopefully have some potential candidates in this mix to get this critical position filled. I am very appreciative of Peggy Hawker and her willingness to hang in there during this extended time period.
- Met with Barb James and Rob Murphy to finalize contract discussions with the firefighters.
- Had a follow-up meeting with Chris Rampley and Andy Parker to informally discuss potential settlement of issues to bring negotiations to a close. These discussions were successful. The City Council authorized the contract at their April 18 City Council meeting.
- Had a meeting with Jason Malloy, Derrick Tokos, and Mike Cavanaugh to work through a draft ordinance for meeting with various stakeholders to discuss these options for addressing unconstitutional provisions of our current camping ordinance.
- Met with Steve Baugher regarding various aspects of the budget preparation process.
- Worked from home on preparation of the budget on the afternoon of March 29 and all day on March 30.
- Prepared agenda items for the April 4 City Council meeting.
- Participated in a quarterly Public Works lunch at the Rec Center. This is something that Public Works, Director, Dave Powell, has initiated, and it has been received very well by the employees.
- Held a bi-monthly meeting with Richard Dutton to discuss various IT issues.
- Participated in Lee Ann Prchal's retirement gathering. Lee Ann was the Administrative Assistant in Engineering.
- Met with Andrew Grant and Dave Powell on effluent charges from the landfill. The Consortium has been requesting information to develop some longer-term financial plan for maintenance of the closure of this landfill. As we delved into the issue, we determined that nobody is really fully aware of how this system works and the amount of effluent that is being treated by the City's wastewater system. Public Works will be meeting onsite with Roy Kinion, Lincoln County Public Works Director, to familiarize everyone with this system.
- Participated in a routine Department Head meeting.

- Met with Council President Jacobi to review the work session which she was chairing.
- Participated in the regular meeting of the Council. We were very happy to have Mayor Sawyer back in the Mayor's seat!
- Worked at home on the budget during the morning and early afternoon of April 5.
- Jason Malloy, Derrick Tokos, Peggy Hawker, Mike Cavanaugh, and I met to get some feedback on a draft ordinance to address the camping regulations for the City of Newport. This information was shared with Council, and was part of a work session that Council held on April 18.
- Held a bi-monthly meeting with Aaron Collett.
- Along with Laura Kimberly and Mike Cavanaugh, participated in a meeting with the Lincoln County Harm Reduction group. We are going to initiate an effort at the Library for making Naloxone available there. Newport Public Library in partnership with Lincoln County Harm Reduction is piloting a new program to offer free, low-barrier naloxone kits to the community. Naloxone is a life-saving medication that temporarily reverses the effects of an opioid overdose; buying time for emergency personnel to respond to the scene. Lincoln County Harm Reduction provides free, no-barrier, ready-to-use naloxone kits to people at risk of an opiate-related overdose. Naloxone kits include two 1 mL, single dose vials of injectable naloxone; 2 sterile syringes; a pair of latex gloves; and informational materials (a brochure on how to spot the signs of an overdose, a card about Oregon's Good Samaritan Law, an instructional pamphlet detailing how to give someone an injection of naloxone, and a business card to connect with the Harm Reduction Program for more services). The Newport Public Library services a shared population with the Harm Reduction Program, and is an ideal place to provide naloxone kits and link people to the Community Harm Reduction Worker for additional services. Our aim through this partnership is to provide an access point where community members can receive low-barrier, free naloxone kits upon request from front desk library staff. **Our (Lincoln County Harm Reduction) ask does not involve or encourage library staff responding to overdose situations directly**, but rather utilizing library staff as a touchpoint for our shared client-base to access resources that can save lives.
- Participated in a meeting with Mayor Sawyer, Councilor Hall, and Peggy Hawker with students Harper, Jose, Maddie, and Sam, to discuss the establishment of a youth council. Overall, we discussed a number of options, and the group favored the creation of a separate standing committee instead of incorporating it into the student leadership program at the high school. The students were going to contact a couple of teachers to see if we could have a follow-up meeting involving the school and the students to continue these discussions. We discussed committee structure to try to have some continuity of students on it from year to year. The suggestion was to strive for an equal number of sophomores, juniors, and seniors and allowing a sophomore or junior to continue on the committee the following year. It was a good discussion and I am hopeful that we can accomplish creation of this body by this fall.
- I interviewed Rob Murphy on fire staffing on Newport Today on KNPT Radio.
- Worked at home April 7 on the budget.

- I continue to participate in the ICMA High Performance Leadership Academy. I completed Module 3 which was about sustaining positive change. The leadership academy included about three hours of reading and video per week with a one-hour small group session of other managers from across the country, and a weekly summary involving all participants in this course of the academy.
- Sustaining positive change requires ongoing communication that clearly illuminates the connection between change initiatives and new organizational behavior and performance. They talked about the READI framework to assure that there is alignment with the organization and the change that is being planned.

Resources - know the scope, capacity, and skills of each team member.
Education/Training - Provide adequate instruction and training to develop the skills necessary to successfully accommodate the change.
Awareness/Communication - Assure that the organizational members understand the change and the vision of what the change is to accomplish.
Dynamics - Learn the history, culture, and the tools available to an organization are critical for sustaining positive change.
Implementation Plan - Have a detailed plan that will lead to successful implementation of the change.

We were reminded that “culture will always eat strategy.” Change initiatives do not happen by accident but take understanding and preparedness to successfully accomplish those changes.

Colin Powell indicates “that you need to set an achievable pace.” Often times we are unrealistic about the time it will take to successfully implement change. When shortcuts are taken, the likelihood of success is diminished. It is important to align the organization with the change.

Through the change process, it is important to demonstrate to members of the organization that the change is actually working. It is important to celebrate milestones and achievements along the way.

Organizational culture is critical to understand about implementing change. The Department of Motor Vehicles (DMV) has a culture, Google has a culture, Southwest Airlines has a culture. What works for Google is not going to work for the DMV, and vice-versa. Organizational culture will determine the way the work will actually get done.

It is important to set a sense of urgency. Clearly, indicate what the project plan is, communicate at each critical level, build, and continue the urgency to support the change and communicate constantly about the change.

Within an organization, you need to look for the champions of change. You will not get everyone to accept the changes on the same basis. It is important to

review, analyze and modify the plan as various unanticipated road blocks occur. It is important to measure the progress of the change. What gets measured gets done. Measure whatever you can, but make sure the measurements are valuable to track the changes that are occurring. Measure what is most important.

The servant leadership style has a leader playing a role to serve, equip, train, and provide resources to individuals within the organization to allow them to be successful at implementing change. As a leader, it is critical to inspire folks within the organization to get the various jobs done that will create a successfully implemented change initiative. Accountability is key.

Communication and collaboration are key to sustaining change. It is important that communications are written in a way that can be understood. It is also important to try to limit specific updates on a project to one page. It is also best to write in the way that you speak for folks to better understand what you are trying to communicate, and if you cannot make the communication so people understand, then you do not understand the problem well enough that you are trying to resolve.

As leaders, there are several key principles that always need to be followed:

- 1.) Let go of the past.
- 2.) Tell the truth.
- 3.) Be supportive and helpful - not cynical or negative.
- 4.) When improvement is necessary, focus on improving, not judging, behavior.

In military exercises, Colin Powell had four questions he would ask his commanders, which included:

- 1.) Tell me what you know.
- 2.) Tell me what you don't know.
- 3.) Tell me what you think.
- 4.) Always distinguish which from which.

This is an important framework when receiving infrastructure information about a problem. Sometimes people mix up what they think with that they know, and what they think may not be what is actually happening on the ground.

Being concise in communications is truly a leadership gift. At the dedication of the cemetery at Gettysburg. U.S. Senator Moss spoke for two hours on the ravages and heroism of folks engaged in the Civil War. This was followed by Abraham Lincoln's Gettysburg Address who took two minutes for his famous address. Following this address, Moss indicated that he wished he could have said what he did in two minutes, instead of two hours to share at this event. Words are powerful and a carefully chosen word can convey memorable messages.

We also had discussions on mutual gain negotiations. In any negotiations, the focus by both parties should be on understanding what is critical to the other side. By understanding where the parties are coming from, there are often opportunities to find different pathways to resolve critical issues to the parties at the negotiating tables. It is important to listen to what folks say, to understand how you can best meet their goals in a way that is compatible to the organization's goals.

It is recommended that PowerPoint presentations should be limited to three to seven slides. It is best to set up the problem, set up what has been done to address the problem, set up the path you are reviewing to move forward, and indicate how you will follow up.

Marshall Goldsmith recommends you ask the people you work for or who work for you, "how can I be a better _____?" To ask the question, listen to their answers, think about their input, respond positively when receiving input. Barbara Kaufman indicates "leadership is the art of getting someone else to do what you want done because they want to do it." In the 1930s Dale Carnegie wrote his book on "How to Win Friends and Influence People." His lessons included:

- 1.) Do not criticize, be condescending, or complain.
- 2.) Give honest and sincere appreciation.
- 3.) Arouse in the other person an eager "want".
- 4.) Become generally interested in other people.
- 5.) Smile.
- 6.) Remember that a person's name is to that person the sweetest and most important sound in any language.
- 7.) Be a good listener. Encourage others to talk about themselves.
- 8.) Talk in terms of another person's interest; and,
- 9.) Make the other person feel important and do it sincerely.

While it may seem a little manipulative, this advice from the 1930s is still very true in many ways of how to lead today. It should be noted that Warren Buffett took the Dale Carnegie course when he was 20 years old. He still hangs his Dale Carnegie diploma in his office today.

Colin Powell emphasizes that kindness does not mean weakness. Kindness means being empathetic and human. Kindness also means being honest and sometimes brutally honest. Stephen Covey's who is on his list of active leadership and communication, stated:

- ❖ Talk straight
- ❖ Demonstrate respect
- ❖ Create transparency
- ❖ Right wrongs

- ❖ Show loyalty
- ❖ Get better
- ❖ Understand reality
- ❖ Clarify expectations
- ❖ Practice accountability
- ❖ Listen first
- ❖ Keep commitments; and,
- ❖ Extend trust

Marshall Goldsmith explains how ego and pride can provide stupid outcomes. He used an example of providing an insincere response to his wife who was advising him that he had run a stop sign while driving. His response was rather condescending to his wife. He said “on further reflection, when someone tells you something that you did wrong, be appreciative of that feedback.” The principle of KISS (keep it simple, stupid) is key to successful leadership and change. Marshall Goldsmith indicates that leadership is a contact sport which results in the full circle of starting with:

- 1.) Ask.
- 2.) Listen.
- 3.) Think.
- 4.) Think.
- 5.) Respond.
- 6.) Involve.
- 7.) Change.
- 8.) Follow up.

Overall, I think the primary lessons that came to me from this segment of the leadership course is to boil down communications in the simplest of terms, yet convey the critical components that are necessary to sustain change. It is also important to take time to celebrate small accomplishments along the way, which gives everyone understanding of what has been successfully completed. This encourages folks to complete the balance of the tasks needed to implement changes. Finally, it is important to identify clear and measurable steps that are part of the strategy to sustain the implementation of change initiatives.

- Participated in a Zoom meeting with Dig Deep Research and the Oregon Water Resources Department (OWRD) to discuss the permitting process for water rights for the construction of a new dam, and the impoundment of additional water. The City will have to obtain additional water rights to accomplish this. OWRD wants to be sure that this is part of the grant agreement for the use of the state funds to do design and permitting for this dam. We indicated our concurrence that this is a critical part of the preliminary design effort and should be part of the grant.
- Held a meeting with Department Heads to finalize the capital outlay budget. We did not get through the utility budgets, but we were in a position to prioritize other requests to begin wrapping up the capital outlay budget.
- Held an internal meeting with Derrick Tokos and Mike Cavanaugh to discuss

participation by the City with the LCSD for placing artificial turf at Sam Case Elementary School. This issue was presented to Council on April 18 with Council authorizing us to move forward with an intergovernmental agreement with LCSD to proceed with this project, provided we can address the ARPA funding regulation and the storm water drainage issues on this site.

- Participated in our internal Emergency Preparedness meeting to prepare for various exercises for the Cascadia Rising event that will occur in June. There are specific times that Council will want to be available to participate in this year's exercise. It is our goal that the entire City organization is involved in some aspect of the Cascadia Rising emergency exercise.
 - Met with Mark Wolf, Rob Murphy, and Barb James to finalize the new labor agreement with the firefighters.
 - Barb James, Steve Baugher, and I met regarding the tax treatment of various voluntary and mandatory health payments made by City employees through various payroll deductions. We allow some of the voluntary medical programs to be done pre-tax, while others we do on a post-tax basis. There are advantages and disadvantages to employees on this, since if you are buying supplemental health policy pre-tax, you are obligated to pay taxes on any benefit that you receive. If you utilize post-tax funds, then any payoff of benefits is not taxable. We will need to make a decision on whether we are going to allow the employee to make the choice, or whether we have a standard way of doing these for these optional health benefits that are deducted through a monthly payroll basis. Some of the optional health benefits are provided by AFLAC or CIS.
 - Barb James, Jody York, John Johnston, and I met to sort through our plans for replacing various alarm panels in city facilities. We had funds budgeted in the current fiscal year. When we changed the vendor for alarm monitoring services, we asked our new vendor to re-evaluate the panels needing to be replaced. This work will not occur until our next fiscal. Existing funds will be carried over for the next fiscal year, and in some cases, additional funding is proposed in the Fiscal year 2022-2023 budget.
 - Worked from home on the budget on April 12 and April 13.
 - Participated in our Lincoln County Managers' meeting held at the Port's South Beach Campground building. This was County Administrator, Tim Johnson's, first meeting. A lot of his initial focus with the County is going to be on moving along projects that have been stalled for some time.
 - Worked on agenda items for the April 18 City Council meeting.
 - On April 15, I completed the ICMA High Performance Leadership Academy. The final week of the ICMA PDA leadership course focused on leading high-performance team.
- As a leader, it is important to measure your own expectations and provide times when you do outreach and respond. Colin Powell indicated that a leader's mindset should always be focused on getting better, better, and better. Stock the tools for policy that achieve high performance leadership for the people that you work with. Insist on the highest standards of excellence. Marshall Goldsmith outlined eight rules that are important in leading high-performance teams. They are as follows:

- 1.) You might not have a problem that behavioral change can cure.
- 2.) Pick the right thing to change.
- 3.) Do not delude yourself about what you really must change.
- 4.) Do not hide from the truth you need to hear.
- 5.) There is no ideal behavior.
- 6.) If you can measure it, you can achieve it.
- 7.) Monetize the results and create a solution.
- 8.) The best time for change is now.

In conclusion, in leading high-performance teams, as a manager, it is important to understand the capabilities and limitations of things that can be realistically achieved by the organization. It is also good to push at the limitations, but it is important to be realistic about what truly can be accomplished.

The people within the organization are the ones who will accomplish goals, tasks, and objectives that will actually accomplish the work. The human resources are the key asset of an organization. As part of this effort, we were asked to further refine our leadership oath and rules. I made a couple of modifications to my rules, dropping a number of things that I do well, and adding a couple of issues I want to do a better job on. I have attached my oath and rules for your review. I welcome any feedback from folks on these rules. For me, this was a very beneficial late career tune up for leadership skills.

- Met with Steve Baugher and Aaron Collett to work through issues with the capital outlay budget for water and wastewater.
- Worked from home on the budget on the afternoon of April 15.
- Participated in a routine Department Head meeting.
- Participated in an OCCMA Board Zoom meeting.
- Met with Aaron Collett, Steve Baugher, and David Powell to finalize the capital outlay budgets for the utility funds.
- Participated in a Council work session on the camping ordinance and public engagement schedule for the housing study that is underway.
- Participated in a brief Urban Renewal Agency meeting and a regular City Council meeting.
- Held a bi-monthly meeting with Jason Malloy to discuss Police Department issues.
- Richard Dutton, Derrick Tokos, Matt Updenkelder from Astound Broadband who is the City's network provider, and the PUD to discuss the PUD's desire to utilize one of the under-bay conduits that is owned by the city. At the end of the meeting, we had a better understanding of the PUD issues between all parties. Hopefully, we can come to mutual terms that will be beneficial to both parties.
- Participated in an open house on the environmental assessment at the airport regarding removal of trees on 60 acres of land on various ends of runways. Four neighbors were present who asked various questions of our environmental consultant. Since the project has been scaled back, we will have less impact on private residential lots in the Pruner Subdivision. The property owners located on the edge of the subdivision may have some impact, as the clearing of trees on city property will be visible from their backyard.

- Worked on the final details of the budget message and the agenda packet for the Budget Committee meeting to be held on Tuesday, April 26 at 5 PM.
- Steve Baugher and I met with members of the Budget Committee (Steve Lovas, Diane Nelson, Councilor Kaplan) to explain the process that is used to remodify and approve the budget. In addition, it was a good opportunity to discuss government accounting and to explain to the Budget Committee members that the “city budget” is, in reality, a series of budgets for city funds. It is important for Budget Committee members to realize that all these funds are not pooled together and interchangeable. We had a good discussion with the new Budget Committee members. Steve and I met with Carol on Monday, who was unable to participate in Wednesday’s meeting.
- After focusing primarily on the budget for the past four weeks, and getting a little “Zoom weary”, it was great to be able to get back together for an in-person conference with municipal officials from around the state in Hermiston, Oregon.
- Mayor Sawyer, Councilors Goebel, Parker, Hall and Botello, and Jacobi, Erik Glover, appointee to the Assistant City Manager/City Recorder position, and I participated in the LOC’s conference in Hermiston, Oregon. This is the first LOC’s in-person conference since the fall of 2019. Hermiston did a great job of hosting this event.
 - The opening session featured Irma Esparza Diggs, Senior Executive Director, Federal Advocacy, National League of Cities to discuss the American Rescue Plan Act (ARPA), the federal bipartisan infrastructure bill, and its impact on cities. Irma was featured regularly during the LOC’s COVID-19 updates outlining the role the National League of Cities in advocating for direct assistance directly to cities of all sizes from the federal government. Previously, only larger Cities would get direct aid with smaller Cities completing through a competitive process for federal funding, typically administered through the State. On the ARPA funds, we were reminded that the funds need to be committed by 2024 and spent by 2026. The first report due on ARPA funds will be on April 30 of this year. We are preparing to file that report on a timely basis. Irma emphasized that it is more streamlined to utilize the standard \$10 million replacement of funds provision of ARPA. As we have indicated in previous Council actions, that is our intent. That significantly reduces the reporting requirements for ARPA. Irma indicated there will be more funding, than previously available, for local infrastructure projects over the next five years. I have attached the White House summary of the various funds that will be available during this time period. In light of this unique funding, I have recommended in the proposed budget the hiring of a grant manager to actively solicit funding for various projects through the infrastructure bill, as well as other available funding for projects. This truly will be a unique time to capitalize on these funding sources. The attached fact sheet does a good job of summarizing the areas in which funding can be used on a project basis for various infrastructure needs. Overall, there are 25 categories of funding identified through this program.

Heard a presentation from Joe Mankiewicz from Ameresco regarding tracking and addressing capital improvements within cities. It was indicated that ten

percent of deferral of structure needs is an acceptable level for buildings and streets. When the amount of deferred maintenance exceeds this amount, then long-term costs for buildings and streets begin to escalate. As you know, we have recently completed an assessment of all of our facilities, as well as a street inventory identifying the level of investment that we need to make in these facilities. Unfortunately, in both streets and facilities, we remain far below the needed investment in order to keep up with this work. One recommendation offered during this challenging time is to secure contractors, is working out multi-year agreements for similar types of work needed for city facilities. For example, if city facilities need a series of roofs replaced, then it may make sense to package that in a multi-year contract to try to get a competitive price and a commitment from a contractor to get the work done. The same could be true for HVAC systems and other similar work that may need to be done in multiple facilities.

He talked about the Oregon Department of Energy programs. Unfortunately, many of these programs are available through private utilities. Since the city is served by the PUD, they do not participate in a number of these programs. The State will have an energy grant program which is a result of HB 2020 which created a \$50 million fund at ODOE to provide grants for planning and development community and renewable energy resiliency projects. Renewable energy projects focus on use of solar, wind, hydro, methane, and other forms of energy that are not fossil fuels. Resilience is the ability to prepare for and adapt to changing conditions, and to withstand and recover rapidly from disruptions. Some of the technologies that can be incorporated into a resiliency program is battery storage of energy, redundancy of systems, and other steps that can address disruptions of energy, natural disaster, terrorism, or other events.

- Attended a breakout session on Oregon Case Studies of Cyber Security Breaches. Patrick Priest, Executive Director of CIS, outlined the programs that CIS offers relating to liability protection from cyberattacks. The standard cyber coverage is \$50,000 which is a tier 1 program. They are rolling out their new requirements for tier 2 and tier 3 programs. Under tier 2, the additional coverage is \$250,000 and tier 3 is the excess access cyber coverage is over the \$250,000 amount. CIS has outlined the requirements for entities wishing to obtain the tier 2 or 3 coverage. This includes things such as multi-factor authentication, passing a discovery assessment with a satisfactory score, meeting backup criteria, various training, and testing requirements. I have provided the requirements to Richard Dutton to review our own preparedness.

In 2019, St. Helen was subject to a phishing attack where an employee responded to a phishing email which provided access to their system to a cyberattack. IT was able to physically disconnect various computers and entities, however, 80% of their system was locked up within a five-minute period after this action occurred. It took six months to get back to normal operations, and there was a cost of about \$150,000. In La Grande, a city employee was working from home and was attempting to connect her private printer with a city

computer and that employee made a call to the computer manufacturer. They received a call back from what they thought was the printer company, but in reality, it was a hacker obtaining password and other information from this employee. It is important to know who you are communicating with and not open any suspicious emails or links that are unexpected, without contacting your IT Department.

A recent evaluation of computer hacking showed that 69% was done in social engineering (i.e. phishing emails, calls from unauthorized entities seeking access into the system, and other similar forms.) Of this amount, phishing accounted for 97% of the social engineering attacks. These include “baiting”, where the hacker lures the user into a social engineering trap, usually with the promise of something attractive like a gift card; “pretexting” where the attacker is impersonating someone with authority, for example, a representative from the IRS or a police officer; “phishing”, where the attacker sends email pretending to come from a trusted source; “vishing” (voice phishing) where the imposter uses a phone to trick the target into disclosing sensitive data or grant access into a computer system; “smishing” is where the attacker uses a text message as a means of deceiving the victim; piggy-backing is where an authorized user provides physical access to another individual who piggy-backs off the user’s credentials; and, tailgating is where an authorized individual follows an authorized user to a location where the victim is unaware they are being used by another individual.

Our IT Department has been actively engaged in doing a good job of addressing a number of the items involved in CIS’ new criteria. I will give an update to Council on where we are at with these provisions, as we look at our renewal of our CIS policy coming up in June. I have attached the CIS information regarding their proposed coverage for cyberattacks. A number of us enjoyed the offsite networking event that was held at Echo Ridge Cellars.

On Thursday, while at the conference, I was notified by Barb James that an employee, whom I had participated in a meeting with the day before, tested positive for COVID-19 Thursday morning. I have been fully vaccinated and boosted, so there is not a requirement for me to isolate. Out of an abundance of caution for other attendees at the conference, I opted not to participate in Friday’s session and headed back to Newport. My home test indicated I was negative on Friday and again on Sunday. Otherwise, it was nice to be part of a live LOC conference, even on an abbreviated basis.

Upcoming Events:

- I am planning to take 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. Peggy Hawker will be Acting City Manager during this time.
- 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.

- Cascadia Rising 2022 emergency exercise will run from June 9-17. Council members may want to participate in the City facilities evacuation drill at 9 AM on June 9. Also, elected officials are invited to participate in an open house at the fairgrounds from 11 AM to 2 PM on June 13.
- 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 108th 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.
- The LOC will be holding their elected essentials workshops at several locations in the state, including Manzanita on November 30, Depoe Bay on December 1, and Albany on December 6. These are held after the municipal elections and are intended for newly elected officials, or as a refresher for current officials.
- 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 a report from Derrick Tokos indicating that Newport has been designated a severely rent-burdened community. It requires Council to hold a meeting during the calendar year to discuss this. This will be built into the public outreach plan for the housing study that we just initiated.
- Attached is information from the LOC work session from CIS regarding their cyber program.
- Attached is a fax sheet from the White House on the bipartisan infrastructure deal. This was referred to during the LOC conference in Hermiston.
- Attached are my completion letter and ICMA certificate from the Professional Development Academy, and my final leadership oath and rules developed throughout this program.
- Attached is a letter from Friends of Lincoln County Animals explaining how they used their \$250 gift card provided to them as proof of our 2021 Community Vision Awards.

I hope everyone has a great week.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Spencer R. Nebel".

Spencer R. Nebel, City Manager

cc: Department Heads

Spencer Nebel

From: Derrick Tokos
Sent: Friday, April 1, 2022 4:10 PM
To: City Council
Subject: FW: Severely Rent Burdened Cities in Oregon
Attachments: Severe Rent Burden 2022.pdf

FYI. Newport has now been designated a severely rent burdened community. The public meeting that the City Council will need to hold this calendar year, per [OAR 813-112-0030](#), will be built into the public outreach plan for the Housing Study that we just kicked off.

Derrick I. Tokos, AICP
Community Development Director
City of Newport
169 SW Coast Highway
Newport, OR 97365
ph: 541.574.0626 fax: 541.574.0644
d.tokos@newportoregon.gov

From: TRAVIS Kim * HCS <Kim.TRAVIS@hcs.oregon.gov>
Sent: Friday, April 1, 2022 2:02 PM
To: bill.molnar@ashland.or.us; maria.harris@ashland.or.us; linda.reid@ashland.or.us; phardie@bendoregon.gov; brankin@bendoregon.gov; cjohnson@coosbay.org; jason.yaich@corvallisoregon.gov; Brigetta.Olson@corvallisoregon.gov; planner@cottagegrove.org; brian.latta@dallasor.gov; terri.l.harding@ci.eugene.or.us; SMcGinley@eugene-or.gov; driordan@forestgrove-or.gov; mahrens@clackamas.us; bannick@ci.gladstone.or.us; bclark@grantspassoregon.gov; ANeck@grantspassoregon.gov; david.berniker@greshamoregon.gov; terra.wilcoxson@greshamoregon.gov; misty.kelly@greshamoregon.gov; fevander@ci.independence.or.us; jwall@klamathfalls.city; khart@ci.lebanon.or.us; Easkinner@lincolncity.org; Matt.Brinkley@cityofmedford.org; carla.paladino@cityofmedford.org; Angela.Durant@cityofmedford.org; Sdufner@ci.monmouth.or.us; Derrick Tokos <D.Tokos@NewportOregon.gov>; george.cress@ci.pendleton.or.us; Eric.Engstrom@portlandoregon.gov; morgan.tracy@portlandoregon.gov; kathryn.hartinger@portlandoregon.gov; LMAnderson@cityofsalem.net; EKim@cityofsalem.net; koneill@ci.sandy.or.us; kennya@tigard-or.gov; schuylerw@tigard-or.gov; chris.damgen@troutdaleoregon.gov; jboyd@westlinnoregon.gov; dwyss@westlinnoregon.gov
Cc: STINGH Nicole R * HCS <Nicole.R.STINGH@hcs.oregon.gov>
Subject: Severely Rent Burdened Cities in Oregon

[WARNING] This message comes from an external organization. Be careful of embedded links.

To Oregon cities over 10,000 population, designated as Severely Rent Burdened:

Please find the attached list of cities over 10,000 with cities in **bold** designated as **severely rent burdened**, meaning that *over 25% of the population is spending more than 50% of income on rent*. This list is based on the most recent ACS data (2020). For reference, in 2018 the Oregon Legislature passed [HB 4006](#) outlining requirements for cities with populations greater than 10,000.

No later than March 1 of each year, OHCS must:

- (1) Gather the most current data available from the United States Census Bureau, or any other source OHCS considers at least as reliable, to determine the percentage of severely rent burdened households for each Oregon city with populations greater than 10,000; and
- (2) Provide a report of the data described in subsection (1) to each applicable city's governing body and
- (3) Notify all Severely Rent Burdened Cities with a population greater than 10,000 of the obligation to conduct a public meeting no later than December 31.

Due to a delay with the American Community Survey, the notice from OHCS to severely rent burdened cities was postponed until **April 1, 2022**. We understand the delay in receiving this designation may impact the ability to conduct a public meeting this calendar year as required under [ORS-112-0030](#).



Please do not hesitate to reach out with any questions related to HB 4006.

Kim Travis

[Oregon Housing & Community Services](#)

725 Summer St NE, Suite B | Salem, OR 97301

C: 503-428-3843

Kim.Travis@oregon.gov

Pronouns: she | her | hers

2022 Severe Rent Burden in Oregon (2020 ACS)

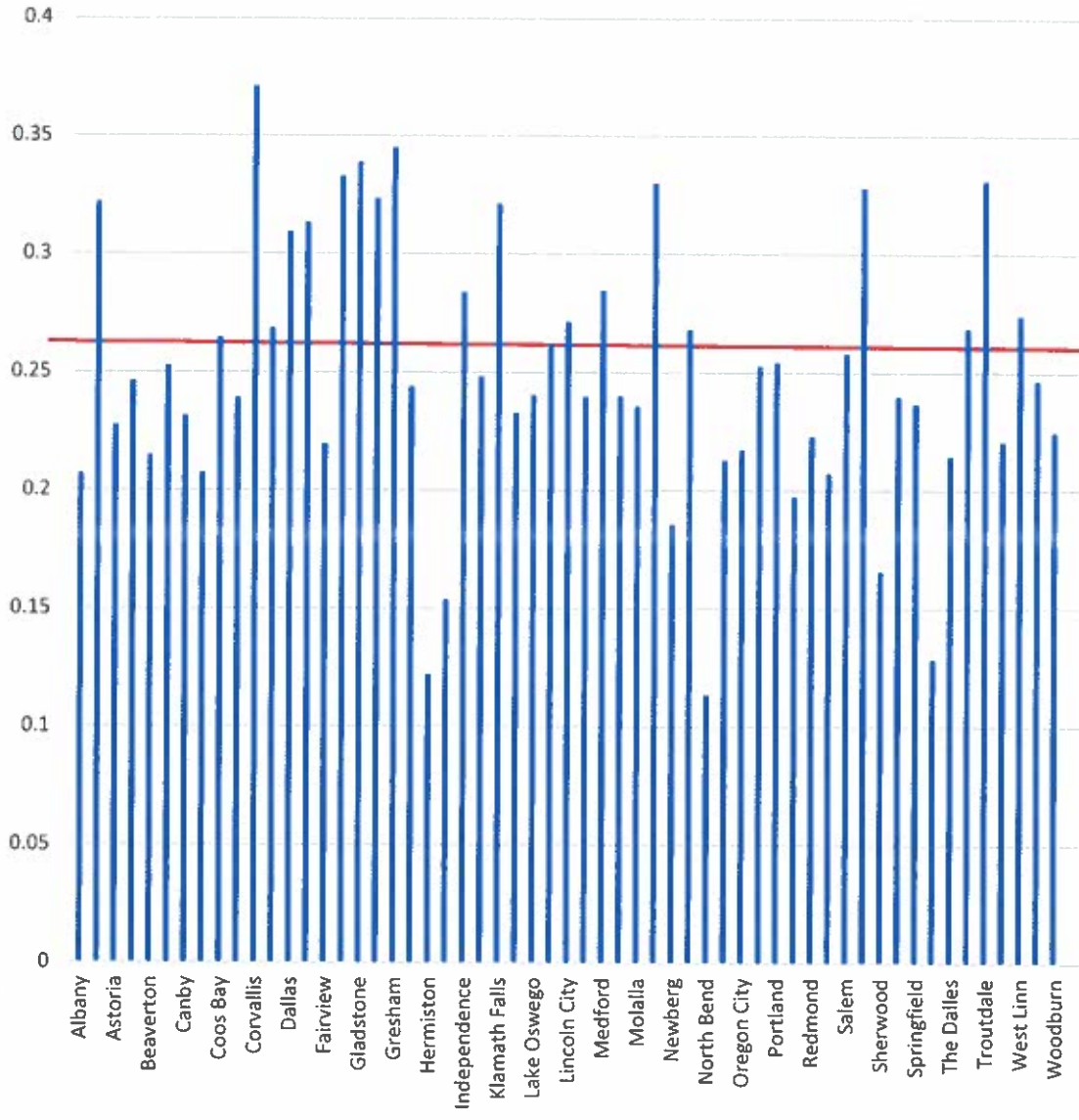
Severe rent burden by City (population >10,000): Share of households that spend more than 50 percent of income on rent

City	% Severely Rent Burdened	# Severely Rent Burdened	Total Renter Households	Population
Albany	20.7%	1,587	7,663	57,199
Ashland	32.2%	1,299	4,032	21,554
Astoria	22.8%	441	1,937	10,197
Baker City	24.6%	311	1,262	10,178
Beaverton	21.5%	4,240	19,734	97,782
Bend	25.3%	3,839	15,197	100,922
Canby	23.1%	519	2,242	18,754
Central Point	20.7%	487	2,347	19,702
Coos Bay	26.5%	707	2,672	16,005
Cornelius	23.9%	238	996	13,498
Corvallis	37.1%	4,638	12,508	57,601
Cottage Grove	26.9%	433	1,612	10,792
Dallas	30.9%	606	1,959	17,320
Eugene	31.3%	11,248	35,912	175,626
Fairview	22.0%	404	1,840	10,446
Forest Grove	33.3%	1,074	3,226	26,242
Gladstone	33.9%	606	1,789	12,033
Grants Pass	32.3%	2,404	7,434	39,475
Gresham	34.5%	6,007	17,408	114,361
Happy Valley	24.4%	220	902	25,738
Hermiston	12.2%	271	2,220	19,696
Hillsboro	15.4%	2,785	18,111	108,154
Independence	28.4%	376	1,324	10,081
Keizer	24.8%	1,385	5,583	39,458
Klamath Falls	32.1%	1,607	5,002	22,022
La Grande	23.3%	534	2,293	13,087
Lake Oswego	24.0%	1,073	4,467	40,801
Lebanon	26.1%	794	3,047	19,122
Lincoln City	27.1%	442	1,629	10,067
McMinnville	24.0%	1,094	4,562	34,251
Medford	28.5%	4,326	15,196	87,353
Milwaukie	24.0%	846	3,527	21,235
Molalla	23.6%	240	1,019	10,207
Monmouth	33.0%	576	1,745	11,142
Newberg	18.6%	537	2,892	25,376
Newport	26.8%	540	2,014	10,591
North Bend	11.4%	173	1,523	10,375
Ontario	21.3%	390	1,830	11,816
Oregon City	21.7%	980	4,507	37,737
Pendleton	25.3%	634	2,507	17,169
Portland	25.4%	31,503	123,933	658,773

Prineville	19.7%	374	1,895	11,042
Redmond	22.3%	975	4,374	36,122
Roseburg	20.7%	906	4,370	23,701
Salem	25.8%	7,143	27,699	177,694
Sandy	32.8%	344	1,048	12,869
Sherwood	16.6%	259	1,562	20,496
Silverton	24.0%	294	1,226	10,591
Springfield	23.7%	2,625	11,082	62,352
St. Helens	12.9%	240	1,865	14,560
The Dalles	21.5%	497	2,317	16,047
Tigard	26.8%	2,043	7,609	55,854
Troutdale	33.1%	533	1,610	16,319
Tualatin	22.1%	1,018	4,611	27,910
West Linn	27.4%	472	1,723	27,452
Wilsonville	24.7%	1,205	4,887	27,186
Woodburn	22.5%	669	2,979	26,250

Source: 2016-2020 American Community Survey 5-Year Estimates, Table B25070 and PSU Certified Population Estimates as of July 1, 2021

Share of Renter Households with Severe Rent Burden, by City with Population > 10,000 (2020)





WORKING TOGETHER FOR MEMBERS SINCE 1981

April 2022

RAMPANT CYBERATTACKS LEAD CIS BOARD TO REINVENT CYBER PROGRAM

Oregon cities and counties continue to suffer through cyberattacks — experiencing firsthand how disruptive and costly they can be.

CIS first began offering cyber coverage in 2011. Unfortunately, with each passing year, more and more public entities have been targeted. As the cyber insurance market struggles — and cyber losses have become more prevalent — changes to CIS' cyber coverage have become necessary to maintain coverage.

CIS Board Committed to Members

The CIS Board is dedicated to making sure CIS members have access to cyber coverage. CIS' challenge is that the increasing severity of cyber claims in Oregon — and across the nation — have made it much more difficult to secure reinsurance.

In response to the increasing cyber threat — and to ensure that all members have access to coverage — CIS' Board made significant changes to the cyber coverage program by creating a three-tiered program.

The most significant change is moving cyber liability coverage under the property-line umbrella rather than liability, effective July 1, 2022. The CIS Board made the decision to move cyber coverage from the liability program because CIS' property program is better funded — and in a stronger financial position to support this new program. In addition, most CIS members already have property coverage. The cyber coverage will be a separate coverage agreement associated with CIS' property line of coverage.

Other changes to the cyber program will include moving from the current "occurrence basis" to a "claims-made basis," which align better with industry standards. "Claims-made" based on coverage in enforce both when the event occurs and when the event is reported.

Continued on next page →



New Three-Tiered Program

During CIS' February 2022 virtual conference, the new tiered program was discussed by P/C Trust Director Scott Moss.

Tier One and Tier Two will be self-funded with no reinsurance support.

For Tier Three with optional limits above \$250,000, members will pay the rate established by the cyber insurance company. It's important to note that even at a higher premium, excess cyber coverage may not be available through OPEEP or CIS for the third tier. CIS' brokers are checking every market, including London syndicates, for excess cyber coverage.

Agents are encouraged to discuss these new requirements with CIS members as soon as possible to determine if they want Tier Two or Tier Three coverages. Recently, CIS' Cyber application was updated, so agents should try to complete it as soon as possible to receive a quote. With both Tier One and Tier Two, a pool aggregate of \$5 million applies.

TIER ONE

- \$50,000 of cyber coverage
- Members must have CIS property coverage
- Members will be charged for this coverage
- Encourage cybersecurity best practices
- Offer grants for cybersecurity testing
- Members should adopt a Cybersecurity Policy
- Members are not required to complete the application to purchase the Tier One limit
- This is optional coverage for members
- A pool aggregate of \$5 million applies

OPTIONS AT A GLANCE

Tier One

\$50,000 in coverage; no application required

Tier Two

\$200,000 additional coverage; application and Discovery assessment required

Tier Three

Continued work on securing excess cyber at this time; application required



TIER TWO

- \$250,000 (\$200,000 excess of \$50,000) of cyber coverage
- Members must have CIS property coverage
- Members will provide an additional contribution
- An [application](#) is required
- This is optional coverage for members
- A pool aggregate of \$5 million applies
- Cybersecurity risk management practices (see Requirements below) MUST be in place to qualify for this higher limit of coverage
- Members must pay \$500 for “cyber discovery assessment,” which will verify these risk management practices are in place.

TIER THREE (Proposed; Seeking Reinsurance)

- CIS is working to secure excess cyber coverage at this time
- Members must have CIS property coverage
- An [application](#) will be required
- This will be fully insured, excess cyber above \$250,000 from a commercial insurance company
- Premiums will be established by the insurance company and passed onto members
- Coverage will be obtained through OPEEP
- Limits and premium will be whatever the commercial insurance market provides (CIS staff expects to see higher excess cyber premiums)
- Cybersecurity risk management practices (see **Requirements** below) MUST be in place to qualify for this higher limit of coverage

DISCOVERY ASSESSMENT

The Discovery Assessment is a tool to verify the member's risk controls are in place and working as expected.

A Discovery Assessment can be conducted at any time. Contact Tena Purdy, tpurdy@cisoregon.org, to schedule a “discovery assessment” at any time.

REQUIREMENTS (Tiers Two and Three)

1. Pass “Discovery Assessment” with satisfactory score. The discovery assessment is completed by an independent IT vendor to verify the following cybersecurity measures are in place. The cost will be \$500 paid by the member and arranged by CIS Underwriting.
2. Multi-factor authentication:
 - a. Remote access
 - i. VPN access only
 - ii. MFA for access
 - iii. Privileged account access
 - d. Laptop remote access
 - e. Remote access of email



3. Endpoint protection, detection, and response product implemented across enterprise with 24/7/365 response (EDR)
4. Backups:
 - a. 3 copies; 2 offsite (geo-diverse), 1 onsite (source)
 - b. At least one copy stored offline or in a cloud service designed for this purpose
 - c. Tested at least twice a year
 - d. Protected with antivirus or monitored on a continuous basis
 - e. Encrypted
5. Adopt CIS Cybersecurity Policy or similar:
 - a. Tabletop drill annually
 - b. Password strategy
6. Training:
 - a. CIS Learning Center — Cybersecurity Basics (or similar)
 - b. Finance staff training on Fraudulent Instruction risk controls
7. Testing: (Reflare provides for a fee)
 - a. Semi-annual phishing test (CISA provides for free)
 - b. Annual remote penetration testing (CISA provides for free)
8. Critical and high severity patches installed within 30 or fewer days
9. Plan adequate measures in place to protect end of life software
10. Have at least \$250,000 of excess crime insurance for fraudulent instruction coverage

Refer to the cyber application for additional requirements and information.



FACT SHEET: Historic Bipartisan Infrastructure Deal

JULY 28, 2021 • STATEMENTS AND RELEASES

Today, the President and the bipartisan group announced agreement on the details of a once-in-a-generation investment in our infrastructure, which will be taken up in the Senate for consideration. In total, the deal includes \$550 billion in new federal investment in America's infrastructure. The Bipartisan Infrastructure Deal will grow the economy, enhance our competitiveness, create good jobs, and make our economy more sustainable, resilient, and just.

The deal will create good-paying, union jobs. With the President's Build Back Better Agenda, these investments will add, on average, around 2 million jobs *per year* over the course of the decade, while accelerating America's path to full employment and increasing labor force participation.

President Biden believes that we must invest in our country and in our people by creating good-paying union jobs, tackling the climate crisis, and growing the economy sustainably and equitably for decades to come. The Bipartisan Infrastructure Deal will deliver progress towards those objectives for working families across the country. The Bipartisan Infrastructure Deal:

- Makes the largest federal investment in public transit ever
- Makes the largest federal investment in passenger rail since the creation of Amtrak
- Makes the single largest dedicated bridge investment since the construction of the interstate highway system
- Makes the largest investment in clean drinking water and waste water infrastructure in American history, delivering clean water to millions of families
- Ensures every American has access to reliable high-speed internet
- Helps us tackle the climate crisis by making the largest investment in clean energy transmission and EV infrastructure in history; electrifying thousands of school and transit

buses across the country; and creating a new Grid Deployment Authority to build a clean, 21st century electric grid

The President promised to work across the aisle to deliver results for working families. He believes demonstrating that democracies can deliver is a critical challenge for his presidency. Today's agreement shows that we can come together to position American workers, farmers, and businesses to compete and win in the 21st century.

Roads, Bridges, and Major Projects

One in five miles, or 173,000 total miles, of our highways and major roads and 45,000 bridges are in poor condition. Bridges in poor condition pose heightened challenges in rural communities, which often may rely on a single bridge for the passage of emergency service vehicles. The Bipartisan Infrastructure Deal will invest \$110 billion of new funds for roads, bridges, and major projects, and reauthorize the surface transportation program for the next five years building on bipartisan surface transportation reauthorization bills passed out of committee earlier this year. This investment will repair and rebuild our roads and bridges with a focus on climate change mitigation, resilience, equity, and safety for all users, including cyclists and pedestrians. The bill includes a total of \$40 billion of new funding for bridge repair, replacement, and rehabilitation, which is **the single largest dedicated bridge investment since the construction of the interstate highway system**. The bill also includes around \$16 billion for major projects that are too large or complex for traditional funding programs but will deliver significant economic benefits to communities.

Safety

America has one of the highest road fatality rates in the industrialized world. The deal invests \$11 billion in transportation safety programs, including a new Safe Streets for All program to help states and localities reduce crashes and fatalities in their communities, especially for cyclists and pedestrians. **It will more than double funding directed to programs that improve the safety of people and vehicles in our transportation system, including highway safety, truck safety, and pipeline and hazardous materials safety.**

Public Transit

America's transit infrastructure is inadequate – with a multibillion-dollar repair backlog, representing more than 24,000 buses, 5,000 rail cars, 200 stations, and thousands of miles of track, signals, and power systems in need of replacement. The deal invests \$39 billion of new

investment to modernize transit, and improve accessibility for the elderly and people with disabilities, in addition to continuing the existing transit programs for five years as part of surface transportation reauthorization. **This is the largest Federal investment in public transit in history, and devotes a larger share of funds from surface transportation reauthorization to transit in the history of the programs. It will repair and upgrade aging infrastructure, modernize bus and rail fleets, make stations accessible to all users, and bring transit service to new communities.** It will replace thousands of transit vehicles, including buses, with clean, zero emission vehicles. And, it will benefit communities of color since these households are twice as likely to take public transportation and many of these communities lack sufficient public transit options.

Passenger and Freight Rail

Unlike highways and transit, rail lacks a multi-year funding stream to address deferred maintenance, enhance existing corridors, and build new lines in high-potential locations. The deal positions Amtrak and rail to play a central role in our transportation and economic future. **This is the largest investment in passenger rail since the creation of Amtrak 50 years ago.** The deal invests \$66 billion in rail to eliminate the Amtrak maintenance backlog, modernize the Northeast Corridor, and bring world-class rail service to areas outside the northeast and mid-Atlantic. Within these totals, \$22 billion would be provided as grants to Amtrak, \$24 billion as federal-state partnership grants for Northeast Corridor modernization, \$12 billion for partnership grants for intercity rail service, including high-speed rail, \$5 billion for rail improvement and safety grants, and \$3 billion for grade crossing safety improvements.

EV Infrastructure

U.S. market share of plug-in electric vehicle (EV) sales is only one-third the size of the Chinese EV market. The President believes that must change. The bill invests \$7.5 billion to build out a national network of EV chargers. **This is the first-ever national investment in EV charging infrastructure in the United States and is a critical element in the Biden-Harris Administration's plan to accelerate the adoption of EVs to address the climate crisis and support domestic manufacturing jobs.** The bill will provide funding for deployment of EV chargers along highway corridors to facilitate long-distance travel and within communities to provide convenient charging where people live, work, and shop. Federal funding will have a particular focus on rural, disadvantaged, and hard-to-reach communities.

Electric Buses

American school buses play a critical role in expanding access to education, but they are also a significant source of pollution. **The deal will deliver thousands of electric school buses nationwide, including in rural communities, helping school districts across the country buy clean, American-made, zero emission buses, and replace the yellow school bus fleet for America's children.** The deal invests \$2.5 billion in zero emission buses, \$2.5 billion in low emission buses, and \$2.5 billion for ferries. These investments will drive demand for American-made batteries and vehicles, creating jobs and supporting domestic manufacturing, while also removing diesel buses from some of our most vulnerable communities. In addition, they will help the more than 25 million children and thousands of bus drivers who breathe polluted air on their rides to and from school. Diesel air pollution is linked to asthma and other health problems that hurt our communities and cause students to miss school, particularly in communities of color and Tribal communities.

Reconnecting Communities

Too often, past transportation investments divided communities – like the Claiborne Expressway in New Orleans or I-81 in Syracuse – or it left out the people most in need of affordable transportation options. In particular, significant portions of the interstate highway system were built through Black neighborhoods. **The deal creates a first-ever program to reconnect communities divided by transportation infrastructure.** The program will fund planning, design, demolition, and reconstruction of street grids, parks, or other infrastructure through \$1 billion of dedicated funding.

Airports, Ports, and Waterways

The United States built modern aviation, but our airports lag far behind our competitors. According to some rankings, no U.S. airports rank in the top 25 of airports worldwide. Our ports and waterways need repair and reimagination too. **The bill invests \$17 billion in port infrastructure and \$25 billion in airports to address repair and maintenance backlogs, reduce congestion and emissions near ports and airports, and drive electrification and other low-carbon technologies.** Modern, resilient, and sustainable port, airport, and freight infrastructure will support U.S. competitiveness by removing bottlenecks and expediting commerce and reduce the environmental impact on neighboring communities.

Resilience and Western Water Infrastructure

Millions of Americans feel the effects of climate change each year when their roads wash out, airport power goes down, or schools get flooded. Last year alone, the United States faced 22

extreme weather and climate-related disaster events with losses exceeding \$1 billion each – a cumulative price tag of nearly \$100 billion. People of color are more likely to live in areas most vulnerable to flooding and other climate change-related weather events. **The deal makes our communities safer and our infrastructure more resilient to the impacts of climate change and cyber attacks, with an investment of over \$50 billion.** This includes funds to protect against droughts and floods, in addition to a major investment in weatherization. The bill is the largest investment in the resilience of physical and natural systems in American history.

Clean Drinking Water

Currently, up to 10 million American households and 400,000 schools and child care centers lack safe drinking water. **The deal's \$55 billion investment represents the largest investment in clean drinking water in American history, including dedicated funding to replace lead service lines and the dangerous chemical PFAS (per- and polyfluoroalkyl).** It will replace all of the nation's lead pipes and service lines. From rural towns to struggling cities, the deal invests in water infrastructure across America, including in Tribal Nations and disadvantaged communities that need it most.

High-Speed Internet

Broadband internet is necessary for Americans to do their jobs, to participate equally in school learning, health care, and to stay connected. Yet, by one definition, more than 30 million Americans live in areas where there is no broadband infrastructure that provides minimally acceptable speeds – a particular problem in rural communities throughout the country. **The deal's \$65 billion investment ensures every American has access to reliable high-speed internet with an historic investment in broadband infrastructure deployment,** just as the federal government made a historic effort to provide electricity to every American nearly one hundred years ago.

The bill will also help lower prices for internet service by requiring funding recipients to offer a low-cost affordable plan, by creating price transparency and helping families comparison shop, and by boosting competition in areas where existing providers aren't providing adequate service. It will also help close the digital divide by passing the Digital Equity Act, ending digital redlining, and creating a permanent program to help more low-income households access the internet.

Environmental Remediation

In thousands of rural and urban communities around the country, hundreds of thousands of former industrial and energy sites are now idle – sources of blight and pollution. 26% of Black Americans and 29% of Hispanic Americans live within 3 miles of a Superfund site, a higher percentage than for Americans overall. Proximity to a Superfund site can lead to elevated levels of lead in children’s blood. **The deal invests \$21 billion in environmental remediation, making the largest investment in addressing the legacy pollution that harms the public health of communities and neighborhoods in American history, creating good-paying union jobs in hard-hit energy communities and advancing economic and environmental justice.** The bill includes funds to clean up superfund and brownfield sites, reclaim abandoned mine land and cap orphaned gas wells.

Power Infrastructure

As the recent Texas power outages demonstrated, our aging electric grid needs urgent modernization. A Department of Energy study found that power outages cost the U.S. economy up to \$70 billion annually. **The deal’s \$73 billion investment is the single largest investment in clean energy transmission in American history.** It upgrades our power infrastructure, including by building thousands of miles of new, resilient transmission lines to facilitate the expansion of renewable energy. It creates a new Grid Deployment Authority, invests in research and development for advanced transmission and electricity distribution technologies, and promotes smart grid technologies that deliver flexibility and resilience. It invests in demonstration projects and research hubs for next generation technologies like advanced nuclear reactors, carbon capture, and clean hydrogen.

Offsets

In the years ahead, the deal will generate significant economic benefits. It is financed through a combination of redirecting unspent emergency relief funds, targeted corporate user fees, strengthening tax enforcement when it comes to crypto currencies, and other bipartisan measures, in addition to the revenue generated from higher economic growth as a result of the investments.

###



**PROFESSIONAL
DEVELOPMENT
ACADEMY**
WE MAKE LEADERS BETTER



Hello,

Congratulations!!!

Leadership is a learning journey, and you've demonstrated a strong commitment to that journey by successfully engaging in the Professional Development Academy. We trust that you and those who you work with are already benefiting from the progress you have made to further develop your ability as a leader. You will find that your journey continues well beyond the final live event in this program.

We at the Professional Development Academy were founded on the goals of enabling peer collaboration and professional development to make leaders better. As a member of our growing alumni network, please enjoy the following benefits:

- **Content from the Professional Development Academy** program through continued enrollment on the learning management system at www.pdaleadership.com
- **Live Executive Insights on Leadership webinars** that spotlight industry leading executives, thought leaders, faculty from premier universities, and elite coaches
- **Facilitated networking** upon request so you can continue to strengthen relationships and gain new introductions to expand your network

You learned from the Academy that leaders don't pay it back, but rather pay it forward. Now's your time to do just that. Refer somebody inside your organization or in your personal network to the Academy. Enable them to become a better leader. If you email me your nominee, I will personally reach out to introduce them to the Professional Development Academy and help them enroll in a future program.

Thank you for your dedicated participation over the past months. We always say, when you give, you get, and what you have given has empowered the rest of your cohort to benefit greatly on their leadership journey.

So again, congratulations and welcome to your alumni network!

Sincerely,



Tim Rahschulte, Ph.D. | Chief Executive Officer
Professional Development Academy
www.pdaleadership.com | 503-569-3193



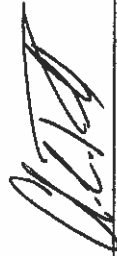
High Performance Leadership Master Certificate

By authority of the National Executive Committee and upon recommendation of the Leadership Coaches and Faculty, The Professional Development Academy has conferred this Master Certificate of Leadership upon

Spencer Nebel

with all the rights, privileges and honors appertaining thereto in consideration of the completion of program activities prescribed. As witness to this accomplishment, we hereby award this Master Certificate on this fifteenth day of April, 2022.

WELCOME TO THE NEXT LEVEL OF LEADERSHIP.



Colin L. Powell
(1937-2021)
Former General & Secretary of State
United States of America





Tim Rahschulte Ph.D.
Chief Executive Officer
Professional Development Academy

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) Interact with colleagues all levels of the organization**
- 5) Empower people to act**
- 6) Get comfortable making on the spot corrections**
- 7) Create time blocks to get out to all work places of the organization**
- 8) Provide continuous feedback**
- 9) Build leadership for the future**
- 10) Communicate regularly throughout organizational changes**



Lincoln County Administrator

Courthouse, Room 110
225 W. Olive Street
Newport, Oregon 97365
(541) 265-4100
FAX (541) 265-4176
tjohnson@co.lincoln.or.us

April 15, 2022

Spencer Nebel
Newport City Hall
169 SW Coast Hwy
Newport, OR 97365

Manager Nebel,

On April 13, 2022 at the regular Lincoln County Board of Commissioners meeting, the Board discussed the County plans for the Animal Shelter. We are very proud of our relationship with the City of Newport and we greatly appreciate the ability to work with the City on this vital project. In consideration of all of the previously accumulated information, ongoing data, and public input, the Board decided on April 13 to initiate a 90 day "pause" on the current proposed site plans and suspend negotiations in order to make sure that all potential options are being considered fully.

We will continue to stay in close contact with the City regarding this project and provide updates during the "pause." As always, please contact me with any questions or concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "Tim Johnson", is written over a light blue horizontal line.

Tim Johnson
Lincoln County Administrator



Friends of Lincoln County Animals
PO Box 2264 Newport, OR 97365
541-961-5852 folcas2009@yahoo.com
www.folcas.com



April 25, 2022

COPY

Peggy Hawker, City Recorder
Newport City Hall
169 SW Coast Hwy
Newport, OR 97365

Dear Peggy,

We thought you might like to know how we spent the \$250 gift card that the City of Newport presented to FOLCAS as part of our 2021 Community Vision Award.

April 17–23 was National Volunteer Appreciation Week, and we used that card to provide a week's worth of special lunches for the Pick of the Litter volunteer cadre—the engine that keeps the thrift store humming, spinning straw into gold for the benefit of Lincoln County's shelter animals and pets.

They thanked the FOLCAS board for the goodies but I explained that it was the City of Newport's gift that funded the spreads, and thus in a real sense they had paid for their own lunches, since it's their loving labor that makes it possible for FOLCAS to provide the community services for which the City elected to honor us.

So, on behalf of the FOLCAS board and other volunteers—thank you!

Warmly,

Emily DeHuff
FOLCAS president

cc: ✓ Spencer Nebel, City Manager
Derrick Tokos, Community Development Director
Dean Sawyer, Mayor

The FOLCAS mission: To support and advance the health and well-being of domesticated animals in Lincoln County, Oregon

Friends of Lincoln County Animals, Inc. is an Oregon nonprofit corporation and an IRS 501(c)(3) charitable benefit organization, tax ID 27-0177878