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MEMO

DATE: April 6, 2023

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the Three-week Period Ending Friday, March 31, 2023

Highlights of activities over the last four weeks include the following:

- Conducted a phone screen for the Urban Renewal Project Manager position. We will be bringing in this candidate for an in-person interview.
- David Powell, Justin Scharbrough, Derrick Tokos and I met to discuss replacement sign posts on the Bayfront. With the parking changes, there will be some additional posts that need to be installed. In addition, we have been replacing painted posts with galvanized posts. We will be ordering painted posts keep the color scheme consistent on the Bayfront.
- Discussed the Assistant Finance Director recruitment with Barb James and Steve Baugher. Unfortunately, we have not had any applications submitted with governmental accounting experience. We have modified the requirements and will re-advertise this position. We have also had discussions about providing Steve temporary assistance, but this is been problematic, as well. We have had several leads on recently retired Finance Directors that may be able to provide some support and provide the necessary checks and reviews that are critical in reviewing the financial statements, but we have not been able to secure any services as of this date.
- Steve Baugher and I met with Mike Cavanaugh to review the fee schedule structure for the Parks and Recreation Department. We continue to implement the recommendations from the business plan in establishing rates for various services provided by the Parks and Recreation Department. A presentation of this system was provided to the City Council at the April 3 work session.
- Held bi-monthly meetings with Jason Malloy, Rob Murphy and Lance Vanderbeck to discuss their departmental issues.
- Mayor Sawyer and I met with Captain Keith Golden, Commander of NOAA's Pacific Operations Center. We want to re-establish regular dialogue between NOAA and the City. Captain Golden and his wife are living in Depoe Bay and

Captain Golden was stationed in Newport earlier in his career, as well. He indicated that they enjoyed their time in Newport previously during this stint. One of the challenges of maintaining various relationships with either NOAA or the Coast Guard is the short tenure for those who are in command of these facilities. They rotate on a two-year basis. We ask Captain Golden what some of the challenges their personnel face living in Newport. He outlined three issues including housing, very limited medical care, and the distance to airports that provide passenger services. Furthermore, transportation to and from the airport is limited, as well. We briefed Captain Golden on a number of issues the City has been engaged in to address housing and air service. Captain Golden has offered to provide a tour to the City Council when a vessel is docked to brief Council on the work that NOAA is doing from their base in Newport.

- Councilors Jacobi and Kaplan, Derrick Tokos, Erik Glover and I met with Aimee Thompson to discuss the recycling initiatives currently going on with the Department of Environmental Quality. One of the key issues requested by the DEQ to understand future recycling needs in each community. Communities are asked to complete a survey by mid-April, with this survey potentially making the community and haulers eligible for funding to further promote the reduction of waste in Oregon. Council reviewed the survey at the April 3 City Council.
- Mike Cavanaugh, Erik Glover and I have met to review the Integrated Pest Management Plan for the City prior to presenting it to the City Council. This plan is ready for consideration and possible approval by the City Council. Approval is tentatively scheduled for the April 17 City Council meeting.
- Held bi-monthly meeting to discuss Engineering issues with Aaron Collett.
- Participated in a Department Head meeting regarding capital outlay projects proposed for the next fiscal year. We will be refining this information to prepare a proposed budget for the City Council and the Budget Committee to review at the first meeting on May 2.
- I met with the Tia Cavender to review various active funding pursuits that Dig Deep Research is currently facilitating for the City. Information from this meeting is attached.
- Prepared agenda materials for the March 20 City Council meeting.
- Participated in a Sister City Committee meeting in Council Chambers to prepare for the upcoming exchanges in 2023. A large delegation, including the Mayor and City Officials from Mombetsu, will be in Newport from May 16-19. In addition, a student delegation from Newport will tentatively be traveling to Mombetsu from June 26 to July 1. Finally, a student delegation will be coming from Mombetsu to Newport late July or early August. It will be a busy year as the two Cities catch up with exchanges that had to be delayed because of COVID-19. The City Council will be holding a special City Council meeting on Thursday, May 18 at 11 AM to formally welcome the dignitaries to Newport. Stay tuned for further updates on the 2023 exchanges.
- Participated in an HB 4123 monthly coordination meeting that is facilitated by the League of Oregon Cities and the Oregon Association of Counties for the eight pilot communities. Overall, each community is proceeding along different pathways to demonstrate how homelessness can be reduced in these rural communities. It will be interesting to see how these different approaches will impact this very challenging problem.

- Held an internal meeting with Mark Wolf, Barb James, Robert Murphy and Tom Sakaris to discuss negotiations with the firefighters.
- Along with the Mayor Sawyer, Councilor Parker and Department Head staff, attended an open house that Peggy Hawker held for Council and Department Heads for her retirement. Representative Gomberg presented a framed State tribute signed by Representative Gomberg and Senator Anderson to Peggy to recognize her contributions to municipal government and state recorders over her tenure here in Oregon. We thanked Peggy for her service and for hosting an open house at her home in Lincoln City.
- Held a routine Department Head meeting.
- Met with Bryan Steinhauser from The Early Learning Hub of Linn, Benton and Lincoln Counties. This is in follow-up of the childcare meetings were held in December. This will be a discussion for the Council at a work session scheduled for April 17.
- Participated in the March 20 work session to review the draft IPM Plan presented to the Council by Mike Cavanaugh. Laura Kimberly give an overview of Libros for Oregon to the Council and there was discussion on collaborative competent and inclusive communication efforts within the City of Newport by Barb James, as well. This was followed by an executive session to discuss labor negotiations.
- Participated in the regular March 20 City Council meeting.
- Steve Baugher, Erik Glover and I participated in budget meetings individually with each Department Head to review their budgetary requests for the fiscal year that begins July 1, 2023. These meetings were scheduled over three days with the Library, Police, Community Development, IT and Airport being handled on March 21; Public Works, Human Resources, and Engineering being held on Wednesday, March 22; and Parks and Recreation, Legal, Fire and Finance being handled on Thursday, March 23. Each of these meetings included a review of how the Council goals and objectives are addressed, and any proposed budgets for the year, a review of the fee schedule impacting that department, discussion on capital equipment needs for the year, changes in personnel requested, and a review of the operating budget line items for the coming year. The requests are all compiled into an overall budget document. Following these meetings, I review each of the budgets line item by line item to prepare a proposed budget for review by the Budget Committee and City Council. Any modifications I make to the department request are shown in the final budget document. For the next few weeks I will be from home several days preparing the proposed budget. The budget is scheduled to be distributed to the Budget Committee on Tuesday, April 25. Hard copies of the budget will be available by 3 PM on that day for those requesting hard copies. The electronic copy of the budget will be posted that same day. The first budget meeting will be held on Tuesday, May 2
- Along with the Councilor Kaplan, Erik Glover and Steve Stewart, I participated in a Water Supply Management Conservation Work Group meeting at City Hall. The committee chair will be working with Erik to lay out a schedule of topics for the Work Group over the next few months. The City is applying for a watershed management grant to help identify good practices to protect the City's water source in the Big Creek basin, as well as the Siletz River.

- Rob Murphy, Tom Sakaris, Barb James and I met in negotiations with the firefighters. We made progress on a number of issues in negotiations. We will be meeting again later in April.
- Conducted phone screenings for two candidates for the HR Specialist part-time position. We decided to bring both in for in-person interviews. This position will help assist in our recruitment efforts for the City of Newport.
- Steve Baugher, Mike Cavanaugh and I met on the fee schedule analysis being conducted by Parks and Recreation in preparation for a report to the City Council for the April 3 work session.
- Prepared agenda items for the April 3 work session and City Council meeting.
- I took Monday, March 27 as a vacation day. I traveled to Anchorage, Alaska to visit family prior to the Northwest Regional Managers Conference which was held in Fairbanks, Alaska from Tuesday, March 28 through Friday, March 31.
- Attended the Northwest Managers Conference held in Fairbanks, Alaska from March 28 through March 31. This meeting I normally attend in Washington or Oregon. Alaska was planning to host during COVID-19. The schedule between Washington, Oregon and Alaska was adjusted with Alaska having the opportunity to host this year's conference.
 - For the opening session, U.S. Senator Lisa Murkowski, U.S. Senator. Dan Sullivan and U.S. Representative Mary Peltola provided video addresses to the conference attendees. Each of the elected officials acknowledge the impact that climate change is having on the Arctic, including the impacts on native fishing, as the salmon runs are becoming more sporadic impacting native communities who depend on this source of food. They spoke of the bipartisan infrastructure bills and encourage local government to take advantage of the funding that will be made available over the next decade for various programs. Senator Murkowski indicated that Fairbanks and Anchorage constitute the fourth busiest air cargo locations in the world. Alaska is a very strategic location for the shipment of materials to and from Asia. Senator Murkowski also talked about the last election which was the first for Alaska to implement rank choice voting. Under rank choice voting, there is no partisan primary. All of the candidates (Republican, Democrat, Independent, nonaffiliated) run together. In rank choice voting, the voters rank the candidates in order of preference. If a candidate gets 50% of the first choice votes in the first round of voting, then that candidate wins the election. If nobody gets over 50% of the vote, then the candidate with the fewest votes gets eliminated. For people who voted for that candidate, their second choice votes are counted and the numbers are recalculated again. If nobody reaches a majority in this count, then the again the candidate with the least number of votes is eliminated and the people that voted for that candidate have their next votes counted, until eventually a candidate emerges with 50% of the vote. This system helps include voters who are neither Democrats or Republicans by allowing them to participate in the elections right from the beginning. These voters cannot currently vote in the primaries. The theory is that candidates with general broader appeal have a higher likelihood of getting elected than candidates that may be viewed as more partisan by the general population. Often the choice between

candidates of each of the major parties may not reflect the voters of that particular state or district. In Oregon, the Benton County voters adopted rank choice voting to elect County officials in 2020. The City of Corvallis adopted rank choice voting in 2022. Multnomah County approved rank choice voting in the November 2022 elections by 69% voting in favor of this proposition.

- The keynote session was from Patti Bruns, Secretary General of the Arctic Mayors' Forum. The Forum includes cities in Iceland, Norway, Canada, Finland, Sweden and the U.S. The Arctic Mayors' Forum contribute local knowledge necessary to make wise decisions in the Arctic region, and provide a more direct conduit between local people and policymakers. Patti Bruns was appointed to this position and began serving in this job in August 2022. She previously held the position as executive secretary of two Arctic Council working groups based in Canada. Their number one issue is climate change. Bruns indicated that the Arctic climate is warming four times faster than the world climate. This has had obvious impacts, including the loss of a significant portion of the polar ice cap. In addition, with Russia's invasion of Ukraine, there has been a significant focus on the defense of the Arctic. With the changing climate, the Arctic is much more vulnerable to a wider variety of military risks, including use of Navy resources with more open water. In addition, permafrost is melting at a faster rate which impacts roads and infrastructure throughout this region. Climate also has significant impacts on cultural traditions and is causing cultural change. This is particularly true with many of the native groups that have evolved their cultural practices around more predictable and stable climate conditions. Two other focus areas of this Forum include attracting workers to the Arctic, and investment in youth. Attracting and keeping talent has become a major challenge in the Arctic. Presentations from Admiral Matthew Bell, Dean of the School of American Studies, Troy Bouffard from the Center for Arctic Security and Resilience, and Matt Richards, Chief of Emergency Management for the U.S. Coast Guard, were provided at the conference. Overall, the general consensus is the Arctic is not well prepared to address defense and security issues. The Arctic is quite different than North America where 15,000 people in the U.S. live above the Arctic Circle; 18,000 in Canada live above the Arctic Circle; while in Norway 450,000 people live above the Arctic Circle. The United States Army has no Arctic strategic mission. This is about to change. Russia is at a high level of Arctic preparedness. The Ted Stevens Center for Arctic Security and Study was officially opened for business on August 25, 2022. This is one of the Department of Defense's six Centers that focus on security in specific areas, with the focus of this Center on the Arctic. The other Centers include the European Center, Asia – Pacific Center Hemispheric Defense Studies, African Center in the near East – South Asia Center. Admiral Bell recommended reading the book “Thousand Mile War: World War II in Alaska in the Aleutians” to better understand the strategic value and vulnerability of Alaska. With changing environmental conditions, this vulnerability is increasing the Alaskan and Canadian Arctic. The Center

provides research for the Department of Defense on the development of strategies to better protect this vulnerable area.

- There was a presentation of the Northwest Pacific fisheries. The value of the Alaska, Washington and Oregon fisheries were discussed, as well as the many types of boats and fishing methods that are used for commercial fishing. In Alaska, there are 36,000 workers in the fishing/seafood industry which is equivalent of 21,400 FTEs. There are 1,300 Alaskan-owned boats. There is 63% of the Alaskan fishery workforce are Alaskan residents, with a significant portion of the balance coming from Washington and Oregon. Fisheries throughout the Northwest are suffering since the Russian invasion of Ukraine because of the number of seasonal employees from overseas has been significantly limited. Chad See, Executive Director of the Freezer Longline Coalition, referenced the Northwest Fisheries Science Center in Newport, which is the only Oceanport research facility. The station is located on the Oregon State University's Hatfield Marine Science Center campus and serves as a collaborative research hub for government and university scientists (he included a nice picture of the Newport fishing fleet in his presentation). See indicated that commercial fisheries have been focusing on sustainable fishing which is in their long-term best interest. Regional fishing councils help govern and regulate the fishing catches for different species of fish. The first councils were established in 1976 from an economic development standpoint. Shipbuilding and repair, shipping, processing, and value-added activities are major opportunities for communities who host the fishing fleets. Things that need to be done to support the fisheries industry is having sufficient maritime repair and services, port infrastructure, including places to pull vessels out of the water, facilities for the larger vessels that are now commonly used to catch seafood, maritime workforce training, and continued investments in research. Their focus for planning for the future includes additional research into innovations to improve the efficiency of commercial fishing and developing the workforce for the future. As in many other areas, they are very concerned about having people that will have the capability of filling the various roles necessary for the harvesting and processing of seafood. Luke Fanning CEO of the Aleutian Pribilof Island Community Development Association, spoke of the Community Development (CDQ) Program. In 1992, CDQ Programs were created which provide that 10% of the catch limits for the Bering Sea and Aleutian Islands are held for eligible Western Alaska villages to support the economic development, alleviate poverty, and to achieve sustainable and diversified local economies in Western Alaska.
- Attended a session entitled "Don't Work Yourself to Death!" Be there for your community and family. Tim Dillon, Executive Director of the Kenai Peninsula Economic Development District, shared his personal story. Through the COVID-19 pandemic he felt that he had to be on duty 24 hours a day, seven days a week. During this time, he developed significant health issues, was not feeling well, and ended up having a quadruple bypass to address these issues. The lessons he has adopted since that time is to pull himself out of that work cycle by limiting screen time, turning off the phone, taking walks during the course of the day, and establishing

set boundaries to utilize his work time effectively and provide time for his personal life. He indicated that our citizens have unrealistic expectations of what we, as public servants, can provide. His presentation was followed by Dr. Scott Luper, ND, who indicated that public management is a tough field in today's political and organizational climate. Public service is difficult. Management is 2% inspiration and 98% perspiration. Dr. Luper indicated that stress can be helpful. When you are stressed, it provides superpowers for you to address things that require immediate attention. When a problem creates stress, it helps the mind focus, reduces the need for sleep, it allows you to address those types of issues in an efficient way. This allowed our ancestors to fight or flight when posed with physical threats. The problem with stress is that we are generating stress from mental exercises, and we do not get relief from the stress by physically fighting or fleeing from a threatening source. Typing a letter in response to a problem does not relieve the physical stress. Physical activity should follow these types of activities. Homeostasis provides a state of balance within all physical systems needed for a body to function properly and survive. This includes things like body temperature, blood pressure, and blood sugar regulation. When stress is not relieved through physical activities, the balance of these types of components can be compromised. Hormesis is defined as a dose response phenomenon characterized by low-dose stimulation and high-dose inhibition and has been recognized as representing overcompensation for mild environmental stress. Dr. Luper indicated that the body responds favorably to a certain amount of stress. This can be physical stress or some sort of chemical stress. For example, with alcohol there has been many studies that show those that drink a small amount of alcohol actually have better cardiovascular systems than those that do not drink at all. On the other hand, those that drink to excess have significant health problems. With hormesis, the body responds favorably to a small amount of toxins where a greater amount of toxins could kill a person. He cites the testimony from the oldest known age ever attained by human being, Geanne Calment, a French woman who died at the age of 122. He told the story of her life. She had two cigarettes every day and drink a glass of sherry as part of her regular routine each day. Dr. Luper indicated that she also had a good reason to continue living. She had a premier apartment location in France. Another individual had indicated that they would pay her rent if they could have her apartment after she died. This gave her a purpose to live! Unfortunately, for that second party, who paid her rent for years, died before she did. Dr. Luper indicated for healthy living in the stressful field of public management, there are number things that are important. For diet, eat plenty of fruits and vegetables. Nuts and berries are healthy snack, exercise every day, get enough sleep at night, have a good social support system. Dr. Luper cites that repair and restoration from sleep is absolutely critical to keep the body in shape. When you exercise, it actually tears down part of your body. This relates back to hormesis in which your body has to repair those damages. In the process of repairing those damages, the body also strengthens other things that help maintain a healthy lifestyle. There are certain things that can interfere with sleep including various stimulations at

night. Avoid blue light from phones or TVs an hour before you go to sleep. Worrying about issues can impact sleep. Cortisol is a hormone produced by your adrenal gland. The rise and fall of this stress hormone is crucial for helping you fall asleep by your targeted time, stay asleep throughout the night, and wake up in the morning. A healthy breakfast can help set the schedule for cortisol to help the person sleep. He suggested the following sleep solutions. An hour before going to bed stop watching TV, viewing your phones and computer screens. Implement a wind-down process. If you still have problems sleeping, 20 mg. of melatonin 20 minutes before you go to sleep can help, and when you are lying in bed, if you cannot fall asleep right away, count your breaths. This will help put you in a state of relaxation. For exercise, 20 minutes to an hour a day will provide significant health benefits. Exercise should be done in intervals raising your heart rates then lowering your heart rate in with fast and slow time periods. Limit alcohol consumption to 3 to 5 days a week, do not smoke or smoke less than two cigarettes a day. He strongly recommends that people in northern climates take vitamin D. Most people are deficient in vitamin D during the winter months. He is also a big advocate for taking a tablespoon of fish oil on a daily basis. This helps keep skin moist and will aid in digestive problems, as well. Chia seeds also have a high oil content that can aid in digestive activities. For fish oil, he recommends Carlson's Fish Oil. For folks that want to address the taste, a couple drops of lemon oil can mitigate any fishy taste in the fish oil. Overall some pretty good common sense suggestions to avoid working yourself to death!

- There were two sessions on impacts of mitigation and community adaptation to climate change. John Walsh, Alaskan Center for Climate Assessment Policy, indicated that the Arctic is warming faster than the rest of the world. Alaskans know this better than most because there are some very obvious changes impacting their lives. The reduction of coverage of sea ice has several impacts. First, the darker surface of the ocean is absorbing more heat. Alaskans are experiencing more inversions where warm air is above and cooler air lies below. Precipitation has increased in most of the Arctic which is causing rivers flowing at higher levels. During the 40s through the 70s the Arctic was going through a cooling trend. At that time, there were theories of a future Ice Age occurring again. Our research has shown that a lot of this cooling was due to poor air quality around the world, with more particulate matter in the atmosphere reducing solar heating of the air surface. Now, greenhouse gases are impacting the earth by magnifying the heat of the sun, and more of that reaches the atmosphere because of cleaner air quality. The climate issues can impact policy decisions over time. As a result of less sea ice in the Arctic regions, the decision to build a pipeline could have been different. At the time the Alaskan pipeline was built, there were discussions about creating tankers that can maneuver through the ice, or building the pipeline through Alaska. Tanker experiments failed because of heavy ice conditions. If the same experiments took place now, it is likely that tankers would have been more feasible for moving oil.

In 2020, Russia started using tankers to haul natural gas from the Arctic Ocean. This would not have been possible a couple of decades ago. Climate change has impacted the course of history. The Native Claims Act had not moved forward in Washington DC until native signoff was necessary for the construction of the pipeline. The Native Claims Act might never have been approved in the 70s if shipping oil by tanker from Prudhoe Bay would have been possible at that time. The need to build the pipeline due to a frozen Arctic gave leverage to the Alaskan native population to get this Act approved by Congress. In the Arctic, hot days have increased since the 1950s and cold days are much rarer. Precipitation events have increased. Since the 1980s, the Arctic had the highest area of the ice coverage. By 2010 they now have the lowest area of iced-covered ocean. As a result of less ice, storms have a much greater impact for erosion and flooding to coastal communities in the Arctic. When the water was ice-covered, these conditions did not exist. Rick Thoman from the United States Air Force International Arctic Research Center, talked about the impacts of global warming on the Arctic. There is less ice, a warmer ocean, and glaciers are on a rapid decline. Forest fires have substantially increased, and with the warming temperatures, the spruce beetle is invading the Alaskan panhandle. Patterns of fish and animals are changing in their distribution throughout the Arctic. In Fairbanks, the temperature between the days are getting hot enough to actually grow corn and cucumbers. Ice fog frequency in Fairbanks has dropped to almost nothing in recent years with the change in the climate. The cycles of climate in Alaska range from ice ages to tropical-type plants, to the northernmost reaches of the earth. The biggest difference with this climate change from earlier changes, is that these earlier changes occurred over 10,000 to 100,000 years. Today climate change is compressed in a couple of generations.

- The second part of this discussion focused on how local governments need to prepare for climate change. Uma Phatt, a Professor of Atmospheric Science and Associate Director, indicated that the biggest change for Alaska and other forested areas in the Northwest, is that the duff layer of organic materials is more combustibile for burning. Alaska has developed a fuel load map to identify those areas where most organics exist that can fuel forest fires. There is also an effort on using forecasts for temperatures, precipitation, lightning, and other potential causes of fires to help emergency planners better prepare. Davin Holen, a Coastal Community Resilience Specialist for Alaskan Sea Grant, has been working with coastal communities to develop a resilience program to address reduction of sea ice, sea-level rise, coastal erosion, acidification, and loss of permafrost. On September 17, 2022, remnants of the tropical cyclone, Typhoon Merbok, went north through the Bering Sea. This typhoon was fueled by an unusually warm Pacific Ocean. With the lack of any shore ice, the typhoon did major shoreline damage and pushed seawater up to 9 miles inland in certain parts along the Bering Sea coast. These incidents are likely to become more common. People are migrating away from the coastal communities in Alaska to avoid these types of situations. Sea Grant, along with the University of Alaska, has created a website called AdaptAlaska.org. This

website is designed to help communities build resilience in a changing climate. Sea Grant is also working on issues relating to ocean acidification of the Gulf of Alaska. Sea Grant is also reviewing various plans based on equity issues throughout Alaska. Changes in shellfish, hooligan runs, and kelp forests in the Gulf of Alaska are impacting certain fisheries, and will have a profound cultural impact on native villages that rely heavily on the harvest of salmon and other fish on interior rivers. Jessica Garin, Deputy Director of the Alaskan Climate Adaption Science Center, described the North Star Borough's efforts to develop a climate action plan. The Borough initiated efforts in 2007 and got through the first two steps of a five-step process before the project stalled. After that, the planning process went dormant for over a decade. In 2019, this process was reactivated. The Fairbanks North Star Borough (FNSB) Climate Action and Adaption Plan's (CAAP) intent was to prepare for mitigating climate change to protect the health, safety, and well-being of borough residents. Timelines and milestones were developed for proceeding with this plan. A task force was created by resolution that included 17 members, including public employees, military representatives, and community members. In 2021, the task force was rescinded and the Assembly Climate Action Committee was created with the same responsibilities as the task force. The Committee was given \$79,700 to complete this task. A consultant was hired to assist in this work. A draft plan was developed with a series of recommendations. In November 2022, elections shifted the priority of the Borough Assembly and a new committee was appointed to review the recommendations made previously. The CAAP's recommendations were refocused to address Borough operations versus larger community goals. Lessons learned in this process is that there is a real debate between urgency versus liberty. While everyone accepts the fact that climate change is real, there was extensive debate about the term "climate change". The Borough assembly represents people and money matters in working your way through this type of process. Several other takeaways include: 1.) There are vastly different perspectives on this issue in most communities; 2.) Be concerned about political cycles since, if the process is not completed within a political cycle, it may have to restart again; 3.) Keep citizens involved. People need to see things with their own eyes in order to truly appreciate the concerns. Focus on the next generation of community members who will be living through the impacts of climate change. You are not likely to hit it out of the park with the first effort. Find those things where there is general agreement and focus on those items to build the foundation for future climate actions.

- The next session was on the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA). The IRA will authorize \$391 billion in spending on energy and climate change, while the IIJA represents a \$1.2 trillion investment to expand access to high-speed internet, improve public transit and take up key construction projects on America's roads, bridges, and waterways. Laura Landau, Senior Transportation Planner/Grant Program Lead with HDR, indicated that there will be historic amounts of federal funding available for projects over the next decade through these two bills. The key funding components include safety projects, freight,

reconnecting communities, environmental issues reducing greenhouse gases, electric vehicles, and transit use. It is a significant amount of funding that is available for water and wastewater projects and hazard mitigation. Landau recommends developing a multiyear grant application plan to set up your organization to target specific grant programs and provide focus well in advance of the timing that a grant application is prepared. Successful grants are grants that are aligned to federal priorities, have clear branding that identifies the problem, and has a specific solution to address the problem. Grants need to be written in clear and concise ways. The economic benefits of the grant to the community, in particular, to disadvantaged populations in the community, are important. It is important to engage the congressional delegation at least a year in advance of the grant so that they are keeping that project in mind as funding is appropriated on an annual basis. Grants should demonstrate strong community support and demonstrate the knowledge about specific issues that will have to be addressed, such as the National Environment Protection Act (NEPA) which reviews projects for utilizing federal funding. It is also important to make sure that all the components of the project meet the funding requirements. Best practice for maximizing application success includes the following:

- Prioritize community capital needs and develop a project pipeline.
- Export developed a grant program strategy.
- Limit applications per program.
- Show commitment through a financial match.
- Ensure alignment of project with grant program criteria.
- Demonstrate partnerships.
- Include complete and realistic schedule and budget.
- Address merit criteria by section.
- Explain how funding will solve the problem.
- Write a data rich narrative.
- Leverage subject matter experts.
- Submit engineering products.
- Address policy priorities.
- Ensure readability and quality visuals.

It is important to demonstrate project readiness, including discussion on the NEPA process, the ability to get right-of-way certificates, if a project is identified in planning documents and the procurement schedule is realistic. When applying for federal funds, particularly those requiring NEPA reviews, it is critical that the project is large enough to benefit from the program. Federal funds require many additional requirements that are significant in expense for local government units to provide. When the grants are large enough and projects are large enough, then it becomes economically feasible to pursue that grant. Grants are not free money, they require matches and they may have many requirements that will drive up the cost of a project.

It is important to minimize risk. This is done by assuring that there is an adequate budget. It is important to remember that many of these federal projects will not start for a minimum of two years after a funding commitment

is made. With high inflation rates, costs will rapidly escalate. Make sure your cost estimates are considered. In addition, there are sometimes a risk in securing a right-of-way that can create project-phasing problems that require additional funds to complete the project. Many of these projects may have some degree of political risk, as well, or the governing body may change between the time the grant is applied for and the project is actually accomplished. Also, it is important to be aware of staff burnout since federal grants require a much higher level of involvement than typical capital projects. Grant management requires a variety of quarterly reports, status reports, and financial reports through the course of the project. The federal projects will also likely have NEPA requirements, Davis-Bacon requirements, and will be subject to single audit.

It is important to plan ahead of the notice of funding opportunity (NOFO) being issued by the federal agency. The groundwork should be done before any notices issued. Planning for IIJA funding should be done over a 10-year horizon. Even with the best grant applications, grant success rates are about 30%. The success rates, after a failed grant is submitted a second time, increase significantly. HDR is using a cost accelerator of 6% per year based on the construction schedule for that particular infrastructure project.

Local government units may want to consider adding a match even when no match is required to a government grant. These grants tend to fare better by showing the local commitment to funding. Letters of support are critical for grants. There should be letters from the congressional delegation, the Governor, if possible, agencies with topical roles in the project, users, local schools, economic development organizations, climate action organizations, and other similar advocates for the project. It is important that the letters of support clearly identify the project and the impact the project is intended to have. This is usually best accomplished by preparing a fact sheet that the various entities can incorporate into their letter of support for the grant application. A newsletter should be one-page letters and should specifically address benefits to that organization writing the letter. These letters should be obtained well in advance of the grant application cycle. When the actual grant is being prepared, there should be a grant production calendar outlining the required steps that are necessary in order to get the grant completed by the submission date.

- The last session I attended was on Recruitment, Vacancies and Talent Management for Local Organizations. Daniel Robinson of the Alaska Department of Labor Research and Analysis, facilitated this discussion. Robinson indicated that the shortage of employees actually began pre-COVID-19 as the Baby Boomers were retiring and leaving the workforce. The job opening rate dropped during the first part of COVID-19, but then accelerated rapidly in the later stages, and through this date. The baby boomer generation was the largest generation impacting workforce statistics. The generations to replace the Baby Boomers are much smaller than this generation, and the needs of society are not diminishing as the Baby Boomers enter retirement. This created a negative net flow of employees to

fill positions. In addition, many people had a COVID-19 epiphany where they chose to opt out of the workforce, or work from home, at least temporarily. Changes in work habits including remote work, addressing childcare, taking care of students that were homeschooled, the housing market, and other factors have complicated the hiring of employees to fill vacant positions. These labor conditions have not existed since the late 1940s and 50s when there has been so much opportunity for jobseekers. Robinson indicated that we should not kid ourselves that the shortage of employees is due to COVID-19. This is truly a demographic issue. The Oregon population growth in 2013 of people between the ages of 18 to 64 was 2.463 million. The population of the same age group in 2022 was 2.595 million, which was an increase of 5.4%. During this same time, Oregon's population growth increased by 16.1%. This helps demonstrate why we have a shortage of employees today since the work age population has not grown at the same rate as other nonworking populations. Other factors impacting local government employees, are some of the social stigmas of certain jobs. Police have been directly impacted by a number of the national scandals impacting departments across the country. On the other hand, being a firefighter is still considered a desirable job. The Generation X employees are looking for purpose in the work that they do. If there is no purpose in what they are doing they are likely to shift jobs. There was an open discussion about some of the strategies being used in communities to address this labor shortage. Some communities recognize an employee in each Council agenda packet where exceptional efforts have taken place. This is helped not only recognize employees but also illustrates to the elected officials the work that is being done by the organization's employees. There is also desire to notice exceptional acts that the employees do in the day-to-day work for the local government. There also is an emphasis in the younger generations to shift work/life balance to life/work balance. Some Cities have thought about offering sabbaticals.

One of the big employment challenges is whether you hire a subpar applicant or leave the position open. The general consensus is it is better to leave the position open. That being said, relaxing experience criteria may serve an employer well. This can be countered by extending out probationary periods and having a hard discussion with the individual being hired that their performance will be evaluated to see if they can meet the requirements of that job. It is important at this time to review all requirements. It is also important not to hire over-qualified candidates, since there is a high likelihood that due to the current job market, they will leave that position. Educational requirements should be reviewed, as well. Is it really necessary to have a Bachelor's degree for certain jobs?

Look at the internal hires. This this can be a good option; however, these decisions should not be based on seniority just to move people up. Many times, there is an excellent employee that gets moved into a management position that has no idea how to manage folks and resources. Make sure that they have those capabilities going forward. The training is a very vital

component to keep new employees doing the work in a way that is expected by the employer.

There was a discussion among the attendees of how you change the culture of an organization to the better. Some employers are allowing kids and dogs to come to work with employees. Employees are experimenting with different work schedules during the summer months. There can be challenges with balancing flexible schedules with the work that needs to be done by the department. There can be hard feelings generated from employees who may not have the same opportunity to flex their schedules. The City of Juneau is offering \$5000 childcare payments on a matching basis from the employee, incentives, and for positions that are particularly challenging to fill, a \$40,000 signing bonus. The City of North Bend, Oregon, encourages employees to take pictures of things that are happening and then send photos to the media showing the community the work that is proceeding within the organization. The top reasons of why people have left jobs in 2021 and 2022 according to the Society for Human Resource Management, is higher paying job opportunities 74%; retirement 45%; poor management 32%; changing career paths 25%; limited opportunities 22%; lack of work flexibility 21%. The percentage of 18% change jobs because of agency culture, while 18% change jobs over COVID-related decisions; the final 7% left because of inefficient operations.

These challenges will certainly be with us over the next decade. We need to be innovative on how to attract the best talent to fill the vacancies that will be created in the future.

Upcoming Events:

- The proposed budget for the fiscal year beginning July 1, 2023 will be distributed on Tuesday, April 25.
- The LOC Spring Conference will be held in Seaside from April 25 through April 27.
- The first Budget Committee meeting is May 2 at 5 PM.
- I will be taking a few vacation days from May 4-10 to catch up with a few items at home.
- Newport will be hosting an adult exchange from Mombetsu from May 16-19 which will include the Mayor and other City Officials, as well as residents of Mombetsu. A special City Council meeting will be held to receive our guests during their stay.
- The second Budget Committee meeting is May 23 at 5 PM.
- City offices will be closed May 29 in observation of Memorial Day.
- The final Budget Committee meeting is May 30 at 6 PM.
- City offices will be closed on Monday, June 19, in observation of Juneteenth. The Council meetings will be scheduled for Tuesday, June 20.
- Newport will be sending a student delegation to Mombetsu from June 26 through July 1.
- City offices will be closed Tuesday, July 4, in observation of Independence Day.

- I plan to attend the OCCMA Annual Conference taking place in Pendleton from Tuesday, July 18, to Friday, July 21.
- In late July or early August, a student group will for Mombetsu will be hosted in Newport.
- City offices will be closed Monday, September 4, in observation of Labor Day.
- I plan to attend the ICMA Annual Conference in Austin, Texas, from Saturday, September 30 through Wednesday, October 4.
- The LOC Annual Conference will be held in Eugene from Wednesday, October 11 through Friday, October 13. Please contact Erik if you plan to attend.
- City offices will be closed Friday, November 10, in observation of Veterans' Day.
- City offices will be closed Thursday and Friday, November 24 and 25, in observation of Thanksgiving.
- City offices will be closed a half day on Friday, December 22 and a full day on Monday, December 25 in observation of Christmas Eve and Christmas Day.

Attachments:

- Attached is an email from Tia Cavender outlining status of various efforts to secure funding for City projects.
- Attached is a summary of 10 years of activity by Dig Deep Research to facilitate funding for projects for the City of Newport.
- Attached is an article from NPR regarding a federal lawsuit against a Michigan Mayor who tried to suppress and shout down a peaceful citizens speech at Council meeting. This is a good reminder that during open public comment, citizens have a right to bring issues before the City Council. This can include the criticism of City officials. The Mayor can control the conduct of those speaking (swearing, yelling, demonstrating signs etc.,) but if an individual is conducting themselves in an orderly fashion, the content of what their sharing should not be a basis for cutting off their speech. This is another area in which the presiding officer needs to be careful. If we use a time limit for speakers, we need to be consistent in how we apply that. If we cut someone off at the end of the time limit because we do not like what they are saying, and allow someone who is saying something we like, that can create equity issues, as well. Consistent administration of the rules is the best protection against this type of charge.

I hope everyone has a great spring... if it ever comes!

Respectfully submitted,



Spencer R. Nebel, City Manager

cc: Department Heads

Spencer Nebel

From: Tia Cavender <tia@godigdeep.com>
Sent: Sunday, March 12, 2023 2:17 PM
To: Spencer Nebel; Aaron Collett; David Powell; Steve Baugher
Cc: fernando@godigdeep.com; Melanie Nelson; Clare Paul
Subject: Meeting Agenda for 3/15/23

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

Greetings Team Newport: Below is the agenda to help guide the quarterly meeting update next Wednesday. See you then! Thanks, Tia

Meeting Agenda

City of Newport - Strategic Grants Planning (SGP) Updates
3/15/23

A. Active funding pursuits for wastewater projects - Task 3

1. \$7.5M request from the Oregon Legislature for 2023-25 biennium (Gomberg & Anderson supporting)
2. \$15M request for a CWSRF loan with \$500k to \$1M in federal principal forgiveness
3. One-stop meeting request tentatively scheduled for April or May 2023 (USDA, ODEQ, Biz Oregon) for all phases of wastewater master plan work

B. Active funding pursuits for water projects (non-BCD) - Task 2

1. Pending FEMA grant for 54th street project - should hear by Sept 2023
2. Pending FEMA grant for main tank project - should hear by Sept 2024
3. Pending FEMA grant for under bay crossing - should hear by Sept 2024
4. Pending SDWSRF loan and principal forgiveness funding for hospital project — should hear by July 2023 (invitation email)
5. Still Vetting — SDWSRF loan and principal forgiveness funding for the FEMA matching funds and contingency funding for one unfunded FEMA project (BIL time limited)

C. Active funding pursuits for BCD water project - Task 2

1. USACE EI grant program - in progress
2. USBR Aquatic Ecosystem Restoration Grant - planned
3. FEMA BRIC Grant - planned
4. Ellio service to help compare scenarios with grants and principal forgiveness

10-Year Results Summary

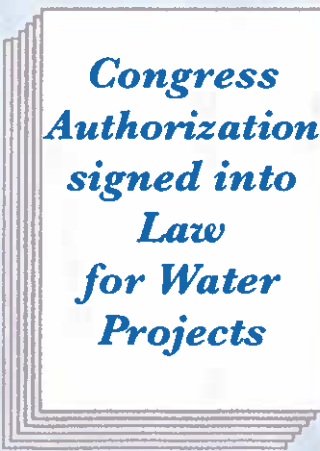
The following statistics reflect the City of Newport's Return On Investment (ROI) since hiring Dig Deep Research between 2012 and 2022.



SECURED
\$27.5M
IN LOW-INTEREST
FINANCING



SECURED 18
GRANTS FROM
11 GOVERNMENT
AGENCIES



*Congress
Authorization
signed into
Law
for Water
Projects*

SECURED GRANTS
TOTALING
\$21.6M



**Currently
pursuing
\$116M
in Grants**

ROI = \$ \$ \$ \$ \$ \$

The City has yielded a 10-year ROI of 6:1



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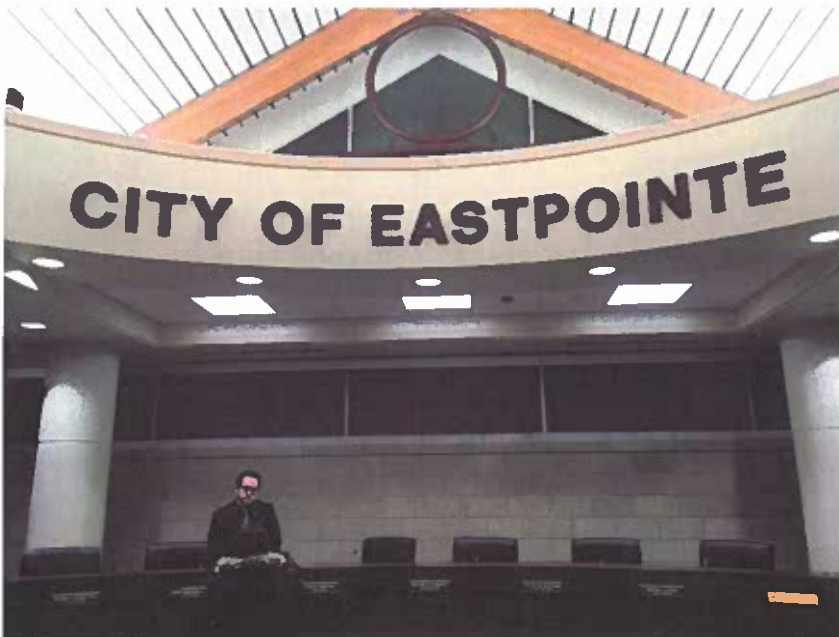


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Eastpointe mayor sued for potential free speech violations

Michigan Radio | By [Emily Blumberg](#)

Published November 10, 2022 at 4:21 PM EST



Sarah Cwiek / Michigan Radio

Four Eastpointe residents are part of a [federal lawsuit](#) against Mayor Monique Owens. They claim Owens has repeatedly suppressed and shouted down peaceful citizen speech at city council meetings.

The plaintiffs – community activist Mary Hall-Rayford, former teacher Karen Beltz, animal rights advocate Karen Mouradjian and healthcare worker Cindy Federle – are longtime, active residents of Eastpointe.

Every Eastpointe city council meeting includes a “Hearing of the Public,” where citizens can make three-minute statements on topics of public concern. The plaintiffs, represented by attorney Conor Fitzpatrick with the Foundation for Individual Rights and Expression, argue Owens has not provided space for certain citizen opinions during recent meetings.

At a meeting in [March](#), Fitzpatrick said, Federle attempted to criticize the mayor’s negativity towards protestors, but Owens interrupted and required Federle to omit direct criticism of Owens’ mayorship from her remarks.

Fitzpatrick said during a [September](#) hearing, Owens interrupted statements from Hall-Rayford and Beltz that disapproved of her treatment of a city councilmember.

“You’re not going to sit here and assault me, lady I never met,” Owens said, speaking over Beltz during the public comment period, according to video of the meeting.

Fitzpatrick said Owens’ behavior violates citizens’ First Amendment right to free speech.

“One of the pinnacle values of the First Amendment is that the government doesn’t get to decide which side of a debate is right. It can’t favor people who agree with the government of the day and it can’t disfavor critics,” he said. “So the reason this is important is making sure that governments treat their citizens equally and with respect regardless of what their views happen to be.”

The lawsuit was filed Wednesday night. Fitzpatrick also filed a [motion](#) that he said would prevent Owens from further suppressing protected speech while litigation proceeds. He anticipates the motion will be decided by the Eastern District of Michigan Court within a month.

The mayor’s office has not yet responded to a request for comment.

Taas

Criminal Justice & Legal System

Freedom of Speech

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