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MEMO

DATE: April 25, 2024
TO: Mayor and City Council
FROM: Spencer Nebel, City Manager

SUBJECT: Status report for the six-week period ending Friday, April 19

Wow! What a busy week. A significant amount of my time was spent during this period preparing a proposed budget for the Budget Committee's review for the first Budget Committee meeting scheduled for April 23. The budget process is always an extensive effort in order to put together an operational plan for the City for the fiscal year beginning July 1. The budget process is a bottom-up process in which departments and Department Heads identify various priorities and needs and submit those to the Finance Department who then compiles all the requests into documents that are used to develop a proposed budget. Various requests are reviewed and discussion occurs with the Department Heads to prioritize items when funds are not sufficient to cover all requests. This process includes staffing levels, operational expenses, equipment purchases and capital outlay projects proposed for the next year. This is an intensive time for Finance Director Steve Baugher and Finance staff in order to pull together various elements of the budget. Furthermore, Chris Beatty from Engineering is heavily involved in the capital outlay budget development process. I appreciate everyone's hard work which started in December 2023 in order to put together a reasonable proposed budget for review, modification, and ultimate approval by the Budget Committee and City Council.

In addition, Melanie Nelson, Jeanne Tejada and I were involved in various aspects of coordinating issues in Newport with Jensen Strategies for various local logistics regarding the city manager recruitment process. Overall, I believe Jensen Strategies did a great job, beginning in November, working with the City Council and community to develop a job profile for this position. In January, the City Council adopted a resolution outlining the search process and the executive sessions that would be required in order to conduct a review of applications and conduct final interviews with candidates, prescreening of candidates, and the coordination of the interviews which occurred during the week of April 15 that led to the City Council offering the position to Nina Vetter, former City Manager of Gresham, Oregon.

I believe that Council did a very thorough job outlining the strengths and weaknesses of each candidate interviewed by Council to determine which candidate would best

meet the needs of the City of Newport. The City Council also relied heavily on the observations of the three interview panels (Public Administrators, Citizen and Department Head panels) as well as the comments that were compiled by the employee-facilitated and community-facilitated discussions. It was a good turnout for both of these events and very thoughtful observations were made by folks participating in both of those events, as well.

Finally, I attended my last Northwest City Managers' Conference in Seaside, Oregon. A report on the conference sessions is incorporated in this report.

While it feels I should be winding down my tenure as city manager, the next two and-a-half months will be an extremely busy time for me and the City. I am happy to have a great City Council and staff in place that will be able to take Newport to the next step following my retirement. I extend my best wishes and support to Nina Vetter as she begins her tenure as city manager. I will be available for any informal advice and information as Nina begins her tenure with the City of Newport.

Highlights of Activities During the Past Few Weeks Include the Following:

- Councilor Jacobi, Lance Vanderbeck, and I met with Dan McCrea regarding the placement of a Conex box next to his hangar at the Newport Municipal Airport. This would require additional land added to his lease. We will be bringing a recommendation back to the City Council on this request.
- Met with David Allen and Erik Glover on revisions to the water code and uncollectible debt policy. David is reviewing the draft versions that Erik has worked on with the Finance and Public Works Departments since mid-2023. David has indicated that he will try to have his review completed in May. This is one of the priorities I identified as being implemented prior to my retirement. We are running short on time. My retirement date of July 8 is coming up quickly.
- Held bi-monthly meetings with Jason Malloy, Rob Murphy and Erik Glover.
- Met with Jason Holland in our monthly update meetings between OCCA and the City.
- Met with representatives from Rogue Brewery, Cambrian Innovation Group, the Port of Newport and internal staff, Stephanie Kerns, DJ Fox and Steve Stewart, to discuss the status of the pretreatment plant being installed by Rogue Brewery. Cambrian is ready to go forward with the installation, however, delays experienced by the Port in completing work to reinforce the seawall has delayed their ability to build the treatment facility. The seawall is now under reconstruction and Cambrian is prepared to move in to do the wastewater installation as soon as the seawall repairs are completed by the Port. I have indicated that we are in agreement with adjusting the deadlines under the consent agreement for the plant installation and operation due to these circumstances beyond Rogue's control. This timeframe also provides time to meet the City's industrial discharge limits at that plant. Everyone is eager to get this issue resolved and off the books. I am very optimistic that this will occur in a timely fashion following completion in the next couple of weeks.

- Jason Malloy, Barb James and I participated in negotiations with the Police Association. Mark Wolf from the Local Government Law Group is our lead on negotiations.
- Prepared agendas for the March 18 work session and regular City Council meeting.
- Met on the replacement of the fire alarm system at the Performing Arts Center. A portion of the system is being rebuilt as part of the remodeling of the Performing Arts Center. We will be asking the City Council to consider a change order to have the general contractor replace the entire alarm system for the building.
- Barb James and I scheduled two full days on Friday, March 8 and Saturday, March 9 as well as Friday, March 15 and Saturday, March 16 to complete our work and review on the employee handbook. We were able to get through our review of the draft with those changes now being incorporated into a draft handbook that will be further reviewed by Tamara Jones at CIS, as well as by the City Attorney, Department Heads and staff prior to final approval. It is my goal to have this policy handbook in place prior to my retirement on July 8. This is an important project to address many changes that have occurred both internally with policies, and externally as well. It will provide a good framework for the next manager to continue addressing and modifying issues as needed. This will also be important as a beginning point for the next human resources director who will be hired to replace Barb James when she retires in January 2025.
- Held a routine Department Head meeting.
- Met with Mark Wolf, Barb James and Jason Malloy in preparation for the next negotiations with the Newport Police Association.
- While I was unable to participate, Mayor Kaplan, Councilor Jacobi, Derrick Tokos and Joseph Lease participated in the ribbon cutting for Nate's Place. Nate's Place is owned and operated by Northwest Coastal Housing who utilized a \$4.6 million state grant to purchase the 44-unit Newport Coast Inn on US Highway 101 for transitional housing. This facility will serve as a 33-unit facility offering transitional housing services. We are very appreciative of Northwest Coastal Housing providing these critical social services for Newport and Lincoln County.
- Participated in the March 18 City Council work session. The Council heard a report on establishing a sports court at Surf View Village; discussed the efforts to develop and implement engineering standards for the City of Newport; and discussed the impact that the governor's housing bill, (Senate Bill 1537) could potentially have on the City of Newport, and strategies that are being implemented by the City to maximize the benefit and minimize any unintended consequences for this legislation. The Council also had further discussion on the potential use of radar speed cameras for speed enforcement in the city.
- Participated in the regular City Council. 6 PM on March 18.
- Along with Mayor Kaplan and members of Council, participated in two ribbon cuttings Saturday, March 23, organized by Parks and Recreation Director, Mike Cavanaugh. The first was a rededication of the Ocean to Bay Trail. This

project included the construction of kiosks by Eagle Scout Tobia Shieff, as well as interpretive signage that has been done by Park staff along the trail. In addition to the Boy Scouts of America, Seth Miller from Oregon Parks Forever, participated in this presentation. They provided some of the funding to help this project move forward.

- Steve Baugher, Erik Glover, Eric Carpenter, Steve Stewart and I met to develop the Public Works budget for streets, wastewater collections, facilities and water distribution. We have been working at a bit of a handicap with this part of the development of the budget due to having a vacancy in the public works director's position, and having our acting public works director for operations on medical leave during the period of time in which this information needs to be compiled. Collectively, we reviewed the budget, reached out to staff and put together an estimate for expenditures through the course of the current fiscal year and a budget for the fiscal year beginning July 1.
- Tuesday, March 19 through Thursday, March 21 Steve Baugher, Eric Carpenter, Erik Glover and I sat down and met with each Department Head to review how they addressed any goals and objectives identified by Council, any proposed changes to the fee schedule, equipment purchases, and operating budgets for the fiscal year beginning July 1. These three days of budget meetings with each individual Department Head is a critical part of developing a proposed budget for the fiscal year.
- Participated in negotiations with the Newport Police Association along with Barb James, Jason Malloy and Mark Wolf.
- Participated in the Water Conservation and Water Management Work Group. This has been coupled with the grand effort to develop a watershed protection plan for Newport's water sources which is the Siletz River and Big Creek Basin. We did seek informal proposals for conducting this work from three firms. We got one proposal back. The Water Conservation and Water Management Work Group reviewed that proposal and felt comfortable with utilization of Suzanne de Szoeki of GIS helped to facilitate the development of a technical paper for presentation to the City Council by the end of this year.
- Coordinated the move of legal files from former City Attorney Chris Minor who was closing his practice. He had many boxes of files that relate to the City of Newport. Much of this information may duplicate information that is already held in our files. We have had the files moved up to the wastewater treatment plant and will, over time, review the contents of the files to determine what files need to be kept and what can be disposed of.
- Steve Baugher and I participated in a virtual opioid settlement learning collaborative. All in all, our use of the funds are consistent with the intended purpose for these funds through the first five years of funding. The City Council will have to devise a plan as to how to use the appropriate funds that will arrive after the five-year period has been committed to the Pacific Communities Health District for the development of the S.T.A.R.S. facility in Agate Beach.
- From Friday, March 22 through Friday, April 12 the majority of my time was focused on preparing the proposed budget. During this time, I worked a number of days from home in order to get this task completed.

- Participated in a Department Head meeting to review the capital projects that have been requested for this year.
- At the advice of City Attorney, David Allen, I contacted Susan Myers, Executive Director of the Oregon Ethics Commission, regarding the ethical considerations that need to be addressed in accordance with Oregon law regarding the potential of performing contractual work for the City following my retirement as city manager. Myers indicated that ethics does not preclude me doing contractual work following my retirement, however, the Ethics Commission would consider investigating a complaint if this decision was made while I was currently serving as city manager. As a result, I will defer any discussion of completing projects until after a new city manager is in place to so they can determine whether this is something they would like to proceed with or not. While from a transition planning standpoint it makes great sense to have this figured out in advance, under Oregon Ethics provisions, this could create a conflict of interest due to my current position as city manager. I appreciate the information provided by the Ethics Commission. This is a great resource for elected officials and staff to use for various issues. I also appreciated David's advice on this matter.
- Had a meeting with Barb James regarding a request for medical accommodation impacting a work schedule. The information will be relayed to the employee requesting this as to what is necessary before accommodation could be considered
- Prepared agendas for the April 1 City Council work session, Urban Renewal Agency, and City Council meetings. The schedule was accelerated a couple of days since both Erik Glover and I participating in the Northwest Managers' Conference in Seaside, Oregon on March 27 through March 29.
- Attended the Northwest Managers' Conference in Seaside, Oregon along with Erik Glover. This is a meeting of the City and County managers from Oregon, Washington and Alaska and locations are rotated between those three states. (Last year, I had the opportunity to go to Fairbanks Alaska to participate in this same meeting!) The following is a list of sessions that took place:
 - Attended a session of the role of the manager in community leadership discussions. The program was facilitated by Nancy Hetrick from Rattelis and focused on the importance of communications and empathy when leading community discussions. One of the examples they used is discussing how a particular policy may play out in a tourism-based economy between the residents and visitors. There should be a clear understanding of what the potential issues resident stakeholders may have regarding this policy discussion, as well as the impact that visitation has on the community. A city manager needs to play the role of a listener and collaborator in identifying potential solutions to address community problems. Managers need to be brokers and facilitators and it is important to us to be comfortable speaking the truth to those that supervise the manager and to other community leaders, as well.

Data is important to inform, educate and interpret impact that decisions may have on a community. It is important that data does not counter perspective which often can override a database conclusion. Data can also help identify the problem and can provide a hypothesis as to how the problem may be resolved. Much of these concepts are included in the “Declaration of Ideals” developed by ICMA. These 11 ideas are important for managers to keep in mind as the faithful stewards of the public trust. I attached a copy of this for your review.

- Heard a report in career development and personal goal setting that focused on the Oregon and Washington Northwest Women’s Leadership Academies. Megan George, Deputy City Manager in Tualatin, facilitated the discussion with Stephanie Lucash, Deputy City Manager in Kenmore, Washington, and Zoe Mombert, Assistant to the City Manager in Wilsonville, on the effort to create professional development cohorts to support advancing women into executive leadership positions. The Oregon Northwest Women’s Leadership Academy has done a great job in building up the leadership credentials for women to fill these top positions in city management in Oregon and beyond. While much progress has been made, there is still equity issues that need to be addressed to eliminate remaining barriers to more women filling top executive positions.
- Participated in a tour of Seaside’s tourism industry. Mayor Steve Wright led the tour through downtown Seaside along the promenade, with this being followed by a discussion at the historic Times Theater and Public House. The Times Theater was a movie theater that had been closed for a number of years. It was recently taken over and renovated into a brewpub restaurant leaving the capabilities to show events on the projectors and screens in the facility. There was also discussion on the collaboration between the Downtown Development Association in Seaside, the City of Seaside and the Visitors’ Bureau to elevate Seaside’s tourism economy. Over the years, Seaside has developed a number of major events that draw thousands of people to this community. One huge event is the beach volleyball tournament that fills up the community for an extended period of time. This is an event that takes all the organizations working together in order to pull off this nationally recognized tournament. This started small and has continued to grow into the current form. Seaside is also proud of the convention center that was completely rehabilitated and expanded. This has helped facilitate a significant amount of new business for Seaside.
- Participated in a session called the “Not-So” Secret to Managing Leadership Dilemmas. Denise Holmes from Holmes Street Leadership indicated that most complex problems simply do not have a clear solution. This is becoming more evident everyday with the political divide facing our country. Denise described dilemmas as polarity, paradox, dynamic tension or various points of view. There is a set of interdependent opposites that, for example, range from making changes to those looking for stability. Some examples of these two

spectrums are strength and flexibility, activity and rest, saving and spending, work and life, or centralization and decentralization. Polarity is most often recognized when it is out of balance driving a reaction toward the opposite pole. In local government we are often pulled between multiple sets of polarities. It is important to keep a balance between results and relationships. The perfect solution for one element of the community may not be an acceptable solution for the community as a whole. It is important to map out the dynamics of a polarized issue to understand the upsides and downsides from multiple perspectives.

In local government there are common leadership polarities that include individual versus team, department versus organizational, personal interest versus organizational interests. In addition, managers must focus on internal focus and external focus, optimism and realism, and structure versus flexibility. Another issue that needs to be a focal point in sorting through common leadership dilemmas is understanding the individual capabilities and the system capabilities of people to address any issues moving forward. It is suggested that the polarized issues can actually be mapped out identifying the critical upsides and downsides for each pole and using that information to determine a solution that is both practically and politically acceptable moving forward.

As leaders we all have different qualities that can make us either ineffective or effective. It is important to map out these polarities in our own leadership styles and identify ways we can strengthen our own leadership abilities, understanding the strengths and weaknesses of these characteristics.

- Heard a presentation from Craig Ashford and Diana Ramos from Miller Nash; Kelly Madding, Deputy City Manager, Medford; and Jason Antley, Sergeant, Medford Police Department, regarding the camping ordinance from the Ninth Circuit U.S. Court. Balancing the needs of the public and vulnerable populations are one of our great dilemmas facing local government. The basic question that the Ninth Circuit Court alluded to is whether local government can prohibit sleeping in public spaces, and, if the answer is yes - when and how can it be done? Earlier Court decisions have determined that you are not allowed to make homelessness a criminal activity based on a person's status. Courts have addressed status issues such as homelessness, addiction, and other labels attached to individuals. The Ninth Circuit Court simply stated that you cannot restrict sleeping outside if there are no other alternatives for the individuals who need to rest.

Under the Ninth Circuit Court ruling, any ordinance prohibiting sleeping on public property is dead on arrival. *Martin vs. Boise* provides legal direction that no criminal or civil fines can be issued when there is an outright prohibition on outdoor camping within that jurisdiction. Time, place and manner are elements that have to be fair and appropriate in

developing a camping ordinance. The U.S. Supreme Court will be considering an appeal for the Grants Pass case with a decision expected in June. This could change the dynamics of how camping ordinances may be constructed in the future.

The City of Medford has taken on the issue addressing camping in light of the Ninth Circuit Court decision. In 2017, 36 shelter sites were opened on city property. In 2020, the city leased land for the first low barrier homeless campsites that can accommodate between 125 and 150 individuals. In 2021, the city pursued land to expand the camping opportunities with 260 people being accommodated on various city properties. In 2021, the camping ordinance was published to address illegal camping that was occurring along their extensive trail system above the Greenway that runs along Bear Creek between several cities since other alternatives were available. This area had become a major camping area with many concerns and complaints from the public about not feeling safe using the trail. In 2023, the ordinance was revised creating some additional restrictions on the Greenway during fire season. Current restrictions included not camping within 50 feet of the water, restrictions on camping or lying or sleeping on a playground or sports field, placing bedding materials on a sidewalk, street, alley, lane public right-of-way or park. Camping is restricted on the Greenway between May 1 and September 30 underneath roadway or bridges that are not open to the public, within 20 feet of a privately owned parcel zoned for residential uses, or within 20 feet of a residential structure regardless of zoning.

The city has designated an officer working with social service agencies to build rapport with individuals that are camping within the city. The city also funds eight beds in the county jail to address individuals for failure to appear if they are cited under the camping code. This has made an effective difference in having people understand that they need to appear in court, if cited, or risk being placed in jail. Medford has funded this with a public safety fee of \$27 per month on the water bill, and a fee of \$2.40 per month for fund livability issues within the city. With the significant increase in options for campers to have, the city has been able to take a much tougher line on regulating where people can sleep or camp on public property. Medford has made much progress in making this a more manageable issue. They have had success in getting people permanently off the street and making their parks and public areas usable by all wishing to recreate.

- Attended a session on exploring benefits using artificial intelligence (AI). Ric Stephens an AI instructor from the University of Oregon, provided an overview of how AI is being utilized in many ways and should be used in cities with specific guidelines. He encouraged each city to develop policies on how AI can be used within that organization. Chatbots are computer programs designed to stimulate conversation with human users especially over the internet. There are a number of

key chatbots in use including Google Gemini, Microsoft CoPilot, Open AI and Chat GPT, which is the original, and is now two years old. Ric indicated that the grammar features of chatbots are something that should be utilized by all organizations. These features help with text flow and editing. In using AI there is a theory that being polite with AI can improve the outcome. When using this type of tool, it is important to check quotes for accuracies, be precise in how you prompt the instructions for chatbots, provide examples with triple quote marks, and specify steps in a sequential way. It should be noted that biases are based on the creator of any of the applications. AI can be used to write different types of tones of letters, summarize a larger document, and help develop opening and closing statements. AI's language translation has improved greatly. AI is not something that will be going away. It is important to understand how to improved processes with local governmental entities.

- Heard a session from Jessica Cowles, Ethics Director for ICMA. The ICMA Code of Ethics is one of the backbones of ICMA. Members of ICMA and OCCMA are required to abide by these standards. Violations of the code are investigated by ICMA. ICMA will use a local fact-finding committee appointed by the president of the state association to assist in investigating any complaints. OCCMA has its own ethics investigatory process for members of OCCMA who may not be members of ICMA. I have attached a copy of the Code of Ethics for your review. These provisions are important to understand both by members of ICMA as well as by the governing body regarding employees who are members of ICMA.
- Dr. Philip Cooper, Professor, Portland State University led the round robin peers discussion. This is always a free-flowing discussion addressing various issues facing managers across the Northwest.
- The final session was an update of the 202 Oregon legislative session facilitated by Jim McCauley of the League of Oregon Cities, along with Ariel Nelson and Scott Winkels. Jim indicated that this was a very constructive legislative session in which there were no walkouts and a very significant amount of business was conducted. The legislature will have a significant change in membership as the full session begins in January 2025. This will be particularly true in the Senate where a number of incumbents are unable to run for re-election due to previous walkouts. The other thing that Jim noted is that most legislative decisions were decided on a bipartisan basis through the short session. Big issues included reforms to Measure 110; infrastructure funding provided by the state; major housing reforms, some of which will benefit cities and some may create additional challenges for cities with more work needing to be done in the full session; a legislative fix now makes photo radar available to all cities to use as proven community safety technology. He indicated there is a lot more work to do to prepare for the 2025 fall legislative session. The League is currently developing legislative issues for advocacy in this next legislative session. Cities will be asked to weigh in to these legislative

matters. One thing that would be important for tourism communities are increased flexibility in the use of the transient room tax. Cities need to start finding stakeholders that are members of the Oregon Restaurant and Lodging Association (ORLA) to advocate for this position. This has been one of the more difficult issues to move forward.

Overall, I enjoyed my last Northwest City Manager's Conference as City Manager of Newport. I appreciate the value that the Council has placed on advocating participating in professional development opportunities for staff. The City has great involvement from City Council members participating in LOC and other types of events, as well. Developing governing knowledge is critical for smaller rural communities to understand how local government can best serve its citizens.

- Held a routine Department Head meeting.
- Met with David Allen and Chris Beatty to finalize the agreement with Road and Driveway for repairs to Oceanview Drive. This is something that got delayed due to dealing with the emergency situation for the repairs, compounded with a key staff member on medical leave. I appreciate the efforts to Chris and David in sorting through the issues in order to close out this contract. I also appreciate the patience of Road and Driveway in working through these issues.
- Participated with the City Council in the April 1 work session which began at PM for the purpose of scheduling an executive session with Council to review the city manager applicants. Council met with Jensen Strategies to review the applications received, hear information from preliminary Zoom interviews conducted by Jensen Strategies, and to discuss those candidates that were brought in for interviews during the week of April 15. The executive session lasted until start of the 6 PM regular meeting.
- Participated in the regular meeting of the City Council held on April 1
- Participated in an Urban Renewal meeting to discuss reissuing the request for proposals for the development of the Urban Renewal property owned on the NE corner of 35th and US 101.
- Erik Glover, Derrick Tokos and I met to review the social services grants. This was the second round of requests and a recordation for award was approved by the City Council on April 15.
- Participated in an internal meeting to discuss negotiations with the Newport Police Association with Mark Wolf, Jason Malloy and Barb James.
- Met with DJ Fox, Rob Murphy, and Steve Stewart to discuss his future role in Public Works. As you will recall, Steve has been serving as the acting public works director for the operation of the water and wastewater plants during the time of this position vacancy. In addition, he ended up filling in on the operations side, as well, due to an extended medical leave that occurred during this time period. I will be recommending an adjustment to Steve's position to serve as an assistant public works director under Robert Moser, our new public works director. I have discussed this with Robert and he is comfortable with this concept. This will create a clear decision path when issues need to be addressed if the director is not immediately

available to address those issues. I appreciate the great efforts that Steve put in during this past year in his role as acting director.

- I had the privilege to kick off the City of Newport Leadership Program's first session. We have 11 staff members from various departments that are participating in our first City of Newport Leadership Program. This is structured to consist of 10 modules that will require a half-day participation per session over a 10-month period. At the end of this process, there will be a presentation to City Council by the group. This program is part of our employee culture recommendations that were developed. I appreciate the role of Barb James, Jason Malloy, Laura Kimberly, Mike Cavanaugh and Lance Vanderbeck in serving as the steering committee for this effort. The next session that was held focused on personal assessment to help participants understand communication and productivity in the workplace. This will serve as a basis for working through the rest of the sessions. I have included a copy of the handout of my presentation which includes a description of the remaining modules that the class will be participating in. This is a great step by the City to provide these opportunities for internal learning, growth and developing stronger leadership skills.
- Erik Glover, Barb James and I reviewed the proposals for Agent of Record to facilitate various insurance needs over the next three years. Erik Glover modified the RFP from last year and the City received five proposals. We awarded the Agent of Record WHA Insurance.
- Erik Glover, Derrick Tokos and I met with our CIS representative and their legal counsel regarding litigation that has been filed alleging damage from a storm sewer to a building that was built over the storm sewer located at 156 NE 7th Street.
- Along with Councilor Jacobi, participated in the 60+ Center Volunteer Luncheon. Many hours of volunteer time are contributed to the City of Newport's 60+ Center.
- Erik Glover and I participated in the Coastal City Managers' lunch meeting which was held at Depoe Bay City Hall. Depoe Bay is considering modifying their city recorder's position into a city administrator's position. This is something that has been long overdue and I believe it will be a great benefit to the City moving forward. We also discussed various budgetary issues, and Ryan Vogt from Cascades West Regional Council of Governments updated the group on the efforts to submit a regional safety transportation planning grant for all of Lincoln County. The group was generally supportive of that concept.
- Held a monthly meeting with Jason Holland to discuss issues between the City and OCCA. One of the issues that we are trying to wrap up before July 1 is a new contract OCCA regarding the operation of the Performing Arts Center and the Visual Arts Center. This agreement expires on July 1. Both OCCA and City staff have been happy with the existing agreement so we do not anticipate any significant changes. In addition, we are looking at authorizing several change orders for the work that is occurring at the Performing Arts Center. There were several things that were excluded from the project over cost concerns. Based on where we are at with the project, we believe that we are in a position to move forward with a number of those

items. A change order will be coming back to the City Council on these issues.

- Derrick Tokos and I met to review a number of city/county property issues that were forwarded to us by Kristin Yuille, the Lincoln County Counsel. This discussion was initiated since we need to obtain an agreement from the County to construct the steps at the end of the Ernest Bloch Wayside trail leading down to Agate Beach before State Parks will issue a permit for this work. Prior to Wayne Belmont leaving his position as County Counsel, there were a number of other property issues that he wanted to address before he left this position. Unfortunately, he did not have time to pull this together. There are property issues that never got completed between the City and County that date back several decades that the County would like to address as part of these property issues. There are also some small parcels of property that the County owns that are mixed in with the City property that they would like to convey to the City, as well. This would help facilitate our project to get the stairway completed at Agate Beach.
- I participated in an Emergency Preparedness meeting with City staff.
- Conducted interviews for the communication specialist position on Wednesday, April 10, and two additional candidates were interviewed on Thursday, April 18. We extended an offer of employment as a result of these interviews.
- I was out on sick leave late beginning late morning on Thursday, April 11 through Friday, April 12 relating to a medical procedure for my wife.
- Participated in a routine Department Head meeting.
- Participated in a Council work session regarding playground equipment choices for Sam Moore Parkway, an update by Dig Deep Research on grant activity, and scheduling an executive session to discuss collective bargaining with the Newport Police Association.
- Participated in the regular City Council meeting on April 15 at 6 PM.
- David Allen, Chris Beatty and I met with Peggy Hawker and Tia Cavender of Dig Deep Research regarding various agreements. With Dig Deep Research, as well as with our state and federal consultants, Water Strategies, LLC, and the public affairs counsel. David is of the opinion that we have an option of either extending the Dig Deep agreement, for another year or going through an RFP process for a longer-term extension. He has indicated that with our two legislative consultants, we will need to go through an informal process before either of them hits \$100,000 in expenditures. This means with both of them, we will need to go through this process before the end of this fiscal year. (Please note that the agreement with Dig Deep Research ends in August.)
- Participated in a Water Conservation Group and Management Work Group (WCGMWG) meeting. This was the official kickoff of the grant-funded drinking water and water source protection plan process. This is involving a number of other stakeholders, including forestry, farming, state regulatory efforts and other stakeholders to help develop this policy. The WCGMWG is a core part of this process. In addition, we had our first meeting with our water resources consultant, Suzanne de Szoeker with GSI Solutions. They

will be working with the WCGMWG in order to develop a technical memorandum for presentation to Council in December on strategies for water conservation. Their work will also inform the chapter in our water master planning process on water conservation, as well.

- Met with Chris Beatty, Steve Baugher and Erik Glover to finalize decisions on capital outlay projects for the budget.
- Met with Rob Murphy and Tom Sakaris regarding additional funding for the fire apparatus project. This work is progressing. They would like to add several things to this purchase. The funding would come from the Fire reserve fund to cover these additional costs. They will be providing a report to Council to appropriate the additional funding in order to address several issues that would be beneficial as part of this new piece of equipment.
- Attended and observed the employee-facilitated and community-facilitated discussions with the city manager candidates. Met briefly with the candidates as part of the beginning of their city tour. They all had an opportunity to check out the City Manager's office as a kickoff of the tour. Derrick Tokos and Mike Cavanaugh were our tour guides for the four candidates. I only observed one of the Council interviews due to communication specialist interviews taking place and finalizing issues to get the proposed budget out to the Budget Committee.
- Participated in the Council executive session and special meeting held on Friday, April 19, as Council deliberated on the four candidates to determine who would be the best candidate to offer the position to. During this time, I offered no opinion on any candidate, but served as a resource to answer questions that Council have had. City Attorney Allen played a similar role. Overall, I was impressed by the City Council observations. I appreciate the thoroughness comments from the two receptions (employee and community discussions) the public administrators', citizens' and department heads' panels that helped guide Council's decision to make a difficult choice among the four candidates.
- Participated in a special meeting where Council offered the city manager position to Nina Vetter. I felt that Jensen Strategies did a great job in presenting the information to Council from the various interactions that the groups had during the past week and in dealing with Council's questions and deliberations during this process. Best wishes to Nina Vetter, Council, Department Heads and citizens for a successful tenure as Newport's next city manager.
- The second dedication was a ribbon-cutting for David's Chair. David's Chair provides beach access vehicle for those who are unable to walk on the beach. This vehicle will allow individuals to enjoy time on the beach with their families. Jeff Kallevig from David's Chair give an overview of the program. Seth Miller from Oregon Parks Forever also participated in this event having been a sponsor for David's Chair. Now both events were well organized by Mike Cavanagh.

NOTE** Nyla Jebousek asked that I correct a statement that was made in the last status report regarding a meeting between ODOT, Representative Gomberg and the City of Newport. I provided information that has been shared with me by

Representative Gomberg's office. Nyla Jebousek indicated that was incorrect and asked that I share the reason that she was unable to participate. Nyla indicated that her schedule was not considered /included when the meeting was scheduled and was informed of the meeting date less than 24 hours in advance of the meeting. She had a previously scheduled appointment and was unable to participate. I apologize for this misinformation that was shared incorrectly with me regarding this matter.

Upcoming Events:

- The League of Oregon Cities Local Government Spring Conference will be held in Klamath Falls from April 25 - April 26. Mayor Kaplan, Councilors Parker, Hall, and Erik and I.
- Monday, April 29 at 6 PM is a town hall meeting. We intend to focus on street system funding.
- Saturday, May 4, is the annual Loyalty Days Parade. The parade will start at noon near Safeway and will end before the US 20 intersection. A fun run race will kick off the event at 11:35
- Tuesday, May 14 at 5 PM is the second Budget Committee meeting.
- Wednesday, May 15 from 11AM to 1 PM is the LOC Small Cities meeting in Depoe Bay.
- Tuesday, May 21 is election day in Oregon.
- Tuesday, May 28 at 6 PM is the third Budget Committee meeting.
- I plan to attend my last OCCMA Summer Conference which will be held in Hood River on June 24 - 27.
- My tentative retirement date as city manager is Monday, July 8. The tentative start date for the new city manager is Tuesday, July 9.
- Monday, September 2 is the Labor Day holiday. Council meetings will be held Tuesday, September 3.
- The annual ICMA meeting is going to be held from September 21 - 25, 2024, in Pittsburgh, Pennsylvania. I encourage my successor to participate in the annual ICMA meetings. These there are very important professional development opportunities for members of ICMA. There is a wealth of information that is provided at these conferences and the experience of traveling to different cities to participate in various demonstrations and tours to view how other cities tackle various municipal problems is extremely beneficial. Please encourage your new manager to participate in the ICMA meetings.
- Monday, September 30 at 6 PM is scheduled for a town hall meeting.
- The League of Oregon Cities Annual Conference will be held from October 17-19 in Bend, Oregon. Erik will be contacting Council in early summer to determine attendees to secure rooms for this event. It is important that Erik secure rooms the first hour of conference registration to assure everyone stays in the conference facility.
- November 21 and 22, City offices will be closed due to the Thanksgiving holiday.
- On Tuesday, December 24 City offices will be closed half day and a full day on Wednesday, December 25 for the Christmas holiday.

Attachments:

- Attached is a report regarding comments made to the City Council by Mark Wordon on the 10/16/23 Council meeting. One pump, was purchased years ago by former Wastewater Treatment Plant Supervisor, John Ritchie. It was apparently not the correct pump to use for that application. In addition, he questioned the purchase of a pump for the North Side Pump Station . This pump has not been put into place, but is currently available as a spare for this station. There are a number of other issues that he shared with Council that are responded to in the attached summarized report.
- Attached is the presentation that was provided for the first module of the City of Newport Leadership Program. I had the opportunity to kick off this effort that will take place over the next 10 months. We have 11 employees enrolled in this program.
- Attached is a flyer showing the LOC's top five legislative wins for cities
- in 2024.
- Attached is a card from the State Legislature Water Caucus expressing thanks to the Newport representatives for the time and expertise shared with the group during the water caucus event this past November.
- Attached is the ICMA Declaration of Ideals.
- Attached is the ICMA Code of Ethics.

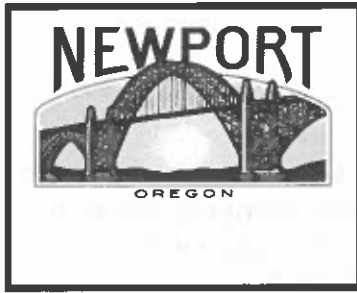
A number of Council members, Erik Glover and myself, are off to the LOC Spring Conference in Klamath Falls.

Respectfully submitted,



Spencer R. Nebel, City Manager

cc: Department Heads



**STAFF REPORT
CITY COUNCIL AGENDA ITEM**

Meeting Date: 3/18/24

Title: Response to Mark Worden (former City of Newport Employee) regarding 10/16/23 Council Meeting Public Comment.

Prepared by: Barb James, HR Director

Background Information:

Mark Worden attended the October 16, 2023 City Council Meeting to make public comment regarding City water and sewer utility rates. Mr. Worden stated the City rates were high as a result of “bad purchases and poor management” of the Wastewater Treatment Plant. The expended budget for the Wastewater Treatment Plant for FY 2023/2024 is \$2.4 million.

Mr. Worden is a former City of Newport employee who worked at the Wastewater Treatment Plant (WWTP) for a number of years. Mr. Worden stated that two pumps had been purchased for the WWTP. One of the pumps was an \$80,000 pump that can't be used. The other was a Pioneer Pump costing \$70,000 that had not been used. Mr. Worden provided photos of both pumps.

In checking with department management, here is what was learned regarding the two pumps:

Northside Pump

The pump in question was initially intended as a 4th pump to be installed at the Northside pump station. The pump was purchased by former WWTP Supervisor, Andrew Grant.

This pump is referenced in the Wastewater Treatment Plant Master Plan report of September 2023. Analysis of Northside Upgrade alternatives. Section 2.34- page 6; Table 1 and page 7; Figure 3.

The remaining RUL “Remaining Useful Life” of the Northside pumps listed as “IN GOOD CONDITION”. And “Spare pump 4”, not yet installed.

The Figure on page 7 graphs lists 10 – 15 years of useful life remaining on the pumps 1,2,3 in use.

The pump in question {Pump 4 - not installed} is currently an available SPARE for the Northside pump station.

Influent Pump

This pump was purchased by former WWTP Superintendent, John Ritchey. John Ritchey retired in December 2016. It was not installed at the time because it was not the correct pump. With the subsequent turnover in the WWTP disposition of the pump has not been a priority. Contact has been made with the provider to determine if any agreement can be reached regarding a credit for the pump, or if the pump can be used for parts.

Additional concerns were mentioned by Mr. Worden during the October 16, 2023 meeting.

Centrifuged #1 "greasing status"

The City of Newport utilizes Asset Essentials for preventative maintenance task scheduling. Work such as maintenance tasks such as equipment lubrication and other preventive maintenance items are done in accordance with manufactures recommendations based on run times.

Ice machine located at the WWTP- Usage

The ice machine was originally purchased by former WWTP Superintendent, John Ritchey. The ice machine is utilized between 4-5 days per week. Prior to starting up the centrifuge system, 1-3 buckets of ice are run through the pasteurization discharge auger. This is done to clear residual dried solids materials from the auger shoot & blades. If material were allowed to build up, buildup would cause the auger system to require additional instances of disassembly for clearing to maintain operations.

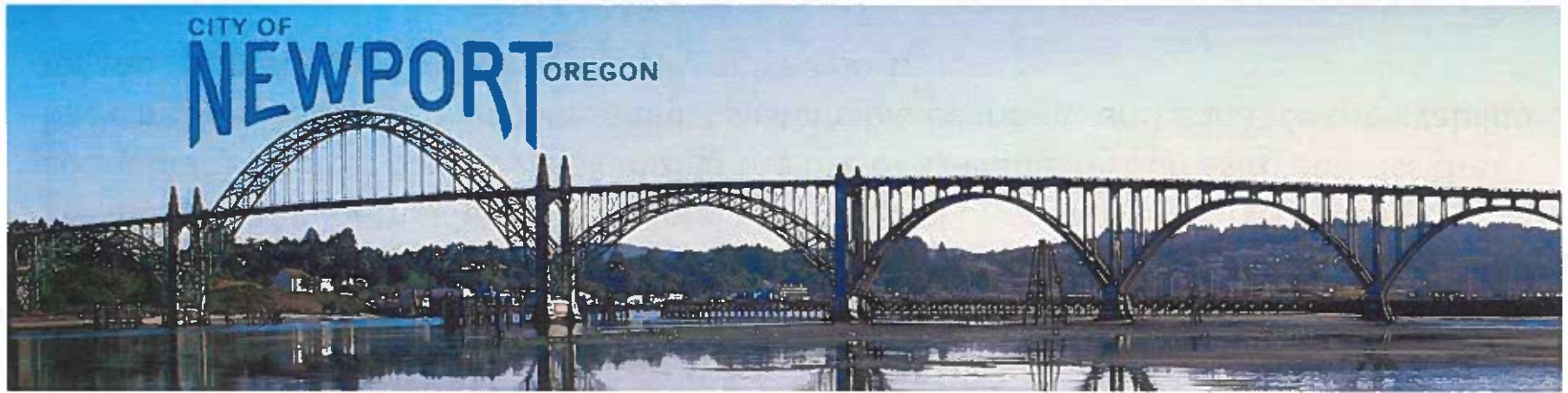
When water samples are sent out to contract labs for analysis, the water and wastewater plants make use of the ice to keep samples cool during shipping.

24-hour composite samples are collected at the wastewater plant and are kept cool in the field until retrieved for testing.

Chlorine incident approximately 2021

The City was deemed to be noncompliant on this issue. Reports of noncompliance's are public record and may be accessed from the states site. Modifications were made without DEQ approval by former WWTP Supervisor, Andrew Grant. When this system failed, the City was cited by the DEQ.

While the purchase of the two pumps were questioned by Mr. Worden, the impact costs are minor to total expenditures at the Wastewater Treatment Plant. Efforts continue to monitor and minimize these types of purchases at the plant.



City of Newport

Leadership Program

INSTRUCTOR: SPENCER NEBEL, CITY MANAGER



The City of Newport Workplace Culture Values

Who Are We?

We are professional service providers, community members, and problem solvers. We strive to operate transparently, and be good stewards of the public trust. We serve as caretakers of facilities and provider of services to the taxpayers. *pm*

What Do We Do?

We provide competent and professional municipal services and activities to enhance the quality of life of the community; and plan, build, and maintain public assets for use by residents and visitors; and support the community vision.

Why Do We Do It?

We are community-minded, and maintain a high level of optimism to make the community a better place by maximizing the use of available resources to address the basic health, safety, and welfare, build a sustainable economy, and enhance the livability for the residents, and visitor in the City of Newport.

The City of Newport Workplace Culture Values



What Non-Negotiable Values Do We Have as An Organization?

In conducting our responsibilities to the people, workers, and visitors to the City of Newport, we:

Value ethics and vow to operate with integrity and honesty to earn and maintain public trust.

Ethics - A system of moral principles that defines acceptable and expected behavior.

Maintain a high value of professionalism in our relationship with each other, our residents and visitors.

Professionalism – Skillsets that include good judgment, respect, and high standards of conduct.



The City of Newport Workplace Culture Values

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The City of Newport Workplace Culture Values

Statement of Diversity, Equity, Inclusion

The City of Newport is passionate about being an inclusive organization and a community that embraces diversity in ethnicity, race, age, gender identity, sexual orientation, self-identity and perspectives. The City of Newport 2040 Vision Statement provides for “...our community to be safe and healthy, equitable, and inclusive, resilient, and always prepared. We volunteer to help our neighbors, support those in need, and work together as true partners in our shared future.”

Newport is a community where one in five residents speak a language other than English at home. Newport includes people of different races, ethnicities, gender identities and expressions, sexual orientations, generations, religions, and lived experiences. The City of Newport hosts thousands of visitors who enjoy Newport’s unparalleled scenic beauty and a welcoming atmosphere captured by our slogan, “The Friendliest.”



The City of Newport Workplace Culture Values

While bias and racism are uncomfortable for many of us to discuss, the City of Newport encourages dialogue to better understand these issues that exist in our community and society.

In the strongest terms, the City of Newport condemns racism, discrimination, and other types of bias. The City recognizes that a community is enhanced by its diversity, and City facilities and services exist to serve all members of the community. Racism and bigotry are never to be supported or tolerated, and instead are to be identified and condemned.





The City of Newport Workplace Culture Values

The City of Newport:

- Enthusiastically supports civil rights
- Communicates in different forms to different populations within the community to encourage participation in local government processes
- Works to prevent disparate impacts to any one population in our services, because we want all communities to thrive
- Works to make everyone in the community feel welcomed and included, and to ensure that all have access to and are treated fairly by City government
- Complies with the “Eight Can’t Wait” policing principles

The City of Newport Workplace Culture Values



The City of Newport:

- Curates culturally diverse collections at the Newport Public Library
- Is committed to improving transparency and communications between residents and law enforcement, and to that end, has established a Police Advisory Committee
- Provides emergency training to the Latinx community through the LISTOS program to ensure all residents are prepared
- Pauses and listens when we don't understand someone's point of view

The City of Newport Workplace Culture Values



Administrative Manual –

Not the same as the Employee Handbook.

The manual is a tool for City management.

Covers Department policies and procedures.

Is a how-to manual for certain tasks:

- Recruitment

- Procurement

- Available forms

Identifies roles and responsibilities and City positions.



The City of Newport Workplace Culture Values

Patron Rules of Conduct

City rules that cover all City facilities. Designed for person to conduct themselves in a professional and respectful manner. Designed to keep staff and customers safe.

Violations may result in exclusion, trespass, criminal charges.

Adopted via Council and/or administratively.

Additional patron rules of conduct for specific Departments:

Airport

Library

Recreation Center

City parks



The City of Newport Workplace Culture Values

Spencer Nebel, City Manager
City of Newport
169 SW Coast Highway
Newport, Oregon 97365

Phone: 541-574-0601
s.nebel@newportoregon.gov





The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 1: Course Overview/Expectations.

Learn about the City of Newport as an employer. Expectations, values, who we are, what we do, and why we do it. The organization structure, roles the departments play in the organization and the community. Review the various City and department policies, procedures, and various forms housed in the City's Employee Handbook and Administrative Manuals. Learn about expectations and behavior standards of patrons for the various City departments. Discuss Rules of Conduct for Patrons (Library, Parks & Recreation).



The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 2: DISC Assessment

Personal assessment tool to help improve teamwork, communication and productivity in the workplace. The DISC assessment utilizes four distinct models to map out recurring patterns of thought, motivation and behavior.

Objectives: Identify and develop leadership skills necessary to excel in current and future roles.

The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 3: DISC Assessment Continued.

Personal assessment tool to help improve teamwork, communication and productivity in the workplace. The DISC assessment utilizes four distinct models to map out recurring patterns of thought, motivation and behavior.

Objectives: Identify and develop leadership skills necessary to excel in current and future roles.





The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 4: Effective Communication, Conflict Resolution, Feedback and Hosting Productive Meetings.

Objectives: Participants learn and practice the skills needed to improve the quality of interpersonal communication in a variety of contexts. Participants will learn how to effectively speak the language with impact and convey information across diverse groups, as well as break down silos to drive better decision making. Participants will understand effective communication as it relates to leading others, managing conflict, providing and receiving feedback, and hosting productive meetings.

The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 5: Coaching and Discipline, Motivating Employees and Accountability.
Coaching and Discipline

Coaching, in its simplest form, is to train, tutor or give instruction. It is an excellent skill that can be used to enhance growth and performance, as well as promote individual responsibility and accountability. Effective coaching is about helping all people reach their full potential. For the manager as a coach, this means working with people to improve their performance at work. This course will help you to understand how to be an effective coach.



The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 5: Coaching and Discipline, Motivating Employees and Accountability. Coaching and Discipline

An effective discipline policy is beneficial to both the employee and the employer. It gives employees the opportunity to develop and improve while ensuring everyone is treated fairly.

Objectives: Understand what effective coaching is; Appreciate the importance and benefits of effective coaching. Understand the difference between coaching and discipline, and learn to recognize the importance of both to have a well-functioning organization.



The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 5: Coaching and Discipline, Motivating Employees and Accountability.
Coaching and Discipline

Accountability

One of the City of Newport's core values is accountability. Accountability or acceptance of responsibility for our actions in the workplace is one of the most important characteristics of [high-performing teams](#) and employees. A lack of accountability, on the other hand, can keep organizations and individuals from reaching their full potential.

Objectives: Understand the importance of being accountable for your actions and decisions, and why it is important to hold your employees accountable for their actions and decisions in the workplace.

The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 6: Budgeting

A city's adopted budget is one of the most important and informative documents city officials will use. The City's Budgets is a financial plan that is prepared for one fiscal year. The adopted budget is a legal document that establishes the authorization to receive and spend money, and limits how money can be spent for a specific activity or program. The budget presents the anticipated and actual revenues that will be available to pay for those expenditures. The City's budget provides the City with a transparent spending plan that represents the City's priorities.



The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 6: Budgeting

Objectives: Learn the budgeting process, the budget cycle, and the roles and responsibilities of key players in the budget lifecycle. Familiarization with Oregon budget law, typical sources of revenue and expenses, and how the City's budget reflects priorities and established goals.



The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 7: Change Management

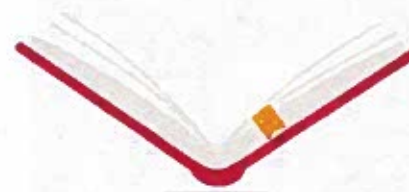
Change management is the application of a structured process and set of tools for leading the people to achieve a desired outcome. Ultimately, change management focuses on how to help people engage, adopt and use change in their day-to-day work.

Objectives: Learn approaches to prepare, support, and help individuals, teams, and departments manage organizational change. Learn to define measurable goals, effectively communicate, recognize effective training programs, and how to educate employees on the overall strategic direction. Strategies to help the organization alleviate fear of change, implementation and fine tuning for employees.

The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 8: Building Trust, Delegation

Learning how to build trust is critical if you're going to be successful as an employee, a manager, or an effective leader. Learning how to build trust in the workplace is necessary if you want to create lasting relationships.

Delegation is a sign of leadership. Delegation is the act of assigning responsibility for outcomes along with the authority to do what is needed to produce the desired results. Building trust and delegation encompasses many areas of relationship building and empowering your team through effective leadership.



The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 8: Building Trust, Delegation

Objectives: Learn approaches to training staff on how to build trust in the workplace, which will improve employee well-being, interpersonal skills, and help with employees feeling valued and included. Master reviewing processes and job tasks regularly to identify whether there are duties or procedures that can be delegated.





The City of Newport Workplace Culture Values

COURSE OVERVIEW



Module 9: City Resources

The City of Newport has a number of resources available for managers, supervisors and staff. This includes not only what each Department does, but who the subject matter experts are.

Objectives: Learn what resources are available for leaders. Whether it is determining the difference between a capital purchase and capital project, or helping interpret the City employee handbook and collective bargaining agreements, knowing where to go is vital to success. Every successful leader knows where to find resources and where to direct staff for answers to tough questions and what is available in the City.

The City of Newport Workplace Culture Values



COURSE OVERVIEW



Module 10: Leaderless Group Discussion/Project

TBD

Module 11: City Council Presentation

TBD



The City of Newport Workplace Culture Values



Seafood plant closures spell uncertainty for fishing community

By [Katie Frankowicz <https://kmun.org/author/katie/>](https://kmun.org/author/katie/)

 [April 4, 2024 <https://kmun.org/seafood-plant-closures-spell-uncertainty-for-fishing-community/>](https://kmun.org/seafood-plant-closures-spell-uncertainty-for-fishing-community/)

Here's how Dean Fleck heard the news.

The general manager for the Newport branch of Englund Marine and Industrial Supply was in his office when a skipper who does business with Bornstein Seafood showed up in a panic and asked, "Have you heard?"

"And I said, 'Well, no, what am I hearing?' So that's when I found out about it."

The news last week that West Coast seafood processor Bornstein Seafoods would close its facilities in Newport, Ore., and Bellingham, Wash., and consolidate operations at an existing plant in Astoria, left many in those fishing communities uncertain about what it will mean for them.

The processor expects its workforce will grow in Astoria, but Vice President Andrew Bornstein told KMUN there are no hard numbers yet and he acknowledged that finding housing could be a challenge for incoming workers.

In Newport, where Bornstein plans to close a small seafood buying and processing plant in May and lay off 50 year-round employees, the news was especially jarring.

Fleck says his store will be conservative in how it stocks shelves for now – ordering less boots and other gear, for example – knowing there won't be as many plant workers around looking to buy.

As far as the wider community goes, there's one thing Fleck knows for sure: "It's going to affect us deeply."

‘Nothing else we can do’

There are the people losing their jobs at the Newport plant. They have been offered positions at the Astoria plant and now must weigh the pros and cons of re-location.

Pablo Bermudez, the general manager of the Newport facility, plans to relocate, but he knows it could be difficult for some people to uproot their lives or move their families.

“It’s hard on us,” he said. “Nothing else we can do.”

There are the fishermen based in Newport who sell to Bornstein and who may need to rethink operations. There are the ice sellers who supply those fishermen. There are the tradespeople who keep boats in working order.

There is the city itself: Bornstein is a major water customer. And, the city has an interest in what happens next to Bornstein’s processing facility on Bay Boulevard, Newport’s busy waterfront street where tourism and the commercial fishing industry jostle for space.

Until 2017, the city owned Bornstein’s building. When city leaders considered a purchase and sales agreement with Bornstein, they said it was in Newport’s interest to sell. Bornstein had been leasing the facility since 2011. The processor was poised to make major investments in the property and the city didn’t have funds allocated to maintain the industrial facility.

But the sales agreement the Newport City Council ultimately approved included two important elements: a first right of refusal if Bornstein looked to sell the property, and the right to buy the property back from the processor at a discount if the facility remained empty for 24 months.

“We want to ensure there are some options and some competition for processing seafood in Newport, and that was one of the reasons those provisions were included in the sale agreement,” said Spencer Nebel, Newport’s city manager.

Now, Bornstein’s departure also means the city has only one major processor remaining: the West Coast processing giant Pacific Seafood.

While there are other buyers on a smaller scale in the area, Pacific Seafood controls significant real estate along Bay Boulevard.

“Pacific Seafood has been a good community partner, but there’s always the concern when all your eggs are in one basket,” Nebel said. “And I think having some healthy competition is usually a good formula for such an important economic factor that fishing and processing are here in the city of Newport.”

Like Bornstein, Pacific is also a significant water customer for the city of Newport.

But the company closed its surimi plant on Bay Boulevard last summer and has told the city it doesn’t anticipate being able to open the plant this year.

That, along with Bornstein’s imminent closure, brings an additional layer of difficulty and uncertainty as Newport’s leaders head into the city’s budget process.

“I would say, at this point, we’re still looking for some answers,” Nebel said, “trying to better understand the decisions that Bornstein has made to close two of their facilities, including the one here in Newport.”

‘More and more every year’

CEO Colin Bornstein told industry publications last week that Bornstein’s consolidation is intended to improve operations and take advantage of excess capacity in Astoria.

“We have had excess capacity, and economic conditions are such that maintaining plants that are not fully utilized is not rational,” Vice President Andrew Bornstein told KMUN in an email.

Lori Steele, executive director of West Coast Seafood Processors Association, heard about the impending consolidation from the Bornstein family, right before the news went public. She said it was a surprise.

But also: “The cost of doing business has just become exorbitant — overhead costs associated with housing, labor, maintaining labor, paying labor — and supporting a year-round workforce has just become ... more and more every year,” she said.

The coronavirus pandemic brought shifts in consumer demand and changes to markets — and everyone, Steele added, has been dealing with inflation.

Processors with operations in Oregon have also argued that new regulations from the state's Department of Environmental Quality for treating wastewater are overly restrictive and burdensome.

The West Coast Seafood Processors Association has said that installing the equipment needed to meet new standards could cost companies millions of dollars, and as much as \$100,000 per month to run — enough, Steele and others have argued, to force people out of business or out of the area.

Bornstein Seafoods has also stepped back efforts to expand its footprint in recent years. In 2022, the processor took over a lease for a facility on Resurrection Bay in Seward, Alaska. Seward Harbormaster Norm Regis said Bornstein put in a lot of work to upgrade and clean up the facility, but pulled out after about one year.

Earlier this year, a massive fire destroyed a small landing facility Bornstein owns in Ilwaco, Wash.

But Andrew Bornstein told KMUN the closure of the Alaska plant and the fire in Ilwaco do not have any bearing on the decision to consolidate now.

“Every location is viewed independently,” he wrote in an email.

Steele hopes Bornstein Seafoods will see production in Astoria compensate for, or even offset, the closures in Bellingham and Newport.

“I don't know if that's going to be the case, but I think that's everybody's hope,” she said.

Making choices

Oregon's commercial shrimp season opened on Monday. For fishermen accustomed to delivering to Bornstein's Newport plant, the looming closure means a change of plans as they head out to fish.

Mike Lynch has participated in a number of fisheries over the years, but both he and his son are fishing for shrimp this year.

It isn't daunting for Lynch to think about bringing boats up to Astoria for the season and to land his catch at Bornstein's facility there. He's done it before. But Newport was a convenient middle ground and the processor's move north means the southern coast will, effectively, be closed to him.

"The shrimp were living in California last year and we figured we'd be going there this year," Lynch said. "And, you know, that's another 120 miles to get it to Astoria, so it'd be pretty hard to do."

While fishing off Astoria for a season is not a huge hurdle, Lynch says other aspects of switching north could be trickier.

Astoria and nearby Warrenton do not have the same infrastructure as Newport and local boats have all the slips. If you're an outside boat, Lynch said it is hard to find a place to tie up when local boats return from fisheries in Alaska.

Still, he added, fuel is cheaper in Astoria and it's easier to get ice.

For Kurt Cochran, the outlook feels shakier.

He employs around 18 people between his three boats. For the most part, they all live close to where the boats operate. All of their boat maintenance is done in Newport.

"So now we gotta make a choice," Cochran said. Could they try to sell to Pacific primarily and keep operations close to Newport? "Or do we have to work more out of town and away from our families and stuff?"

Cochran has fished his entire life. To him, Bornstein's consolidation points to other troubling changes in the industry. He says it is harder to make your way in fishing, harder to gain entry into different fisheries, harder to stay independent.

But change is inherent in natural resource-based industries. Lynch, Cochran and other fishermen say you have to be able to roll with it.

“People wonder who the true gamblers are,” Fleck said. “Is it the people that go to casinos? And I think it’s the fishermen that are the biggest gamblers we have.”

But they’re not alone. Gear suppliers like Englund Marine, the processors and seafood buyers – anyone banking on the industry — are also rolling the dice throughout the year.

“And we need to have our ducks in a row, so to speak, so that when the season is open, (everyone is) ready to go,” Fleck said. “And it’s hard. So, I guess we’re gamblers too.”

Safety & Emergency

Emergency Info < <https://kmun.org/footer/emergency-communications-in-the-coast-community-radio-service-area/>>

Disaster Preparedness < <https://kmun.org/footer/disaster-preparedness-tips-from-coast-community-radio/>>

Federal Legislators < <https://kmun.org/footer/contact-federal-legislators-to/>>

Government Links < <https://kmun.org/footer/government-in-the-coast-community-radio-coverage-area/>>

Power Outage < <https://kmun.org/footer/what-to-do-in-a-power-outage/>>

Stay Safe: Be Informed < <https://kmun.org/footer/stay-safe-at-the-coast-be-informed/>>

School Closures < <https://kmun.org/footer/columbia-pacific-school-closure-information/>>

Web Cams < <https://kmun.org/footer/web-cams-in-the-columbia-pacific-region/>>

Newsire

NW News Network < <http://nwnewsnetwork.org/>>

National Public Radio < <http://www.npr.org/>>

The Current < <https://issuu.com/eomediacc/stacks/bc4812ea27234683861bdee1d54e378a>>



Top 5 Legislative Wins for Cities in 2024



MEASURE 110

LOC's leadership contributed to restored accountability of Measure 110 and funding for addiction treatment.



RECREATIONAL IMMUNITY

Trails can re-open and cities' ability to provide recreational opportunities without fear of liability restored.



HOUSING INFRASTRUCTURE

LOC secured \$65 million for shelter gap funding, and \$100 million for local government housing infrastructure.



URBAN GROWTH BOUNDARIES

LOC protected local decision-making authority against frivolous land use appeals.



PHOTO RADAR

All cities have access to a proven community safety technology – photo speed radar.

Honorary
Burglar

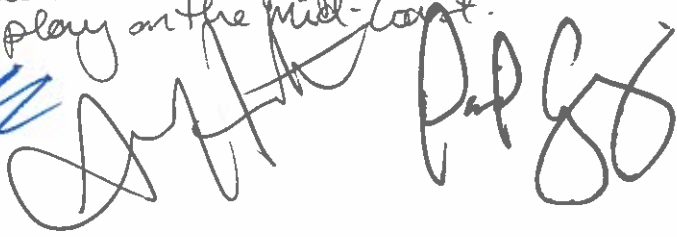


Tom Anderson

Thank you! we are so grateful to all the City of Newport representatives who shared their time, passion + expertise with the Water Caucus in November. Thank you for all you do to care for our precious water resources + serve the people who live, work + play on the Mid-Coast.

A Sh

Smiles



Declaration of Ideals

Members of the International City/County Management Association dedicate themselves to the faithful stewardship of the public trust and embrace a shared ideal of management excellence.

The International City/County Management Association (ICMA) was founded with a commitment to the preservation of the values and integrity of representative local government and local democracy and a dedication to the promotion of efficient and effective management of public services. To fulfill the spirit of this commitment, ICMA works to maintain and enhance public trust and confidence in local government, to achieve equity and social justice, to affirm human dignity, and to improve the quality of life for the individual and the community. Members of ICMA dedicate themselves to the faithful stewardship of the public trust and embrace the following ideals of management excellence, seeking to:

1. Provide an environment that ensures the continued existence and effectiveness of representative local government and promotes the understanding that democracy confers privileges and responsibilities on each citizen.
2. Recognize the right of citizens to influence decisions that affect their well-being; advocate a forum for meaningful citizen participation and expression of the political process; and facilitate the clarification of community values and goals.
3. Respect the special character and individuality of each community while recognizing the interdependence of communities and promoting coordination and cooperation.
4. Seek balance in the policy formation process through the integration of the social, cultural, and physical characteristics of the community.
5. Promote a balance between the needs to use and to preserve human, economic, and natural resources.
6. Advocate equitable regulation and service delivery, recognizing that needs and expectations for public services may vary throughout the community.
7. Develop a responsive, dynamic local government organization that continuously assesses its purpose and seeks the most effective techniques and technologies for serving the community.
8. Affirm the intrinsic value of public service and create an environment that inspires excellence in management and fosters the professional and personal development of all employees.
9. Seek a balanced life through ongoing professional, intellectual, and emotional growth.
10. Demonstrate commitment to professional ethics and ideals and support colleagues in the maintenance of these standards.
11. Take actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people.

ICMA CODE OF ETHICS

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. We believe professional management is essential to effective, efficient, equitable, and democratic local government.
2. Affirm the dignity and worth of local government services and maintain a deep sense of social responsibility as a trusted public servant.
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
4. Serve the best interests of all community members.
5. Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.
6. Recognize that elected representatives are accountable to their community for the decisions they make; members are responsible for implementing those decisions.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs. Encourage and facilitate active engagement and constructive communication between community members and all local government officials.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Manage all personnel matters with fairness and impartiality.
12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

Adopted by the ICMA Executive Board in 1924, and most recently revised by the membership in April 2023.