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## MEMO

DATE: July 13, 2015  
TO: Mayor and City Council  
FROM: Spencer Nebel, City Manager  
SUBJECT: Status Report for the time period of June 29 – July 10, 2015

### HIGHLIGHTS OF ACTIVITIES:

Highlights and activities over the past two weeks include the following:

- Participated in the kick-off meeting of the Urban Renewal Advisory Committee. Council President Ralph Busby was also present at the meeting. This meeting was with Elaine Howard who is providing consulting services for this effort. Overall the Advisory Committee will bring many different aspects to the discussion as to how the Urban Renewal Agency and City Council should proceed with the creation of a new Urban Renewal District on the Northside. The group will be discussing the possible inclusion of the International Terminal site as either part of this Urban Renewal District or as a separate district. The task force will discuss the inclusion or exclusion of areas that were identified in the preliminary plan and will have general discussions of the projects that were identified and any other types of investments that could be made from the Northside Urban Renewal District. Currently, the task force proceeding on a fast track to get a recommendation back to Urban Renewal Agency and the City Council. This would allow for the current tax year to be the base year for the district. However the committee was also informed that if additional time is necessary that they can slow down on action that would also have the impact of delaying the base year for the establishments of the new Urban Renewal District to the next tax year.
- Linda Brown, Mike Murzynsky, and I met to lay out the budget schedule for the 2016-17 fiscal year. I always like to develop a schedule shortly after we conclude the budget process in order to make any necessary modifications to the schedule to better facilitate the budget process for this next year. With the revised schedule it is our intent to deliver the budget to the Budget Committee a bit early then we did this year. With last year being

Mike's first time with the budget process in the City of Newport (and my second) we should be able to tie things together to meet a slightly more aggressive schedule for this next year. I appreciate the efforts of Mike and Linda in pulling together the budget for this past year. We hope to continue making improvements in the clarity and presentation of the budget in future years.

- Derrick Tokos, Tim Gross, and I met with David Bigelow Chief Executive Officer Samaritan Health Services to discuss the upcoming hospital construction project. We indicated that the city wants to be part of the planning processes early on. This project will redefine this portion of Newport's City Center by reconfiguring right-of-ways, hospital buildings, parking, and traffic patterns through-out this area. Currently, the hospital is in the process of determining if they will go with traditional design process or a design build process. Once they make this decision a preliminary timetable will be developed to guide this project.
- Participated in a Special City Council meeting at 4:15 P.M. on Monday June 29<sup>th</sup> followed by an inspection of the city owned Bornstein facility SW Bay Blvd and a Town Hall meeting at 6 P.M. at the Maritime Museum. Overall the inspection and Town meeting were beneficial in understanding how all of the various components of the Bayfront work together to create a special place for people to work, live, and visit. It was very beneficial for me and the Council to see the city owned facilities that are leased to Bornstein's. Overall I hope the Council is pleased with the information that was provided during this Town meeting.
- Participated in an Emergency Management Committee meeting.
- Met with Mike Murzynsky to conduct his first 12 month evaluation.
- Mayor Roumagoux, Council Engler, and I participated in the Community Visioning Workgroup session that kick-off their meeting on Tuesday, June 30<sup>th</sup>. Overall it was a good kick off session with various issues identified for tackling at the next meeting which will occur the end of this month.
- Met with Barb James and Steve Rich to discuss the use of contractual employees versus the temporary employees in the Parks and Recreation Department. It appears that there is not much choice in the matter that we will need in the future to utilize part-time employees in place were we had contractual employees previously in order to address the IRS requirements that define the difference between an employee and contractor. Most of the young employees that are hired to teach various classes will not pass the contractor test and should be hired as employee. These is issue that impacted the city when one of our contract recreation employees filed and was granted workmen's compensation benefits as an employee as a result of an accident that occurred at the Recreation Center.
- I was interviewed on an hour long KCUP radio show with Cheryl Haro.
- Lorna Davis, Richard Dutton, and I participated in a conference call with CGI Community Showcase Video. While I was in Sault Sainte Marie I worked with CGI on a similar project there. CGI will come in and do community videos that the city can use on the city website. This is done in exchange for marketing the video services to various Newport commercial entities who in turn can be linked to the city's website. Following our conversation we

were all going to do research with other Oregon customers of CGI to see what their level of satisfaction is with the current program. The program has been restructured slightly since Sault Sainte Marie. Overall it was a positive experience for Sault Sainte Marie.

- Held a routine weekly department meeting with Mark Miranda.
- Met with Barb James and Steve Rich regarding the dependent life coverage that is provided as part of the Public Works contract. This provides a \$2,000 life insurance benefit to any spouses or children of city employees covered by this contract who would die during the time of employment of the city employee. Our current life insurance policies do not provide for this coverage for the employee covered by the Newport Employee Association Contract. Instead of trying to insure this risk both Steve and I believe that it is appropriate for the city to self-insure this potential risk for the city.
- Met with Peggy Hawker to review her work performance as part of my department head performance reviews.
- Met with Barb James to discuss the additional administrative support that has been budgeted in the 2015-16 fiscal year for HR. We are looking to see if we should combine that with other part-time administrative support that is currently provided to the Safety Committee and potentially how the might relate with Cheryl Atkinson work for the City Attorney. We will meet again with members of the office to discuss the various responsibilities and how we might be able to make things work within the current framework.
- City Hall was closed Friday, July 3<sup>rd</sup> in honor of Independence Day.
- Angela and I attended the La-di-da Parade in Yachats, had some great pie in Yachats and came back to Newport to enjoy the Fireworks from our home. Unfortunately about halfway through fireworks show we could see very little of the fireworks from our house since the light breeze was blowing the smoke in our direction and fog had moved in on the bay. Based on the crowd's sounds from the rest of the people watching the fireworks around other sections of the bay, there were able to see the fireworks right to the end of the show. Overall it appeared to be a fun and every busy Fourth of July weekend in Newport.
- Lance Vanderbeck and I participate in a conference call with Dana Anderson of Apple Valley Air regarding the initiation of biplane rides from the Newport Municipal Airport. Lance has had discussions with Mr. Anderson several times in the past year. Mr. Anderson said he was ready to move his service to the Newport Municipal Airport. City Attorney Steve Rich drafted an agreement for the balance of this season that allows the service the right to utilize the afterhours shelter on a non-exclusive basis, place signage at US 101 and within the airport complex directing costumers to this location, service provides the appropriate insurance, requires him to obtain a business license, requires him to pay all the customary fees at the airport, plus an additional fee for the non-exclusive use of the afterhours shelter. The agreement is fairly nominal for the balance of this year. This will give Mr. Anderson an opportunity to operate the service for the balance of the year and for the airport to determine what changes should be made in

the agreement should this service continue operating after 2015. I appreciate Lance efforts at working with Mr. Anderson to bring this service to Newport Municipal Airport.

- The new location for the Farmers Market has resulted in complaints from two area businesses. I did meet with both Bernie and Peggy on the Fourth of July to review the situation. Bernie indicated that the signage in front of his shop seems to be working. He was selling some items in the back and Farmers Market customers were looking at his items. I also met with Peggy Subaskas, owner of the Antique Mall, as well. She indicated that parking was much better and they were doing their first Flea Market. There was plenty of parking in her lot with the parking attendant hired by the Farmers Market and people were crossing over from the Farmers Market to check things out in her lot. I have been watching things today and at all times, with the parking lot attendant, parking has been available in her Peggy's lot. She indicated to me that she just doesn't like the added congestion of the Farmers Market being located on her side of the street and believes that it is affecting her sales. I can see where this was true before the parking lot was manned, but it seems like it should be a plus to her now. I will continue to monitor the situation.

It should also be noted that before issuing the permit to the Farmers Market to locate on the other side of the street, the Farmers Market contacted all of the property owners including Brett Fox, owner of the strip mall that includes the Antique Mall, as a condition that we placed on the Special Event Permit. He was very supportive at that time, of the Farmers Market being located on the west side of 101. I believe that he had informed his tenants of this as well. Once we had this clearance we proceeded with the permit for the alternate location for the farmers market.

Our original discussions with the Farmers Market included the placement of signage to limit parking on private lots. After the first couple of weeks, that was not enough control to prevent non Antique Mall customers from parking in the Antique Mall parking lot. We then required the Farmers Market to have a parking attendant monitor this lot. I believe that this has worked quite well from a parking control standpoint. We will continue to monitor and meet with affected parties to try to make this work as best as it can for all parties. A farmers market in a downtown area is a great way to draw people to this area as long as any negative impacts can be mitigates for adjacent businesses.

- Attended the Oregon City/County Management Association meeting at Mt. Bachelor Village Resort in Bend, OR from Tuesday, July 7<sup>th</sup> through Friday, July 10<sup>th</sup>. Angela and I tacked on a day to the conference in order to enjoy some of the scenery between Newport and Bend on Monday, July 6<sup>th</sup>. (I made up this time by working the holiday on July 3<sup>rd</sup>, a bit on the 4<sup>th</sup> of July and couple of hours on the morning of Monday, July 6<sup>th</sup>.) Overall the OCCMA 2015 Summer Conference was packed full of very good and timely sessions which included:
  - Heard a presentation on Organizational Review with Rob Moody, Partner, TKW and Martha Meeker, City Manager of McMinnville. The discussion concluded with making sure that the right people are in the right positions with the organization,

review of service delivery should be comprehensive. An example was given of the City of Corvallis Finance Department which produce a great clean financial reports but provided very limited usable service to other departments. It was suggested that an organization should review at least one department each year as part of good management practices (I am on track with this recommendation with the Finance Department being my focus last year and discussion at looking at the organization of Public Works being a priority for this next year). It is also important for organizations to review job descriptions versus what people actually do on a day to day basis in the departments. Changing organizational culture is something that takes a great deal of patience, time, and perseverance. This starts with leadership at, the top of the city and the top of the departments in order to provide consistency that can positively impact an organization culture.

- The next session was Building Permitting with panelist Ark Long, Director of the Oregon Building Code Division, Cheryl Bell, President of the Oregon Building Officials Association, and Tom Anderson, Deschutes County Administrator. Many organizations across the State are trying to deal with an increase in building permit demand with substantially reduced building department staff due to the economic down turn that has impacted local economies over the past seven or eight years. To further complicate this matter, the two Community College programs that provided the required education to become a building inspector ceased operations during this past decade since there were no jobs to place their graduates in.

Mark Long indicated on a statewide basis revenue is up 40% for building permits with the resources to meet the inspection requirements lagging on a statewide basis. The State has tried to address these issues by eliminating some traditional barriers to entering building code enforcement. The State would like to move to a six year cycle versus the current three year cycle of updating the building codes. These updates are generally industrially driven, not safety driven. As new products become available, there is an effort to promote the use of those products while incorporating them into building code. The State is encouraging the use of technology in the use of inspections and cross training so that separate inspection for electricity, plumbing, and building aren't always required.

Cheryl Bell, Deputy Building Official for Clatsop County and current President of Oregon Building Officials Association, indicated that a lot of entities utilized third party contracts to provide inspection services. During times when business was slow, this was certainly an appropriate way to meet those limited demands. She also indicated that software and hardware is improving to help facilitate building inspections. She indicated that one of the problems that building official face statewide is finding adequate office space as entities are ramping up their staffing to meet the new demand.

Tom Anderson, Deschutes County Administrator has indicated that they have gone online with their permitting process. It is not necessary for someone to set foot in the county building to get a permit. He did indicate that it is important to maintain the old fashion way of issuing permits since many individuals and

contractors are not comfortable using the technology that is available today. Deschutes County is doing much with video inspections this enables information to be related via video which reduces the need for an inspector to travel to far points of the county from time to time during certain phases of the project.

It would not be a municipal manager's conference in Oregon without having a session on Marijuana. David Dolmen and Chad Jacobs who are partners with Beery, Elsner, and Hammond gave an overview of a number of issues regarding Marijuana in the State of Oregon. As of July 1<sup>st</sup> recreational Marijuana was legal in the State of Oregon however there are no retail provisions in place for selling Marijuana in the State. At this point someone can disrupt Marijuana to others as long as dollars are not exchanged and as long as the users are 21 years or older. Marijuana cannot be transported across State lines.

Senate Bill 460 which was just approved by the legislature will allow medical Marijuana outlets to sell recreational Marijuana. There is a provision for a local opt out of this provision. However, on the issue of taxation of Marijuana, there will be revenues that will be obtained by the State and distributed through a formula to a variety of entities including local units of government. In addition, about half of the cities of Oregon adopted some form of taxation on recreational Marijuana prior to the voter approved initiative being effective. Some of these tax ordinances include both medical Marijuana and recreational Marijuana. However, most only cover recreational Marijuana. Legislation does allow local government to impose a 3% tax on recreational Marijuana. Please note that local units choosing to tax medical Marijuana are not affected by this limitation. Regardless of earlier actions taken prior to the election, local taxation has to be referred to the local voters on a statewide general election ballots on an even year elections. There is a strong argument that that taxes that were approved by various entities for recreational Marijuana will not be allowed. It is likely that the local unit will be responsible for collection of the tax.

House Bill 3400 specifically authorizes preemption of the local sale of Marijuana in a county where 50% or more of the voters oppose the legalization of recreational Marijuana during the Statewide election ( in Lincoln County recreational Marijuana carried with a substantial margin) or the local unit can impose a ban and refer to voters in an even State election year. It should be noted that there are literally six different options that could be impacted by preemption and should also be considered in any local zoning issues. For medical Marijuana processing, and dispensaries are two separate issues, recreational Marijuana there is processing, dispensaries, growing, and distribution. It is important in any regulatory scheme to address each of these components separately. October 1<sup>st</sup> is the deadline for restricting medical Marijuana dispensaries from selling recreational Marijuana. This will be an issue that we will need to discuss. House Bill 3400 allows local units of government to regulate activity within its community with certain restrictions. However, cities cannot require more than a 1000 foot distance separation between recreational Marijuana dispensaries.

In addition, it is important for local units of government to review their policies to make sure that the policy actually restricts someone from working under the influence of Marijuana. Some positions may be entirely prohibited from use of Marijuana off duty including police officers, CLD licensed employees, and others.

- Heard from George Cuff on Effective Senior Management Issues. George Cuff is a regular speaker at International City/County Management Association (ICMA) conferences and hails from Alberta, Canada. He gave a very effective discussion on the role of elected officials and the role of management. George Cuff previously served as Mayor and has worked at various other public management positions in Canada. He indicated that the elected officials are passionate about the community and that the role that they were elected to is to govern not to run the day to day affairs of a city. The tone at the top of the organization is critical in shaping cultural identity for an organization.

In reviewing organizational structure Mr. Cuff has seen major flaws which can negatively impact an organization. The first is lack of performance reviews of employees within that organization. The second is a lack of communication downward. It is important at staff meetings that department heads relay information down to their subordinates so that their subordinates understand the overall direction that the organization is heading. He indicated that it is important review at part of the organization each year from an organizational stand point. It is critical that staff act professional even with unhappy customers.

Another major problem within organizations is a lack of trust. An organization should develop a culture that makes people free to ask questions and question certain issues. Another common problem is that many organizations operate in departmental silos. Bright people working in their own “stovepipes” are not nearly as effective as bright people working together to move the entire organization forward not just their individual departments.

Solid organizations operate with the high level of civility at the Council level. It is important to depersonalize Council debates. Council members should feel free to ask questions (even silly questions) if they do not understand the matters being acted upon. There should be civility in how the Council members interact with staff and how staff interact with the Council. Mr. Cuff indicated that how issues are communicated can make a big difference in developing a strong constructive organizational culture. For example, if an elected official is discussing with a citizen a concern, the negative way to approach the situation is by indicating to the citizens “we have a terrible staff, we have major problems and that does not surprise me a bit.” The alternative way to deal with these issues would be to say “I am sorry to hear that you had this issue. We have a great staff and I am surprised that this situation would occur, but I will report back to you what I find out.”

It is important for managers to jump in when discussion start to become personalized between Council member and staff. The democratic process is not necessarily a clean process. According to Winston Churchill “democracy is the worst from of government except for every other form of government.”

One area that Mr. Cuff indicated that municipal governments sometime run into problems is with Council liaisons appointed to boards and committees. He indicated that the role of the liaison is not to be an advocate or participate in those committees, but provide communications to the committee and shed additional light on committee recommendations that the Council may be considering. As always, it is important that department heads and staff members not leap frog the manager to discuss issues with Council. Likewise, Council members need to respect the role of the manager if they want the manager to be in charge of the organization.

Council members should feel free to ask questions of staff to make sure they know what they need to know about the local unit of government. Managers need to be sure that they provide a comprehensive orientation to all members of the Council. Assuming that newly elected Council members clearly understand their role is often times a bad assumption.

Mr. Cuff indicated the role of managers are as follows: advise the Council; carry out that direction; provide top flight reports in a consistent format; make specific recommendations; take responsibility for problems that reside within the organization; build partnership and collaboration that benefit the organizations role; remind staff that they work for the city not for a specific department; provide orientation for all Council and staff not just new people. Managers need to educate the Council about the role of manager and the role of the Council; debate and deliberation should be done with respect by all parties; the manager should make sure the staff does not get beat-up in these interchanges.

Areas that cause a failure of a manager include: when a manager tries to replace the Mayor's role within the organization, inadequate clarity of roles; absence of a corporate vision or priorities of the organization; managers who do not take the lead on advising the Council; disrespect between the Council and senior management; city managers who are not the champion of staff, lack of trust; lack of respect by the manager for the process and the results of democracy. Managers need to accept public choices.

Several recommendations for good Council manager relationships include: Developing a location on the website that outlines what the responsibilities of someone running for office would be if they were elected to the Council; Take issues under advisement instead of responding when a clear responds may not be full understood at that time; It is important for individuals or groups that bring problems to the Council to know that their item will not be acted upon at the time it is first brought to the Council's attention; A good process is "first heard – defer". Finally we all make mistakes in dealing with our day to day efforts but how a manager reacts and rebounds from mistakes that are made is critical. It is important to have a clearly understood code of conduct for elected officials, managers, and staff. It is important to have advisory committees properly structure with a consistent reporting mechanism developed for those committees (this is something that I have indicated that I will be working on in the future. I will

- be obtaining information from Mr. Cuff on committee reporting to Council that may be of some use in this review).
- Mr. Cuff provided a second presentation on the keys to ideal Council, manager, staff relationships. This included the following:
    1. Clarity of mandate.
      - a. What do we do for whom?
    2. Clarity of roles.
      - a. Who governs
      - b. Who is accountable for what?
      - c. Frequency of reporting
    3. Respect for the democratic process
      - a. For professionalism
      - b. For political discourse
      - c. For elected officials
      - d. For administrations
      - e. For staff
    4. Trust
      - a. What commitments have been made
        - a. Service to who?
        - b. Unvarnished reports
        - c. Issues/complaints
    5. Effective protocols
      - a. How does the system function?
      - b. What access and by whom?
      - c. Does the organization understand the protocol?
    6. Good Governance
      - a. Operate on clean principals.
      - b. Provide the Council good information but let the Council debate recommendation that are provided.
      - c. Council decisions are all made in public meetings.
    7. Effective orientation
    8. Strategic business planning
      - a. This guides the budget preparation.
    9. Measuring performance
      - a. Report on what has occurred during the course of the year.
  - Innovative use of Tax Increment Financing (TIF) in Oregon - The moderator for this session was Elaine Howard. Who is currently working with the City of Newport on our TIF plan. This presentation included a description of the City of Wilsonville's efforts to redevelop industrial vacant sites. The City of Wilsonville had 2.5 million square feet of unused industrial space. They set-up a TIF to effectively provide a three year rebate back to business who invested a certain level of money within the industrial area and created a certain number of jobs. It would be interesting to see if we could fashion something along this line for retail/commercial

redevelopment of some of the City Center buildings on US101 utilizing this type of mechanism. Kristin Retherford, Economic Development Manager for the City of Wilsonville provided that presentation.

Justin Douglas, Policy Manager for the Portland Development Commission, outlined Portland's Neighborhood Prosperity Initiative. Portland created six neighborhood Urban Renewal Districts within the city. These were fairly short term districts (10 years) with \$1.5 million being the maximum debt for each districts. Other funds were being used to build a governance/ social infrastructure to provide sustainability of these districts after the ten year TIF dollars are no longer available. The TIF dollars are to be used for small neighborhood projects that would bring the neighborhoods together to address specific needs within each of the six separate neighborhoods.

Tracy Brown, Planning Director City of Sandy, discussed their store front program. The City of Sandy established a façade program in which TIF dollars were used for various improvements for private buildings within the downtown area. There was some financial participation by the property owners in the cost of the projects. Projects were actually contracted by the Urban Renewal Agency. In order to ensure a certain quality of design, the City of Sandy hired architect to design each of these façade projects to work with the building owners in order to come up with an acceptable design to the URA and the property owner. City of Sandy found that many of the property owners did not know where to begin in order to make their buildings fit into the community in the best way. The first projects focused on gateways to Sandy's downtown area. Mr. Brown indicated that the lessons learned included: don't start until you are ready; find a practical architect who can both draw and communicate with the business owners; minimize red tape; offer assistance and hold hands; get the word out with direct contacts and; keep sight of the vision for the downtown area.

- Carolyn Vandyke of CIS report on the impact that the Cadillac Tax will have on cities and counties. She indicated since 1999 the general inflation rate has been 40% however the medical cost have increased during the same time by 212%. Premiums have been increasing under the Federal Affordable Healthcare Act. Beginning in 2018, employers will be subject to the Cadillac Tax which is 40% tax rate on the insurance premium cost exceeding the thresholds. Please note that the Cadillac Tax calculations include insurance premiums, employer contribution to FSAs and HSAs and for some strange reason employee contributions to HSAs. Also count towards the Cadillac Tax. The implementation of the Cadillac Tax is somewhat of a moving target. While the threshold levels are index, they are not index at the same rate that healthcare cost are going up. Currently the high cost plans offered by CIS would be taxable beginning in 2018. Making certain assumption for the cost of premiums, some of the high deductible plans themselves may not be eligible for taxes unless the contribution the city is making in addition to the health premiums will exceed these thresholds. We are beginning to understand how these impacts may impact the City of Newport. It will be important that we maintain flexibility to keep our health benefits below these

thresholds costs since the taxation will be a very significant cost that the employer will need to pay if these thresholds are exceeded.

- Heard a presentation Michael Jordan who is currently the Director of the Bureau of Environmental Services for the City of Portland. As you may be aware, Michael Jordan was the Director of Administrative Services in the Governor's Administration. His services were terminated prior to the Governor's resignation from office. Michael Jordan has worked at all levels of government including city management, special districts, and serving as a County Commissioner in his past history. He provided some insight as to what he was trying to accomplish in the Governor's office and discussed the unraveling of the previous Governor's administration. Michael Jordan has a tremendous amount of respect for the former Governor. However, no advice from him or others within the administration caused for the Governor to reevaluate the role of the First Lady, particularly as it related to the conflicts her consulting business were creating. It was an interesting insight from a management perspective of an administration in crises.
- Heard a presentation on FirstNet. This is the result of the reaction the federal government had following 911, and subsequent major American disaster situations. It relates to the communication between various law and rescue entities responding to disasters. In Oregon the Governor has appointed Statewide Interoperability Committee who is charged with developing this system for the State of Oregon. The committee consists of representatives from the various state associations for police and fire, State of Oregon and others involved in emergency responses, including 911 response centers. Steve Noel of FirstNet indicated that State of Oregon will need to opt in or out of FirstNet by 2017. Basically FirstNet would replace traditional voice and internet mobile communications for personnel involved in emergency responses. We will be discussing this in a little more detail with Chief Miranda and Chief Murphy to understand how this fits in with the City of Newport.

I certainly enjoyed having the opportunity to participate in the OCCMA conference!

#### **UPCOMING EVENTS:**

- September 24-26, 2015, the 90<sup>th</sup> annual League of Oregon Cities Conference will be held at the River House Hotel and Convention Center, Bend. If you have not done so already, please let Peggy know if you are considering attending the Fall Conference this September.
- The International City/County Manager's Association Annual Conference will be in Seattle beginning on Saturday, September 26<sup>th</sup> through Wednesday, September 30<sup>th</sup>. I am planning to attend. Please note that this conference will immediately follow the LOC Conference.

#### **ATTACHMENTS:**

- Attached is LOC bulletin on OCCMA Conference
- Attached is a Municipal Fee Remittance For The City of Newport Form

- Attached is a Municipal Fee Remittance For The City of Newport Telecommunication Services Form
- Attached is letter to the Mayor Roumagoux from the Coast Guard indicting it is time for the city to submit an application re-designation of Newport as a Coast Guard City. This is done by submitting a letter by January 18, 2016, describing the cities ongoing relationship with the Coast Guard including examples of recent programs and projects that have occurred jointly between the city and the Coast Guard. We will proceed with this submittal.
- Attached is a letter regarding the outlining the issues between the Friends of Yaquina Lighthouse and the Oregon Parks and Recreation Department.
- Attached is a 2014 Membership Report to the City of Newport from CIS regarding various aspect of our insurance coverage.
- Attached is a rather sobering article from the New Yorker regarding the Cascadia Subduction Zone and its potential impact on the Pacific Northwest.
- Attached is a card for attending the Environmental Summit that was coordinated in part by Tim Gross and Tia Cavender earlier this year.
- Attached is a Thank You note to the City of Newport from the Newport Booster Club for the support for the 2015 Newport Marathon.

I hope everyone has a good week.

Respectfully submitted,

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

Spencer R. Nebel, City Manager  
Newport, Oregon

# LOC Bulletin



July 2, 2015

## LOC Conference Registration Now Open

Registration is open for the League's 90th Annual Conference, and members who register by August 7 will pay a \$295 registration fee – a \$30 savings. To register online, click [here](#). The 90th LOC Conference is scheduled for September 24-26 at The Riverhouse Hotel & Convention Center in Bend.

A preview of the conference is included in the July edition of *Local Focus* magazine and is available [here](#). The preview has information on keynote speakers and workshops, a listing of concurrent session topics, city tour options, a program overview, registration fees and more.

The LOC Foundation is offering scholarships to help city officials attend the conference. To apply, submit [this form](#) no later than July 24.

Contact: Jennifer Marks, Administrative Assistant – [jmarks@orcities.org](mailto:jmarks@orcities.org)

## Rooms Still Available at Bend Hotels for LOC Annual Conference

The headquarter hotel for the LOC Conference in Bend is sold out, however, plenty of rooms are still available at special rates for LOC members at nearby conference hotels. Free parking will also be available at The Riverhouse Convention Center for attendees needing to drive to the event from other hotels.

A list of these hotels is available [here](#). When making room reservations, reference the League of Oregon Cities to receive the conference room rate. Cities wishing to be put on a wait-list for rooms at The Riverhouse should contact the League office.

Contact: Ginger Harville, Training & Conference Planner, [gharville@orcities.org](mailto:gharville@orcities.org)

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## Marijuana Now Legal: Important Dates for Cities

July 1 marked the end of prohibition on marijuana possession and consumption in the state of Oregon. Adults are now allowed to possess eight ounces of consumable marijuana in their residence and one ounce outside their home, as well as to consume marijuana outside of public view. However, commercial marijuana will not become available until next year. Until then, city leaders will have decisions to make as to whether commercial marijuana is appropriate for their city, and if so, how to regulate and/or tax it. The following is a list of the options for cities and important dates.

- July 1, 2015: Personal consumption and use become permissible. Also, up to four marijuana plants are allowed to be grown within a residence.
- Now-December 2016: The Oregon Liquor Control Commission (OLCC) and the Oregon Health Authority will craft administrative rules to implement Measure 91 and legislation passed in 2015.
- October 1, 2015: The sale of recreational marijuana will be allowed to be “pre-sold” in limited amounts out of medical dispensaries. Cities may prohibit early sales by council action without a vote of their citizens.
- December 24, 2015: This legislation allows cities to “opt out” of allowing commercial marijuana but requires that they do so within 180 days of the governor signing the bill into law. Cities in counties that defeated Measure 91 by a margin greater than 55 percent may do so by council action. Cities in counties where Measure 91 received 45 percent of the vote or more may refer an opt-out measure to their voters. Such a referral would place a moratorium on commercial marijuana activities until the general election in November, 2016. Governor Brown signed HB 3400 on Tuesday.
- January 1, 2016: The OLCC will begin accepting license applications for growers, retailers, processors and wholesalers.
- November 8, 2016, General Election: Cities may refer either a measure opting out of commercial marijuana sales or a measure imposing a tax of 3 percent on its sale.

The League will continue to keep city leaders advised on the implementation of Measure 91 and any additional legislative or regulatory developments as information becomes available.

Contact: Scott Winkels, Intergovernmental Relations Associate, [swinkels@orcities.org](mailto:swinkels@orcities.org)

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## Property Tax Reform Added to HB 2171

The Joint Committee on Tax Credits, co-chaired by Senator Mark Hass (D-Beaverton) and Representative Phil Barnhart (D-Eugene), amended HB 2171 Wednesday on a unanimous vote. The bill now requires the state's Legislative Revenue Office (LRO) to prepare an analysis with alternatives for restructuring Oregon's state and local revenue system during the legislative interim.

HB 2171 specifically requires an analysis of alternatives for restructuring the property tax system – a League priority. A report from the LRO is due by December 1. While property tax revenues are distributed among local governments and schools and are not a part of state revenues, the League has argued in testimony this session that they are an important part of the state's overall tax structure and in need of reform.

HB 2171 has become the omnibus tax credit bill. At 69 pages long, it contains more than 10 income tax credits, including those for working families, rural medical providers, and film and video. In addition, a property tax exemption in SB 938 for a history and science nonprofit museum, which the League had opposed, has been added to HB 2171 with a 2019 sunset. A workgroup is expected to address nonprofits in the interim.

**Contact:** Wendy Johnson, Intergovernmental Relations Associate – [wjohnson@orcities.org](mailto:wjohnson@orcities.org)

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## PSU Finalizes First Coordinated Population Forecasts

Portland State University (PSU) released finalized population forecasts for all cities in Coos, Crook, Curry, Deschutes, Douglas, Jackson, Jefferson, Josephine, Klamath and Lane Counties on June 30.

Cities in these counties must use the finalized numbers from PSU when updating comprehensive plans or making land use decisions that are dependent on population forecasts, unless the city issued a public notice of the decision prior to June 30 or is working under a periodic review plan approved by the director of the Oregon Department of Land Conservation and Development. Final forecast reports are available [here](#). PSU has also begun the process for the next set of counties: Baker, Grant, Gilliam, Harney, Hood River, Lake, Malheur, Morrow, Sherman, Umatilla, Union, Wasco, Wheeler and Wallowa. A schedule of public meetings throughout this region is available [here](#). Cities are encouraged to participate in the PSU process to ensure the best information is provided for developing the population forecast.

**Contact:** Erin Doyle, Intergovernmental Relations Associate – [edoyle@orcities.org](mailto:edoyle@orcities.org)

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## EPA Technical Assistance Available for Local Food Program

The U.S. Environmental Protection Agency (EPA) is accepting applications from local governments and neighborhood organizations for its Local Foods, Local Places program. Applications are due **September 15, 2015**.

The program provides technical assistance to selected communities to assist in community development that focuses on using local foods to drive downtown or neighborhood revitalization. The EPA, working with other federal agencies, is encouraging smaller, rural communities to apply if they are undertaking efforts to promote local foods to improve the health and economy of their residents. More information, including application materials, is available [here](#).

Contact: Erin Doyle, Intergovernmental Relations Associate – [edoyle@orcities.org](mailto:edoyle@orcities.org)

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## School's Out, but LOC Training Continues

Now is the time for cities to start thinking about their next budget year with "Community Visioning & Strategic Planning," a workshop taught by Erik Jensen and scheduled for July 14 in Salem. A community vision and an organizational strategic plan can provide a framework for local governments to make decisions and achieve long-term objectives, particularly when facing budget constraints and conflicting community needs. Cost is \$200.

In addition, "Council/Manager/Staff Relations: We CAN All Get Along" will be presented in Newberg on July 24. This is one of LOC's most requested classes, focusing on how a mayor, council, city manager and staff can work together effectively to accomplish goals and improve communities. Cost is \$150 if registered by July 10, but CIS members pay just \$110 if registered by the above deadline. Scholarships are available, but the application (available [here](#)) must be received no later than 5:00 p.m. on July 6.

For more information on these and additional League trainings, visit [www.orcities.org/training](http://www.orcities.org/training).

Contact: Jenni Kistler, Administrative Assistant – [jkistler@orcities.org](mailto:jkistler@orcities.org)

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## DEQ to Host Materials Management Webinar

The Oregon Department of Environmental Quality (DEQ) will host a webinar to provide information on 2015 legislation that will impact local and statewide materials management programs. The webinar is **July 16 from 10:30 a.m. to noon**.

SB 245 allows for an increase in solid waste tip fees to fund new services and restore services and grants lost due to budget constraints. SB 263 changes recycling and waste prevention program elements that are required for local governments based on population. The bill also updates state and local waste recovery goals.

Following the webinar, DEQ will post a recorded copy of the proceedings on DEQ's website. For information on how to participate in the webinar or access the recorded copy, please click [here](#).

Contact: Tracy Rutten, Intergovernmental Relations Associate – [trutten@orcities.org](mailto:trutten@orcities.org)

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## New ADA Guide for Cities Now Online

The U.S. Department of Justice has released a primer on the Americans with Disabilities Act. "ADA Update: A Primer for State and Local Governments" is available for download [here](#).

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## Additional FirstNet in Oregon Workshops Scheduled

The Oregon Department of Administrative Services has announced the second in a series of informational outreach and data collection events around Oregon. FirstNet, a program created by Title V of the Middle Class Tax Relief and Job Creation Act of 2012, will provide \$7 billion for a nationwide public safety broadband wireless network. For more information concerning this second round of workshops, including a schedule, click [here](#).

Contact: Craig Honeyman, Legislative Director – [choneyman@orcities.org](mailto:choneyman@orcities.org)

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## Select Bill Summaries

Throughout the 2015 session, bills of city interest will be available to view [here](#). Summaries and status updates are included weekly to keep cities current on legislation affecting local governments during the session.

Bills are categorized by city concern using the League's standing and issue committee titles. This summary provides a hyperlink directly to the bill language and additional bill information, located under the bill number, as it becomes available during the legislative process. This includes, but is not limited to, staff measure summaries, testimony, sponsor(s) and amendments. In addition to these new features, users can view a summary of the bill, see which lobbyist is assigned to the bill, and get an up-to-date bill status report.



For more information on LOC programs and services, visit:  
[www.orcities.org](http://www.orcities.org).

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**MUNICIPAL FEE REMITTANCE  
FOR THE CITY OF NEWPORT**

**REPORTING PERIOD: Start: 1-Jan-2015 End: 30-Jun-2015**

**Company Name: Charter Advanced Services - OR CCVII, LLC**

**Address: 12405 Powerscourt Drive**

**St. Louis, MO 63131-3674**

**Company Contact's Name: Ben Heidbrink**

**Contact's Telephone Number: 314-288-3267**

**Contact's Fax Number: 314-909-0675**

**Contact's Email Address: TransactionTax@Charter.com**

**Federal Tax Identification Number: 61-1704031**

Gross Revenue	Rate Charged	Total Due
160,504.83	0.0400	6,420.19

**REMIT TO: City of Newport**

**Address: 169 SW Coast Hwy**

**Newport OR 97365**

I hereby certify that this report has been examined by me and is to the best of my knowledge and belief true, correct and complete.

**Reviewed by: Ben Eggering**

**Title : Sup. Transactional Tax**

**Signature:**

*Ben Eggering*

**Date :**

**7/6/2015**

21311  
 12405 Powerscourt Dr  
 St. Louis, MO 63131  
 (314)965-0555

STUB 1 OF  
 CHECK DATE: 07/10/15

NO. 05453207

DATE	INVOICE NO.	DESCRIPTION	INVOICE AMOUNT	DEDUCTIONS	AMOUNT PAID
07/06/15	62015C0911CAS	LOCAL MUNI FEES	6,420.19		6,420.19

1873615 CITY OF NEWPORT OR

WARNING: ORIGINAL DOCUMENT HAS VISIBLE FIBERS, INVISIBLE FLUORESCENT FIBERS & CHEMICAL REACTIVE PAPER.

**Charter**  
 COMMUNICATIONS  
 12405 Powerscourt Drive  
 St. Louis, MO 63131-3874  
Charter Communications is an Equal Opportunity Employer/Contractor

80 1769 0815  
 US BANK  
 MEMPHIS, MO

NO. 05453207

1873615      DATE 07/10/15      AMOUNT \$\*\*\*\*\*6,420.19

PAY SIX THOUSAND FOUR HUNDRED TWENTY AND 19/100\*\*\*\*\*

TO CITY OF NEWPORT OR  
 THE 169 SW COAST HWY  
 ORDER NEWPORT OR 97365  
 OF

*Thomas M. Deegan*  
 AUTHORIZED SIGNATURE

THE FACE OF THIS CHECK HAS A VOID FEATURE PANTOGRAPH, A MICROTYPED BORDER AND A SECURITY BACKER.

⑈05453207⑈ ⑈081517693⑈3507002627⑈

**MUNICIPAL FEE REMITTANCE  
FOR THE CITY OF NEWPORT  
TELECOMMUNICATION SERVICES**

**REPORTING PERIOD: Start: 1-Jan-2015 End: 30-Jun-2015**

**Company Name: Charter Fiberlink - OR CCVII, LLC**

**Address: 12405 Powerscourt Drive**

**St. Louis, MO 63131-3674**

**Company Contact's Name: Ben Heidbrink**

**Contact's Telephone Number: 314-288-3267**

**Contact's Fax Number: 314-909-0675**

**Contact's Email Address: TransactionTax@Charter.com**

**Federal Tax Identification Number: 20-0474232**

Gross Revenue	Rate Charged	Total Due
0.00	0.0400	0.00

**REMIT TO: City of Newport**

**Address: 169 SW Coast Hwy**

**Newport OR 97365**

I hereby certify that this report has been examined by me and is to the best of my knowledge and belief true, correct and complete.

**Reviewed by: Ben Eggering**

**Title : Sup. Transactional Tax**

**Signature: **

**Date : 7/7/2015**





5726.13  
June 18, 2015

The Honorable Sandra Roumagoux  
Mayor, City of Newport  
169 SW Coast Hwy  
Newport, OR 97365

Dear Mayor Roumagoux:

Newport, OR was originally designated a Coast Guard City on March 15, 2005. Every five years, the city is required to submit an application for re-designation as a Coast Guard City. To recertify, the city must provide a letter by January 18, 2016 describing its on-going relationship with the Coast Guard with examples of recent programs and projects.

This certification letter does not need to be as lengthy an application as the original package you submitted. Its purpose is to demonstrate and document your city's continuing efforts to support and honor the Coast Guard.

As with the original request, your letter requesting recertification should be addressed to Commandant (CG-092), at 2703 Martin Luther King Jr. Avenue, SE, Stop 7103, Washington, DC 20593-7362. You must also provide a copy to the local Coast Guard unit (s), who will review the request for recertification and forward it with an endorsement through the Coast Guard's chain of command to Commandant (CG-09223).

Please submit your application no later than January 18, 2016. The Coast Guard City board will review your recertification package and, if approved, your status will be renewed for another five-year term when the board convenes in 2016.

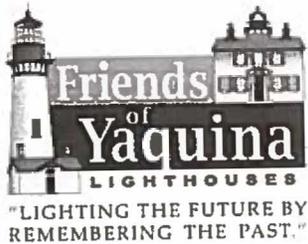
Please feel free to contact Deborah Claiborne of my staff at (202) 372-4620 or via email at [Deborah.H.Claiborne@uscg.mil](mailto:Deborah.H.Claiborne@uscg.mil) should you or your staff have any questions. We look forward to continuing to recognize the great relationship between Newport and the Coast Guard.

Sincerely,

A handwritten signature in blue ink that reads "P. L. Sanders, LCOR".

P. L. Sanders  
Lieutenant Commander, U.S. Coast Guard  
Acting Chief, Community Relations Branch





RECEIVED

JUL 02 2015

June 26, 2015

CITY OF NEWPORT

To the State and Local representatives and others that represent our community from the Friends of Yaquina Lighthouses,

It is with great disappointment that we must inform our members and all of the community of the change in the partnership between Friends of Yaquina Lighthouses and the Oregon Parks and Recreation Department.

The Yaquina Bay Lighthouse is located at Yaquina Bay State Park, a site governed by Oregon Parks and Recreation Department (OPRD). Since 1998, Friends of Yaquina Lighthouses (FOYL) has been collecting donations at the Bay Lighthouse and holding those funds in trust for projects needed at that Lighthouse. By the end of 2014, this "donation account" had grown to over \$94,000. This money was accumulating to fund the rehabilitation of the Bay Lighthouse through the Exterior Wood Restoration Project and the enormous Preservation Plan project which includes the Fire Hazard Mitigation Project.

On November 29, 2014, FOYL received an order from Larry Warren, the Internal Services Administrator at the Oregon Parks and Recreation Department, demanding that FOYL turn over all funds in the donation account to the State and close the account. We were informed that the money did not belong to FOYL because of two technicalities:

- 1) In the bookkeeping chart of accounts, the donation account had been designated "accounts payable" to OPRD; and
- 2) The name "Friends of Yaquina Lighthouses" was not visible on the actual donation box.

After consulting a lawyer to determine the legality of this order, we learned that due to these technicalities, OPRD had the legal right to claim the funds as theirs. And thus we were forced to turn over the entire balance in the donation account.

Coincidentally, the official 5-year Cooperating Association Agreement that defines the partnership between FOYL and OPRD expired on November 30, 2014. Several requests were made to Patti Green, the OPRD Park Manager that oversees the Yaquina Bay Lighthouse, between September and November to renew the agreement, but these requests went unanswered. With the help of our lawyer, we drafted a temporary agreement with OPRD to bridge the lapse and maintain a partnership until a new 5-year agreement could be made.

On March 16, 2015, a meeting was held with Patti Green and Claude Crocker, the OPRD Central Coast District Manager, to begin working on a new 5-year agreement. At this meeting, we were informed that OPRD can only engage in agreements with organizations whose sole purpose is interpretation and education. Thus we were told that because FOYL includes preservation and restoration in its mission statement,\* FOYL cannot engage in a Cooperating Association Agreement with OPRD. It was suggested that we change our mission statement to remove the wording about restoration and preservation if we wish to re-engage in a partnership.

\*The Friends of Yaquina Lighthouses Mission Statement: *"To aid in the restoration and preservation of Yaquina Bay and Yaquina Head Lighthouses and surrounding areas, and to interpret their cultural and natural histories."*

Though it is true that the Oregon Statutes state that OPRD can only engage in cooperating associations with organizations that exist solely for interpretative purposes, FOYL has been receiving conflicting information for nearly two decades. OPRD has consistently asked FOYL to fund restoration and preservation efforts since the creation of the organization. In response to these requests, FOYL has funded over \$140,000 in projects to restore and preserve the structure of the Bay Lighthouse, not including the \$94,000+ raised to fund the current Preservation Plan. However, FOYL's suggestions to fund interpretive programs or materials have been consistently rejected by OPRD for many years. In fact, we were told this as late as December, 2014 that FOYL's financial contributions to the Bay Lighthouse should be directed toward restoration, *not* interpretation.

In addition to the \$94,000+ donation account that was turned over in November, Claude Crocker ordered FOYL to relinquish all stocks, bonds and savings accounts to OPRD during meetings on March 16, 2015 and March 23, 2015, stating that FOYL had other assets that belonged to OPRD that we were not relinquishing. We have provided monthly financial statements on an ongoing basis as well as our annual audits and reviews disclosing all assets held within FOYL and we do not have any other assets dedicated to OPRD.

That FOYL should not involve restoration or preservation in the mission statement was never brought to FOYL's attention in the history of the partnership with OPRD. After doing some research, we discovered that nearly all Friends Groups/Cooperating Associations with OPRD have mention of restoration, preservation, and site maintenance/improvement in their mission statements. None, other than FOYL, have been told that their mission statement cannot include these efforts.

It was the decision of the Board of Directors that FOYL will not change its mission statement; that restoration and preservation are important to *both* lighthouses. Not only does FOYL remain dedicated to supporting the restoration of the rapidly deteriorating Bay Lighthouse, but changing the mission statement would drastically reduce FOYL's ability to support the Yaquina Head Lighthouse as well.

Because FOYL chose to keep the current mission statement, it was made clear that we are not permitted to engage in a Cooperating Association Agreement. Unfortunately, only organizations that are engaged in official Cooperating Association Agreements with OPRD may operate a gift shop on the OPRD Park Site. Therefore our ability to operate a gift shop in the basement of the Yaquina Bay Lighthouse was stripped and FOYL moved out of the Bay Lighthouse Gift Shop on May 26-27, 2015.

When FOYL informed OPRD that we would not change our mission statement and therefore, we would forego engaging in a long-term Cooperating Association Agreement, OPRD responded by asking us to fill out and submit a Charitable Organization Closing Form (dissolution statement) to the State.

However, FOYL is fully within its right to maintain its 501c3 status, its mission statement, and to continue its operations. Per our attorney there is no justification, nor legal authority for OPRD to ask FOYL to dissolve. The Board of Directors has elected to continue supporting the Bay Lighthouse through the following means:

- FOYL will continue to provide publicity and exposure of the Yaquina Bay Lighthouse via the FOYL website and brochures, as virtually no publicity for the Yaquina Bay Lighthouse exists outside of these outlets
- FOYL may provide financial assistance for specific projects or programs upon written request by OPRD. Written requests must include information regarding the scope of the project, the estimated costs associated with the project, expected outcomes, and follow-up documentation that will report the outcomes and details as to how the funds were spent.

We have chosen to take this matter to the press and inform the community as well as our local and state legislators, representatives, senators, congress staff, mayor and others as needed . We feel it is important for the public to know about the OPRD's actions towards Friends of Yaquina Lighthouses, and to be aware that the State has taken control of the public funds that were raised specifically to support the Bay Lighthouse. We appreciate your assistance by raising awareness of the actions of OPRD and voicing the need to invest in the future of the Yaquina Bay Lighthouse.

Though we are saddened to lose our formal partnership with OPRD, we are proud to stay dedicated to the Yaquina Bay Lighthouse. We honor the many years of financial contributions, volunteer hours, and memberships that were given with the intent of preserving the Yaquina Bay Lighthouse. Therefore we are committed, to the best of our ability, to ensuring that the \$94,000+ funds now in the possession of OPRD will be used for the Bay Lighthouse Preservation Plan as intended.

Please feel free to contact me if you have any questions regarding this issue.

Sincerely,

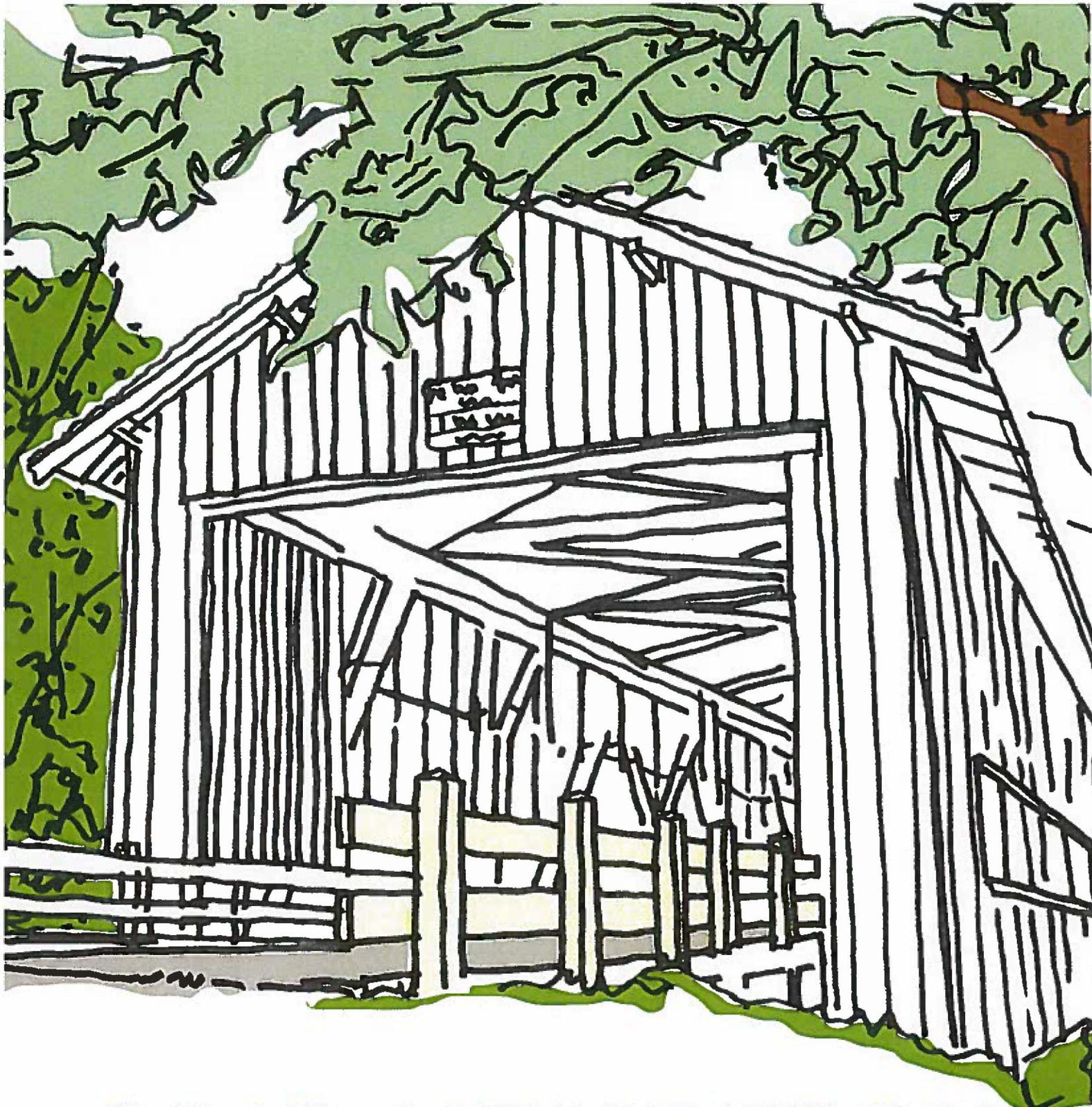


Gina Nielsen, Board President  
georginaonly@gmail.com

cc:

- Kurt Schrader (US Congress) - 544 Ferry Street SE, Ste 2, Salem, OR 97301
- Ron Wyden (US Senate) - 707 13th St., SE Suite 285, Salem, OR, 97301
- Jeff Merkley (US Senate) - 495 State Street., Ste. 330, Salem, OR 97301
- Arnie Roblan (State Senator) - 900 Court St NE, S-417, Salem, OR, 97301
- David Gomberg (State Representative) - 900 Court St. NE, H-471, Salem, Oregon 97301
- Mayor Sandra Roumagoux & City Council - 169, SW Coast Hwy, Newport, OR 97365
- Lisa Sumption (OPRD Director) - 725 Summer St. N.E. Suite C, Salem, OR 97301
- Chris Havel (OPRD Associate Director) - 725 Summer St. N.E. Suite C, Salem, OR 9730
- Doug Hunt, Lincoln County Board of Commissioners, 225 West Olive Street, Room 110, Newport, Oregon 97365
- Bill Hall, Lincoln County Board of Commissioners, 225 West Olive Street, Room 110, Newport, Oregon 97365
- Terry Thompson, Lincoln County Board of Commissioners, 225 West Olive Street, Rm 110, Newport, Oregon 97365
- Claude Crocker-OPRD, 725 Summer St NE Suite C, Salem, Oregon 97301
- Coastal Region Manager, John Allen, 12735 NW Pacific Coast Hwy, Seal Rock, OR 97376
- Ocean Shore Resource Specialist, Laurel Hillmann, 725 Summer St Suite C, Salem, OR 97333
- Ocean Shore Natural Resource Specialist, Calum Stevenson, 89814 Cape Arago Highway, Coos Bay, OR 97420
- David Jincks Port of Newport Commissioner PO Box 143 Newport, OR 97365
- Joann Barton Port of Newport Commissioner 241 SW 12<sup>th</sup> St Newport, OR 97365
- City of Newport David Allen 169, SW Coast Hwy Newport, OR 97365
- City of Newport Laura Swanson 169, SW Coast Hwy Newport, OR 97365
- City of Newport Ralph Busby 169, SW Coast Hwy Newport, OR 97365
- City of Newport Mark Saelens 169, SW Coast Hwy Newport, OR 97365
- City of Newport Dean Sawyer 169, SW Coast Hwy Newport, OR 97365
- City of Newport Wendy Engler 169, SW Coast Hwy Newport, OR 97365

City of Newport Spencer Nebel-City Manager 169, SW Coast Hwy Newport, OR 97365  
City of Newport Derrick Tokos-Comm.Dev.Director 169, SW Coast Hwy Newport, OR 97365  
City of Newport Jim Protiva-Parks/Rec.Director 169, SW Coast Hwy Newport, OR 97365  
City of Newport Mark Miranda-Chief of Police 169, SW Coast Hwy Newport, OR 97365  
Port of Newport Attn:Kevin Greenwood/Gen.Mangr 1510 SE Bay Blvd Newport OR 97365  
Rick Fuller NOAA Facilities Manager 2000 SE Marine Science Dr Newport OR 97365  
Walter Chuck Port of Newport Commissioner 166 NE 71<sup>st</sup> Newport, OR 97365  
Dean Fleck Port of Newport Commissioner 12365 SE Paradise Ln South Beach, OR 97366-9791  
Ken Brown Port of Newport Commissioner 518 SW Smith Ct Newport, OR 97365



# 2014 MEMBERSHIP REPORT

*City of Newport*

Status Report June 29 - July 10



citycounty insurance services  
cisoregon.org

# CIS: YOUR BRIDGE TO SUCCESS

**CIS HAS GOT YOU COVERED**, with a full range of insurance options and value-added services to help members protect their financial and human resources.

We work one-on-one with members to implement proven risk management techniques so that claims will quickly be water under the bridge. When members and CIS work in partnership, we're all successful.

On the adjoining page, we have provided a summary report of your entity's 2014 claims and risk management activity, including participation by entity staff in training and other CIS-sponsored events. A description of

each section and type of risk management service provided is listed below.

As always, we encourage every member to take advantage of our no-or-low-cost training activities and grants. Please reach out to me or any of the contacts listed on the back cover if you have any questions about CIS' services.

Once again, on behalf of our Board of Trustees and staff, thank you for your continued membership. We look forward to partnering with you for another successful year!

**Lynn McNamara**  
Executive Director

## COVERAGE PARTICIPATION

The various coverages in which your entity participates. Please contact your agent or CIS if you are interested in any lines of coverage listed as "no". The more coverages you have with CIS the more you can save.

## 2014 RISK MANAGEMENT ACTIVITY

Represents some of the activities recorded by risk management staff on behalf of your entity. CIS is your risk management partner.

## PROPERTY/CASUALTY CLAIMS SUMMARY

Shows your entity's liability, property, auto, and workers' compensation claims over the last three years. The graph below shows how your entity compares with like entities.

## GRANTS IN 2014

CIS offers a variety of grants to promote risk management and wellness. Grants are listed for your entity under Grants in 2014. Grants include:

- Return to Work
- Risk Management Incentive
- Law Enforcement
- LGPI Personnel Handbook Review
- Worksite Wellness

Be sure to ask CIS what grants your entity qualifies to receive.

## RISK MANAGEMENT SERVICES PROVIDED IN 2014

**EAIP:** Payments from the state Employer-at-Injury Program for worksite modifications and wages associated with time-loss workers' compensation claims.

**Webinars:** CIS conducts a variety of webinars, including monthly sessions on employment-related issues in which members can participate free of charge.

**CIS Conference:** The Annual Conference is CIS' premier training event. A grant is provided to each member entity to send one staff member free of charge, including conference meals and one night's lodging.

**Pre-Loss Legal Events:** Great legal advice on employment-related issues, at no cost! Each pre-loss event relates to consultation about a specific employee; each event often has several contacts with an attorney.

**Learning Center Courses:** CIS members have unlimited access to free online courses associated with the coverage in which your entity participates. CIS offers many in-person, on-site training courses as well.

**Property Appraisals:** CIS property members obtain a free property appraisal every 5 years.

**BAC/Open Enrollment Meetings:** Members of CIS Benefits have opportunities each year to provide input on CIS programs via the Benefits Advisory Committee (BAC) and to be in-the-know about upcoming plans for open enrollment.

**Best Practice (BP) Survey Results:** Each entity annually will meet with their Risk Management Consultant to take a Best Practices survey. This section shows how your entity's risk management efforts compare with the CIS pool average.

# City of Newport 2014-15 Membership Report

Agent: PayneWest Insurance-Newport

### Coverage Participation

General Liability (GL):	Yes
Auto Liability (AL):	Yes
Auto Physical Damage (APD):	Yes
Property (PR):	Yes
Workers' Compensation (WC):	Yes
Excess Quake:	No
Excess Flood:	No
Excess Crime:	Yes
Excess Cyber Liability:	No
Excess Liability:	No
Difference In Conditions:	No
-----	-----
Medical:	Yes
Dental:	Yes
Life:	Yes

### 2014 Risk Management Activity Member & Travel Time

Topics	Hours
Best Practices:	1.50
Claims Analysis:	1.38
Ergonomics:	0.00
Inspection:	0.00
Return to Work:	1.38
RM Consulting:	8.00
Safety Committee:	0.00
Training:	12.25
Other:	46.50
<b>Total Hours:</b>	<b>71.00</b>

### Property/Casualty Claim Summary

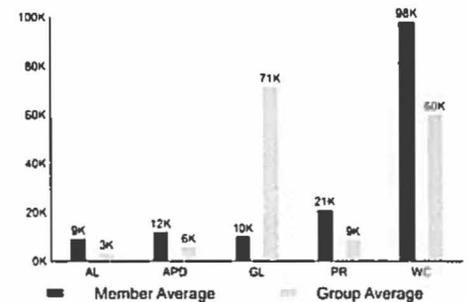
	Claims	Costs
2012-2013	51	\$231,478
2013-2014	31	\$80,917
2014-2015	31	\$137,923

**Member Average \$150,106**

**Group Average\* \$129,329**

\*Group Average = Cities w/ pop. between 10k & 25k.

Average Annual Claim Costs by Line of Coverage



### Risk Management Services Provided in 2014

- EAIP Work Mod Recovery Reimbursement: \$5,637.36  
EAIP Work Wage Recovery Reimbursement: \$12,124.52
- Webinars Registered for in 2014: 2  
Webinar Registrants in 2014: 3
- Attended the 2014 CIS Annual Conference: Yes  
The 2014 CIS Annual Conference Attendees: 1
- Pre-Loss Legal Events: 8
- CIS Learning Management System courses registered: 767
- Property Appraisal Completed: Yes
- Attended Benefits Advisory Committee/Open Enrollment Meetings: Yes

### Grants in 2014

Return to Work	\$4,756.19
Worksite Wellness	\$1,300.00

### Best Practice (BP) Survey Results

BP Score	Max Possible Score	% Correct	% Correct Avg.*
<b>General Liability</b>			
136	152	89%	65%
<b>Property</b>			
26	26	100%	72%

\*Average for all members.

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ANNALS OF SEISMOLOGY | JULY 20, 2015 ISSUE

# THE REALLY BIG ONE

*An earthquake will destroy a sizable portion of the coastal Northwest. The question is when.*

BY KATHRYN SCHULZ

**W**hen the 2011 earthquake and tsunami struck Tohoku, Japan, Chris Goldfinger was two hundred miles away, in the city of Kashiwa, at an international meeting on seismology. As the shaking started, everyone in the room began to laugh.

Earthquakes are common in Japan—that one was the third of the week—and the participants were, after all, at a seismology conference. Then everyone in the room checked the time.

Seismologists know that how long an earthquake lasts is a decent proxy for its magnitude. The 1989 earthquake in Loma Prieta, California, which killed sixty-three people and caused six billion dollars' worth of damage, lasted about fifteen seconds and had a magnitude of 6.9. A thirty-second earthquake generally has a magnitude in the mid-sevens. A minute-long quake is in the high sevens, a two-minute quake has entered the eights, and a three-minute quake is in the high eights. By four minutes, an earthquake has hit magnitude 9.0.

When Goldfinger looked at his watch, it was quarter to three. The conference was wrapping up for the day. He was thinking about sushi. The speaker at the lectern was wondering if he should carry on with his talk. The earthquake was not particularly strong. Then it ticked past the sixty-second mark, making it longer than the others that week. The shaking intensified. The seats in the conference room were small plastic desks with wheels. Goldfinger, who is tall and solidly

*The next full-margin rupture of the Cascadia subduction zone will spell the worst natural disaster in the history of the continent.*



ILLUSTRATION BY CHRISTOPH NIEMANN; MAP BY ZIGGYMAJ / GETTY

built, thought, No way am I crouching under one of those for cover. At a minute and a half, everyone in the room got up and went outside.

It was March. There was a chill in the air, and snow flurries, but no snow on the ground. Nor, from the feel of it, was there ground on the ground. The earth snapped and popped and rippled. It was, Goldfinger thought, like driving through rocky terrain in a vehicle with no shocks, if both the vehicle and the terrain were also on a raft in high seas. The quake passed the two-minute mark. The trees, still hung with the previous autumn's dead leaves, were making a strange rattling sound. The flagpole atop the building he and his colleagues had just vacated was whipping through an arc of forty degrees. The building itself was base-isolated, a seismic-safety technology in which the body of a structure rests on movable bearings rather than directly on its foundation. Goldfinger lurched over to take a look. The base was lurching, too, back and forth a foot at a time, digging a trench in the yard. He thought better of it, and lurched away. His watch swept past the three-minute mark and kept going.

Oh, shit, Goldfinger thought, although not in dread, at first: in amazement. For decades, seismologists had believed that Japan could not experience an earthquake stronger than magnitude 8.4. In 2005, however, at a conference in Hokudan, a Japanese geologist named Yasutaka Ikeda had argued that the nation should expect a magnitude 9.0 in the near future—with catastrophic consequences, because Japan's famous earthquake-and-tsunami preparedness, including the height of its sea walls, was based on incorrect science. The presentation was met with polite applause and thereafter largely ignored. Now, Goldfinger realized as the shaking hit the four-minute mark, the planet was proving the Japanese Cassandra right.

For a moment, that was pretty cool: a real-time revolution in earthquake science. Almost immediately, though, it became extremely uncool, because Goldfinger and every other seismologist standing outside in Kashiwa knew what was coming. One of them pulled out a cell phone and started streaming videos from the Japanese broadcasting station NHK, shot by helicopters that had flown out to sea soon after the shaking started. Thirty minutes after Goldfinger first stepped outside, he watched the tsunami roll in, in real time, on a two-inch screen.

In the end, the magnitude-9.0 Tohoku earthquake and subsequent tsunami killed more than eighteen thousand people, devastated northeast Japan, triggered the meltdown at the Fukushima power plant, and cost an estimated two hundred and twenty billion dollars. The shaking earlier in the week turned out to be the foreshocks of the largest earthquake in the nation's recorded history. But for Chris Goldfinger, a paleoseismologist at Oregon State University and one of the world's leading experts on a little-known fault line, the main quake was itself a kind of foreshock: a preview of another earthquake still to come.

**M**ost people in the United States know just one fault line by name: the San Andreas, which runs nearly the length of California and is perpetually rumored to be on the verge of unleashing “the big one.” That rumor is misleading, no matter what the San Andreas ever does. Every fault line has an upper limit to its potency, determined by its length and width, and by how far it can slip. For the San Andreas, one of the most extensively studied and best understood fault lines in the world, that upper limit is roughly an 8.2—a powerful earthquake, but, because the Richter scale is logarithmic, only six per cent as strong as the 2011 event in Japan.

*“Perhaps I’ve said too much.”*

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Just north of the San Andreas, however, lies another fault line.

Known as the Cascadia subduction zone, it runs for seven hundred miles off the coast of the Pacific Northwest, beginning near Cape Mendocino, California, continuing

along Oregon and Washington, and terminating around Vancouver Island, Canada. The “Cascadia” part of its name comes from the Cascade Range, a chain of volcanic mountains that follow the same course a hundred or so miles inland. The “subduction zone” part refers to a region of the planet where one tectonic plate is sliding underneath (subducting) another. Tectonic plates are those slabs of mantle and crust that, in their epochs-long drift, rearrange the earth’s continents and oceans. Most of the time, their movement is slow, harmless, and all but undetectable. Occasionally, at the borders where they meet, it is not.

Take your hands and hold them palms down, middle fingertips touching. Your right hand represents the North American tectonic plate, which bears on its back, among other things, our entire continent, from One World Trade Center to the Space Needle, in Seattle. Your left hand represents an oceanic plate called Juan de Fuca, ninety thousand square miles in size. The place where they meet is the Cascadia subduction zone. Now slide your left hand under your right one. That is what the Juan de Fuca plate is doing: slipping steadily beneath North America. When you try it, your right hand will slide up your left arm, as if you were pushing up your sleeve. That is what North America is not doing. It is stuck, wedged tight against the surface of the other plate.

Without moving your hands, curl your right knuckles up, so that they point toward the ceiling. Under pressure from Juan de Fuca, the stuck edge of North America is bulging upward and compressing eastward, at the rate of, respectively, three to four millimetres and thirty to forty millimetres a year. It can do so for quite some time, because, as continent stuff goes, it is young, made of rock that is still relatively elastic. (Rocks, like us, get stiffer as they age.) But it cannot do so indefinitely. There is a backstop—the craton, that ancient unbudgeable mass at the center of the continent—and, sooner or later, North America will rebound like a spring. If, on that occasion, only the southern part of the Cascadia subduction zone gives way—your first two fingers, say—the magnitude of the resulting quake will be somewhere between 8.0 and 8.6. *That's* the big one. If the entire zone gives way at once, an event that seismologists call a full-margin rupture, the magnitude will be somewhere between 8.7 and 9.2. *That's* the very big one.

Flick your right fingers outward, forcefully, so that your hand flattens back down again. When the next very big earthquake hits, the northwest edge of the continent, from California to Canada and the continental shelf to the Cascades, will drop by as much as six feet and rebound thirty to a hundred feet to the west—losing, within minutes, all the elevation and compression it has gained over centuries. Some of that shift will take place beneath the ocean, displacing a colossal quantity of seawater. (Watch what your fingertips do when you flatten your hand.) The water will surge upward into a huge hill, then promptly collapse. One side will rush west, toward Japan. The other side will rush east, in a seven-hundred-mile liquid wall that will reach

the Northwest coast, on average, fifteen minutes after the earthquake begins. By the time the shaking has ceased and the tsunami has receded, the region will be unrecognizable. Kenneth Murphy, who directs FEMA's Region X, the division responsible for Oregon, Washington, Idaho, and Alaska, says, "Our operating assumption is that everything west of Interstate 5 will be toast."

In the Pacific Northwest, everything west of Interstate 5 covers some hundred and forty thousand square miles, including Seattle, Tacoma, Portland, Eugene, Salem (the capital city of Oregon), Olympia (the capital of Washington), and some seven million people. When the next full-margin rupture happens, that region will suffer the worst natural disaster in the history of North America. Roughly three thousand people died in San Francisco's 1906 earthquake. Almost two thousand died in Hurricane Katrina. Almost three hundred died in Hurricane Sandy. FEMA projects that nearly thirteen thousand people will die in the Cascadia earthquake and tsunami. Another twenty-seven thousand will be injured, and the agency expects that it will need to provide shelter for a million displaced people, and food and water for another two and a half million. "This is one time that I'm hoping all the science is wrong, and it won't happen for another thousand years," Murphy says.

In fact, the science is robust, and one of the chief scientists behind it is Chris Goldfinger. Thanks to work done by him and his colleagues, we now know that the odds of the big Cascadia earthquake happening in the next fifty years are roughly one in three. The odds of the very big one are roughly one in ten. Even those numbers do not fully reflect the danger—or, more to the point, how unprepared the Pacific Northwest is to face it. The truly worrisome figures in this story are these: Thirty years ago, no one knew that the Cascadia subduction zone had ever produced a major earthquake. Forty-five years ago, no one even knew it existed.

*"I'll do what everybody does—sell this startup just before we have to hire a female employee."*



In May of 1804, Meriwether Lewis and William Clark, together with their Corps of Discovery, set off from St. Louis on America's first official cross-country expedition. Eighteen months later, they reached the Pacific Ocean

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and made camp near the present-day town of Astoria, Oregon. The United States was, at the time, twenty-nine years old. Canada was not yet a country. The continent's far expanses were so unknown to its white explorers that Thomas Jefferson, who commissioned the journey, thought that the men would come across woolly mammoths. Native Americans had lived in the Northwest for millennia, but they had no written language, and the many things to which the arriving Europeans subjected them did not include seismological inquiries. The newcomers took the land they encountered at face value, and at face value it was a find: vast, cheap, temperate, fertile, and, to all appearances, remarkably benign.

A century and a half elapsed before anyone had any inkling that the Pacific Northwest was not a quiet place but a place in a long period of quiet. It took another fifty years to uncover and interpret the region's seismic history. Geology, as even geologists will tell you, is not normally the sexiest of disciplines; it hunkers down with earthly stuff while the glory accrues to the human and the cosmic—to genetics, neuroscience, physics. But, sooner or later, every field has its field day, and the discovery of the Cascadia subduction zone stands as one of the greatest scientific detective stories of our time.

The first clue came from geography. Almost all of the world's most powerful earthquakes occur in the Ring of Fire, the volcanically and seismically volatile swath of the Pacific that runs from New Zealand up through Indonesia and Japan, across the ocean to Alaska, and down the west coast of the Americas to Chile. Japan, 2011, magnitude 9.0; Indonesia, 2004, magnitude 9.1; Alaska, 1964, magnitude 9.2; Chile, 1960, magnitude 9.5—not until the late nineteen-sixties, with the rise of the theory of plate tectonics, could geologists explain this pattern. The Ring of Fire, it turns out, is really a ring of subduction zones. Nearly all the earthquakes in the region are caused by continental plates getting stuck on oceanic plates—as North America is stuck on Juan de Fuca—and then getting abruptly unstuck. And nearly all the volcanoes are caused by the oceanic plates sliding deep beneath the continental ones, eventually reaching temperatures and pressures so extreme that they melt the rock above them.

The Pacific Northwest sits squarely within the Ring of Fire. Off its coast, an oceanic plate is slipping beneath a continental one. Inland, the Cascade volcanoes mark the line where, far below, the Juan de Fuca plate is heating up and melting everything above it. In other words, the Cascadia subduction zone has, as Goldfinger put it, “all the right anatomical parts.” Yet not once in recorded history has it caused a major earthquake—or, for that matter, any quake to speak of. By contrast, other subduction zones produce major earthquakes occasionally and minor ones all the time: magnitude 5.0, magnitude 4.0, magnitude why are the neighbors moving their sofa at midnight. You can scarcely spend a week in Japan without feeling this sort of earthquake. You can spend a lifetime in many parts of the Northwest—several, in fact, if you had them to spend—and not feel so much as a quiver. The question facing geologists in the nineteen-seventies was whether the Cascadia subduction zone had ever broken its eerie silence.

In the late nineteen-eighties, Brian Atwater, a geologist with the United States Geological Survey, and a graduate student named David Yamaguchi found the answer, and another major clue in the Cascadia puzzle. Their discovery is best illustrated in a place called the ghost forest, a grove of western red cedars on the banks of the Copalis River, near the Washington coast. When I paddled out to it last summer, with Atwater and Yamaguchi, it was easy to see how it got its name. The cedars are spread out across a low salt marsh on a wide northern bend in the river, long dead but still standing. Leafless, branchless, barkless, they are reduced to their trunks and worn to a smooth silver-gray, as if they had always carried their own tombstones inside them.

What killed the trees in the ghost forest was saltwater. It had long been assumed that they died slowly, as the sea level around them gradually rose and submerged their roots. But, by 1987, Atwater, who had found in soil layers evidence of sudden land subsidence along the Washington coast, suspected that that was backward—that the trees had died quickly when the ground beneath them plummeted. To find out, he teamed up with Yamaguchi, a specialist in dendrochronology, the study of growth-ring patterns in trees. Yamaguchi took samples of the cedars and found that they had died simultaneously: in tree after tree, the final rings dated to the summer of 1699. Since trees do not grow in the winter, he and Atwater concluded that sometime between

August of 1699 and May of 1700 an earthquake had caused the land to drop and killed the cedars. That time frame predated by more than a hundred years the written history of the Pacific Northwest—and so, by rights, the detective story should have ended there.

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But it did not. If you travel five thousand miles due west from the ghost forest, you reach the northeast coast of Japan. As the events of 2011 made clear, that coast is vulnerable to tsunamis, and the Japanese have kept track of them since at least 599 A.D.

In that fourteen-hundred-year history, one incident has long stood out for its strangeness. On the eighth day of the twelfth month of the twelfth year of the Genroku era, a six-hundred-mile-long wave struck the coast, levelling homes, breaching a castle moat, and causing an accident at sea. The Japanese understood that tsunamis were the result of earthquakes, yet no one felt the ground shake before the Genroku event. The wave had no discernible origin. When scientists began studying it, they called it an orphan tsunami.

Finally, in a 1996 article in *Nature*, a seismologist named Kenji Satake and three colleagues, drawing on the work of Atwater and Yamaguchi, matched that orphan to its parent—and thereby filled in the blanks in the Cascadia story with uncanny specificity. At approximately nine o' clock at night on January 26, 1700, a magnitude-9.0 earthquake struck the Pacific Northwest, causing sudden land subsidence, drowning coastal forests, and, out in the ocean, lifting up a wave half the length of a continent. It took roughly fifteen minutes for the Eastern half of that wave to strike the Northwest coast. It took ten hours for the other half to cross the ocean. It reached Japan on January 27, 1700: by the local calendar, the eighth day of the twelfth month of the twelfth year of Genroku.

Once scientists had reconstructed the 1700 earthquake, certain previously overlooked accounts also came to seem like clues. In 1964, Chief Louis Nookmis, of the Huu-ay-aht First Nation, in British Columbia, told a story, passed down through seven generations, about the eradication of Vancouver Island's Pachena Bay people. "I think it was at nighttime that the land shook," Nookmis recalled. According

to another tribal history, "They sank at once, were all drowned; not one survived." A hundred years earlier, Billy Balch, a leader of the Makah tribe, recounted a similar story. Before his own time, he said, all the water had receded from Washington State's Neah Bay, then suddenly poured back in, inundating the entire region. Those who survived later found canoes hanging from the trees. In a 2005 study, Ruth Ludwin, then a seismologist at the University of Washington, together with nine colleagues, collected and analyzed Native American reports of earthquakes and saltwater floods. Some of those reports contained enough information to estimate a date range for the events they described. On average, the midpoint of that range was 1701.

It does not speak well of European-Americans that such stories counted as evidence for a proposition only after that proposition had been proved. Still, the reconstruction of the Cascadia earthquake of 1700 is one of those rare natural puzzles whose pieces fit together as tectonic plates do not: perfectly. It is wonderful science. It was wonderful *for* science. And it was terrible news for the millions of inhabitants of the Pacific Northwest. As Goldfinger put it, "In the late eighties and early nineties, the paradigm shifted to 'uh-oh.' "

Goldfinger told me this in his lab at Oregon State, a low prefab building that a passing English major might reasonably mistake for the maintenance department. Inside the lab is a walk-in freezer. Inside the freezer are floor-to-ceiling racks filled with cryptically labelled tubes, four inches in diameter and five feet long. Each tube contains a core sample of the seafloor. Each sample contains the history, written in seafloorese, of the past ten thousand years. During subduction-zone earthquakes, torrents of land rush off the continental slope, leaving a permanent deposit on the bottom of the ocean. By counting the number and the size of deposits in each sample, then comparing their extent and consistency along the length of the Cascadia subduction zone, Goldfinger and his colleagues were able to determine how much of the zone has ruptured, how often, and how drastically.

Thanks to that work, we now know that the Pacific Northwest has experienced forty-one subduction-zone earthquakes in the past ten thousand years. If you divide ten thousand by forty-one, you get two hundred and forty-three, which is Cascadia's recurrence interval: the

average amount of time that elapses between earthquakes. That timespan is dangerous both because it is too long—long enough for us to unwittingly build an entire civilization on top of our continent's worst fault line—and because it is not long enough. Counting from the earthquake of 1700, we are now three hundred and fifteen years into a two-hundred-and-forty-three-year cycle.

It is possible to quibble with that number. Recurrence intervals are averages, and averages are tricky: ten is the average of nine and eleven, but also of eighteen and two. It is not possible, however, to dispute the scale of the problem. The devastation in Japan in 2011 was the result of a discrepancy between what the best science predicted and what the region was prepared to withstand. The same will hold true in the Pacific Northwest—but here the discrepancy is enormous. “The science part is fun,” Goldfinger says. “And I love doing it. But the gap between what we know and what we should do about it is getting bigger and bigger, and the action really needs to turn to responding. Otherwise, we’re going to be hammered. I’ve been through one of these massive earthquakes in the most seismically prepared nation on earth. If that was Portland”—Goldfinger finished the sentence with a shake of his head before he finished it with words. “Let’s just say I would rather not be here.”

*“This heat is  
killing me. Let’s  
get a drink in  
Little  
Antarctica.”*

JULY 20, 2009

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**T**he first sign that the Cascadia earthquake has begun will be a compressional wave, radiating outward from the fault line. Compressional waves are fast-moving, high-frequency waves, audible to dogs and certain other animals but experienced by humans only as a sudden jolt. They are not

very harmful, but they are potentially very useful, since they travel fast enough to be detected by sensors thirty to ninety seconds ahead of other seismic waves. That is enough time for earthquake early-warning systems, such as those in use throughout Japan, to automatically perform a variety of lifesaving functions: shutting down railways and power plants, opening elevators and firehouse doors, alerting hospitals to halt surgeries, and triggering alarms so that the general public can take cover. The Pacific Northwest has no early-

warning system. When the Cascadia earthquake begins, there will be, instead, a cacophony of barking dogs and a long, suspended, what-was-that moment before the surface waves arrive. Surface waves are slower, lower-frequency waves that move the ground both up and down and side to side: the shaking, starting in earnest.

Soon after that shaking begins, the electrical grid will fail, likely everywhere west of the Cascades and possibly well beyond. If it happens at night, the ensuing catastrophe will unfold in darkness. In theory, those who are at home when it hits should be safest; it is easy and relatively inexpensive to seismically safeguard a private dwelling. But, lulled into nonchalance by their seemingly benign environment, most people in the Pacific Northwest have not done so. That nonchalance will shatter instantly. So will everything made of glass. Anything indoors and unsecured will lurch across the floor or come crashing down: bookshelves, lamps, computers, cannisters of flour in the pantry. Refrigerators will walk out of kitchens, unplugging themselves and toppling over. Water heaters will fall and smash interior gas lines. Houses that are not bolted to their foundations will slide off—or, rather, they will stay put, obeying inertia, while the foundations, together with the rest of the Northwest, jolt westward. Unmoored on the undulating ground, the homes will begin to collapse.

Across the region, other, larger structures will also start to fail. Until 1974, the state of Oregon had no seismic code, and few places in the Pacific Northwest had one appropriate to a magnitude-9.0 earthquake until 1994. The vast majority of buildings in the region were constructed before then. Ian Madin, who directs the Oregon Department of Geology and Mineral Industries (DOGAMI), estimates that seventy-five per cent of all structures in the state are not designed to withstand a major Cascadia quake. FEMA calculates that, across the region, something on the order of a million buildings—more than three thousand of them schools—will collapse or be compromised in the earthquake. So will half of all highway bridges, fifteen of the seventeen bridges spanning Portland's two rivers, and two-thirds of railways and airports; also, one-third of all fire stations, half of all police stations, and two-thirds of all hospitals.

Certain disasters stem from many small problems conspiring to cause one very large problem. For want of a nail, the war was lost; for fifteen independently insignificant errors, the jetliner was lost. Subduction-zone earthquakes operate on the opposite principle: one enormous problem causes many other enormous problems. The shaking from the Cascadia quake will set off landslides throughout the region—up to thirty thousand of them in Seattle alone, the city’s emergency-management office estimates. It will also induce a process called liquefaction, whereby seemingly solid ground starts behaving like a liquid, to the detriment of anything on top of it. Fifteen per cent of Seattle is built on liquefiable land, including seventeen day-care centers and the homes of some thirty-four thousand five hundred people. So is Oregon’s critical energy-infrastructure hub, a six-mile stretch of Portland through which flows ninety per cent of the state’s liquid fuel and which houses everything from electrical substations to natural-gas terminals. Together, the sloshing, sliding, and shaking will trigger fires, flooding, pipe failures, dam breaches, and hazardous-material spills. Any one of these second-order disasters could swamp the original earthquake in terms of cost, damage, or casualties—and one of them definitely will. Four to six minutes after the dogs start barking, the shaking will subside. For another few minutes, the region, upended, will continue to fall apart on its own. Then the wave will arrive, and the real destruction will begin.

Among natural disasters, tsunamis may be the closest to being completely unsurvivable. The only likely way to outlive one is not to be there when it happens: to steer clear of the vulnerable area in the first place, or get yourself to high ground as fast as possible. For the seventy-one thousand people who live in Cascadia’s inundation zone, that will mean evacuating in the narrow window after one disaster ends and before another begins. They will be notified to do so only by the earthquake itself—“a vibrate-alert system,” Kevin Cupples, the city planner for the town of Seaside, Oregon, jokes—and they are urged to leave on foot, since the earthquake will render roads impassable. Depending on location, they will have between ten and thirty minutes to get out. That time line does not allow for finding a flashlight, tending to an earthquake injury, hesitating amid the ruins of a home, searching for loved ones, or being a Good Samaritan. “When that tsunami is coming, you run,” Jay Wilson, the chair of the

Oregon Seismic Safety Policy Advisory Commission (OSSPAC), says. "You protect yourself, you don't turn around, you don't go back to save anybody. You run for your life."

The time to save people from a tsunami is before it happens, but the region has not yet taken serious steps toward doing so. Hotels and businesses are not required to post evacuation routes or to provide employees with evacuation training. In Oregon, it has been illegal since 1995 to build hospitals, schools, firehouses, and police stations in the inundation zone, but those which are already in it can stay, and any other new construction is permissible: energy facilities, hotels, retirement homes. In those cases, builders are required only to consult with DOGAMI about evacuation plans. "So you come in and sit down," Ian Madin says. "And I say, 'That's a stupid idea.' And you say, 'Thanks. Now we've consulted.' "

These lax safety policies guarantee that many people inside the inundation zone will not get out. Twenty-two per cent of Oregon's coastal population is sixty-five or older. Twenty-nine per cent of the state's population is disabled, and that figure rises in many coastal counties. "We can't save them," Kevin Cupples says. "I'm not going to sugarcoat it and say, 'Oh, yeah, we'll go around and check on the elderly.' No. We won't." Nor will anyone save the tourists. Washington State Park properties within the inundation zone see an average of seventeen thousand and twenty-nine guests a day. Madin estimates that up to a hundred and fifty thousand people visit Oregon's beaches on summer weekends. "Most of them won't have a clue as to how to evacuate," he says. "And the beaches are the hardest place to evacuate from."

Those who cannot get out of the inundation zone under their own power will quickly be overtaken by a greater one. A grown man is knocked over by ankle-deep water moving at 6.7 miles an hour. The tsunami will be moving more than twice that fast when it arrives. Its height will vary with the contours of the coast, from twenty feet to more than a hundred feet. It will not look like a Hokusai-style wave, rising up from the surface of the sea and breaking from above. It will look like the whole ocean, elevated, overtaking land. Nor will it be made only of water—not once it reaches the shore. It will be a five-

story deluge of pickup trucks and doorframes and cinder blocks and fishing boats and utility poles and everything else that once constituted the coastal towns of the Pacific Northwest.

To see the full scale of the devastation when that tsunami recedes, you would need to be in the international space station. The inundation zone will be scoured of structures from California to Canada. The earthquake will have wrought its worst havoc west of the Cascades but caused damage as far away as Sacramento, California—as distant from the worst-hit areas as Fort Wayne, Indiana, is from New York. FEMA expects to coordinate search-and-rescue operations across a hundred thousand square miles and in the waters off four hundred and fifty-three miles of coastline. As for casualties: the figures I cited earlier—twenty-seven thousand injured, almost thirteen thousand dead—are based on the agency's official planning scenario, which has the earthquake striking at 9:41 A.M. on February 6th. If, instead, it strikes in the summer, when the beaches are full, those numbers could be off by a horrifying margin.

Wineglasses, antique vases, Humpty Dumpty, hip bones, hearts: what breaks quickly generally mends slowly, if at all. OSSPAC estimates that in the I-5 corridor it will take between one and three months after the earthquake to restore electricity, a month to a year to restore drinking water and sewer service, six months to a year to restore major highways, and eighteen months to restore health-care facilities. On the coast, those numbers go up. Whoever chooses or has no choice but to stay there will spend three to six months without electricity, one to three years without drinking water and sewage systems, and three or more years without hospitals. Those estimates do not apply to the tsunami-inundation zone, which will remain all but uninhabitable for years.

How much all this will cost is anyone's guess; FEMA puts every number on its relief-and-recovery plan except a price. But whatever the ultimate figure—and even though U.S. taxpayers will cover seventy-five to a hundred per cent of the damage, as happens in declared disasters—the economy of the Pacific Northwest will collapse. Crippled by a lack of basic services, businesses will fail or move away. Many residents will flee as well. OSSPAC predicts a

mass-displacement event and a long-term population downturn. Chris Goldfinger didn't want to be there when it happened. But, by many metrics, it will be as bad or worse to be there afterward.

n the face of it, earthquakes seem to present us with problems of space: the way we live along fault lines, in brick buildings, in homes made valuable by their proximity to the sea. But, covertly, they also present us with problems of time. The earth is 4.5 billion years old, but we are a young species, relatively speaking, with an average individual allotment of three score years and ten. The brevity of our lives breeds a kind of temporal parochialism—an ignorance of or an indifference to those planetary gears which turn more slowly than our own.

This problem is bidirectional. The Cascadia subduction zone remained hidden from us for so long because we could not see deep enough into the past. It poses a danger to us today because we have not thought deeply enough about the future. That is no longer a problem of information; we now understand very well what the Cascadia fault line will someday do. Nor is it a problem of imagination. If you are so inclined, you can watch an earthquake destroy much of the West Coast this summer in Brad Peyton's "San Andreas," while, in neighboring theatres, the world threatens to succumb to Armageddon by other means: viruses, robots, resource scarcity, zombies, aliens, plague. As those movies attest, we excel at imagining future scenarios, including awful ones. But such apocalyptic visions are a form of escapism, not a moral summons, and still less a plan of action. Where we stumble is in conjuring up grim futures in a way that helps to avert them.

That problem is not specific to earthquakes, of course. The Cascadia situation, a calamity in its own right, is also a parable for this age of ecological reckoning, and the questions it raises are ones that we all now face. How should a society respond to a looming crisis of uncertain timing but of catastrophic proportions? How can it begin to right itself when its entire infrastructure and culture developed in a way that leaves it profoundly vulnerable to natural disaster?

The last person I met with in the Pacific Northwest was Doug Dougherty, the superintendent of schools for Seaside, which lies almost entirely within the tsunami-inundation zone. Of the four

schools that Dougherty oversees, with a total student population of sixteen hundred, one is relatively safe. The others sit five to fifteen feet above sea level. When the tsunami comes, they will be as much as forty-five feet below it.

In 2009, Dougherty told me, he found some land for sale outside the inundation zone, and proposed building a new K-12 campus there. Four years later, to foot the hundred-and-twenty-eight-million-dollar bill, the district put up a bond measure. The tax increase for residents amounted to two dollars and sixteen cents per thousand dollars of property value. The measure failed by sixty-two per cent. Dougherty tried seeking help from Oregon's congressional delegation but came up empty. The state makes money available for seismic upgrades, but buildings within the inundation zone cannot apply. At present, all Dougherty can do is make sure that his students know how to evacuate.

Some of them, however, will not be able to do so. At an elementary school in the community of Gearhart, the children will be trapped. "They can't make it out from that school," Dougherty said. "They have no place to go." On one side lies the ocean; on the other, a wide, roadless bog. When the tsunami comes, the only place to go in Gearhart is a small ridge just behind the school. At its tallest, it is forty-five feet high—lower than the expected wave in a full-margin earthquake. For now, the route to the ridge is marked by signs that say "Temporary Tsunami Assembly Area." I asked Dougherty about the state's long-range plan. "There is no long-range plan," he said.

Dougherty's office is deep inside the inundation zone, a few blocks from the beach. All day long, just out of sight, the ocean rises up and collapses, spilling foamy overlapping ovals onto the shore. Eighty miles farther out, ten thousand feet below the surface of the sea, the hand of a geological clock is somewhere in its slow sweep. All across the region, seismologists are looking at their watches, wondering how long we have, and what we will do, before geological time catches up to our own. ♦

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**Watch: A radioactive site in Queens that may become New York City's next Superfund site.**



**Kathryn Schulz** joined *The New Yorker* as a staff writer in 2015.

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Spencer,

Thanks for your support of Tim's quest for local agencies. It was a raving success. Helped bridge some great relationships between the City of Newport and its targeted funding agencies.



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We would like to thank you for the huge part  
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Marathon/Half Marathon. While being  
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become a team and make it a first class  
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The City of Newport is so generous in  
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the event, helping make the event a great  
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parts of the US and Canada!  
We look forward to working with you in  
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Tom Swinford - race director of the Newport Booster  
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The Newport Marathon is a non-profit event put on by the  
Newport Booster Club to raise funds to support Newport  
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