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## MEMO

DATE: October 19, 2022  
TO: Mayor and City Council  
FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the Five-week Period Ending Friday, September 30, 2022

During this period, I was out of the office for vacation, the ICMA Annual Conference, and serving as part of the delegation from Newport to advocate for the inclusion of a \$60 million authorization in the Water Resource Development Act (WRDA) of 2022 Bill. I will be participating in the League of Oregon Cities (LOC) Annual Conference in Bend in early October. Once I return, I plan to be back in Newport for a while.

**Highlights of activities over the five weeks include the following:**

- Lance Vanderbeck and I met with representatives with Lifelight regarding a request for expanded use of space at the Newport Municipal Airport. As part of our discussions, we asked them what their long-term plans were for operating out of the Newport Airport. Lifelight stated they would like to establish a permanent facility at the airport. When we first agreed to this site, it was intended to be a temporary facility. It seems to make sense for them to consider establishing a more permanent facility here. We will be discussing a lease extension, as well as some indication of what their plans are moving forward.
- Mayor Sawyer, Aaron Collett and I provided an overview and tour of the Big Creek Dam to the Yaquina Bay Economic Foundation. This was a good opportunity to continue building local support for this critical project.
- Held a town hall meeting at the water treatment plant for the Big Creek Reservoir neighborhood to update the neighborhood on the status of the replacement of the two earthen dams. We also indicated that we would be holding an emergency preparedness session for the neighborhood on Monday, September 26. There were several questions regarding whether a concrete dam was appropriate for the conditions on the Coast. There were questions about road access and concerns expressed about potential dam failure during the meeting. Overall, it was a good exchange that helped inform the neighbors of the reservoir.
- Participated in a work group meeting with Daphnee Legarza, City Manager of Lincoln City, and Judy Richter, City Manager of Toledo, on the development of an intergovernmental agreement, and the implementation of the state pilot funding to

address homelessness in Lincoln County. Following that meeting, I drafted the agreement for the next HB 4123 meeting. This agreement was forwarded to both Judy and Daphnee for their comments then forwarded to the HB 4123 Advisory Board for their review.

- Met with Jason Malloy, Barb James, and Lt. Brent Gainer to establish an acting sergeant for the department. We currently have two sergeant vacancies in the department that we have not been able to fill. The creation of an acting sergeant will give one of our officers the opportunity to gain additional experience to consider applying for this position. I have given authorization to proceed with this position.
- Met with Barb James on an employee matter.
- Participated in a special meeting of the OCCMA Board to review and approve the report from the Nominating Committee for officers that will be elected by the membership during the LOC meeting in Bend. In addition, OCCMA is charged with nominating an administrative official to serve on the LOC Board of Directors. The OCCMA Board approved the recommendations from the Nominating Committee which I chaired as the Past-president.
- Held a bi-monthly meeting with Richard Dutton.
- Met with Jason Holland to get the status of the Performing Arts Center and Visual Arts Center activities.
- Met with Dr. Richard R. Arbeene regarding his concerns of a cul-de-sac at the east end of Shermer. This is a requirement for a new house that is being built at this location. Dr. Arbeene was concerned about the elevation changes of the cul-de-sac, access to his property if there was some sort of retaining wall built, and drainage of water. These items were referred to the City Engineer for his review.
- Participated in interviews for the Deputy City Recorder position. We have great news on this position. We have a solid candidate who passed the background check and will be starting November 1. Her background is in law enforcement but her skillsets were appropriate to train her as a Deputy City Recorder.
- Prepared agenda items for the City Council meeting scheduled for Tuesday, September 6. City Hall was closed in observation of Labor Day on Monday, September 5.
- Held a routine Department Head meeting.
- Met with Richard Dutton and Matt Updenkelder from Astound Broadband regarding the potential use of the under-bay conduit by PUD. The PUD has asked to use one of the conduits in exchange for other services PUD has provided to the City. The PUD was part of the original negotiations when these conduits were placed under the bay, but opted not to proceed with the cost that Charter Communications and Astound Broadband (previously Comcast) who shared in the cost of construction. The PUD has provided a proposal for the use of one of these conduits. We are currently reviewing that since the PUD would like to know in October as to whether this will be a possibility.
- Participated in the September 6 Council work session that included an update on the climate action plan, an update on the council stipend, discussion on the role of the City promoting childcare, and the creation of a youth council.
- Participated in the regular Council meeting.
- Held bi-monthly meetings with Aaron Collett and David Powell to discuss various

departmental issue.

- Met with Ty Hildebrand, the General Manager of the PUD. It was a good opportunity for us to discuss his transition into the General Manager position, and working for a Board. This is always a significant adjustment for someone that is promoted within, but I think Ty is off to a very good start during these challenging times for employers due to the pandemic and staffing shortages. We have discussed several projects, including the dark sky initiative and under-bay conduit.
- Participated in an internal camping ordinance meeting to make adjustments for Council's consideration.
- School Superintendent Gray invited Mike Cavanaugh and I to participate in a photo op regarding the opening of the new soccer field.
- At a recent conference, we discussed one significant thing that local governments can do is recognize different populations and cultures in their community by naming those parks or facilities after someone or something that recognizes that cultural. I mentioned to Superintendent Gray that I was very supportive proceeding down these lines. She stated she would speak to the Board of Education. This would be a great opportunity to name the new field to reflect the Latin heritage in our community.
- Met with the participants for the Washington D.C. advocacy trip on behalf of funding for the Big Creek Dam.
- Met with Richard Dutton regarding IT staffing. This related to the part-time audio/visual position that is currently budgeted but unfilled. Based on the ever-expanding IT responsibilities, and the ability to fill this position with someone that can provide this level of support, Richard would like to consider making this a full-time position. This position would be responsible for support to our various boards and committees, as well as providing additional tech support to City staff.
- Along with Erik Glover, participated in a Vision 2040 Advisory Committee meeting. The Committee is sorting its way through to find ways to sustain the operations of the Committee without having a staff member (Leslie Palotas) for this purpose. We are continuing with EDALC for Leslie's services for certain aspects of this work. Erik is hearing the administration functions of this Committee.
- I was on vacation from Friday, September 9 through Friday, September 16. Angela and I spent time with my family in the Upper Peninsula of Michigan, and spent time with Angela's family in Southern Michigan. This vacation preceded the Annual ICMA Conference in Columbus, OH.
- Attended the 108<sup>th</sup> Annual ICMA Conference from September 17 through September 21. Last year OCCMA hosted this same Conference in Portland, OR. We had 2,200 people attending in person. The Ohio Conference was back up to approximately 4,200. ICMA conference attendance is back up as people are more comfortable participating. Unlike the Portland Conference, where masks and testing were required, this year's conference did not require that. For the Portland Conference there were zero cases of COVID-19 reported. The Ohio Conference had a number of positive COVID-19 cases. I think precautions in place helped reduce exposure.
  - I attended a full morning session on shaping the culture of your organization, since we have been discussing employee culture at a staff level this year. Organizations develop reputations that can be helpful and attractive to

retaining people to those organizations. These reputations developed because of the impression citizens have of the organization, the attitude of employees toward their employer, from vendors, media, and issues such as bond ratings that identify the financial health of the organization. Organizations that pursue excellence build stronger engagement and attitude for continued improvement, which is beneficial in attracting and keeping talent. One of the best ways to recruit new employees is from existing employees. If these employees are engaged and enthusiastic about their jobs, they can be very effective in attracting others to the organization.

Change is always a difficult task. It is important that the organization own the problem, and it is important that there is a sense of urgency to resolve the problem. One of the first steps to build a constructive workplace culture is for the employees to develop core values that are a basis for them to live by during their work with the organization

One of the key ways to build staffs' capacity and loyalty to the organization, is to continue training staff to not only do their jobs, but also embrace training for their advancement within the organization. Creating a cultural change requires effort. This can take over three years of consistent efforts, including referring to core values and follow-through of initiatives relating to employee professional development. Minimizing silos in the department is critical. Having people work together from different departments on different issues is a key way to eliminate barriers that restrict an organizations pathway to excellence.

Financial compensation is usually only a factor in three primary situations: 1.) an employee choosing what organization to work for; 2) meeting baseline financial needs from their employment; and, 3.) any differentiation of increases can matter if one employee gets a 2% raise while another employee gets a 5% raise. The employee receiving the 5% raise may feel good about it, but those employees not receiving that merit, interpret that as not being valued as much. Merit increases are particularly challenging in public organizations where compensation is public information.

There are several thresholds that organizations can use to measure how they are doing. These include:

- Organizational results related to the organizational vision
- Organizational culture that is developed from organizational values
- The overall leadership in management that occurs within the organization
- Engagement and passion of the employees working for the organization
- The organization's focus on maximizing performance
- The organization's efforts to measure progress
- The organization's ability to modify and change

- The focus on delighting customers of the organization

It is important that organizations move away from “mother may I” by giving employees the parameters to act and make decisions on the fly. The Ritz Carlton organization has a meeting on core values at 9 AM each morning to embed these values within their team. They provide housekeepers a \$2,000 budget to address any issues that customers have.

Robert Hogan, who writes on personality and organizations, indicates that individuals within organizations can have several characteristics. He outlines the positive traits and the negative actions that can result, if these are not built into the employees in the workplace. They are as follows:

- Integrity/irritability
- Confidence/moodiness
- Decision-making/indecision
- Clarity/lack of trust

Peter Drucker indicates that “culture will eat strategy for lunch. Culture and strategy should go to breakfast together.” The best managers and best leaders are present in the organization. It is important to have one-on-one time with employees to institute the values of an organization.

It is important not to view leaders within the organization as heroes when they put out fires that they may have created themselves. It is important to engage in form and continually educate staff on the vision of the organization. This is the guiding compass for how employees can mold their behavior within the organization. Core values should be used in employee evaluations and embedded in other functions, as well. With all the stresses within organizations, there is value to asking employees through a survey how they view their mental health and well-being within the organization.

- Heard a keynote address from Soledad O’Brien. Soledad spoke regarding ethics in the media. She indicated that the news editors or news programs play a critical role in identifying what information will be featured on the nightly news. Social media has emphasized the division in thoughts and ideas that people have across the country. This has had a significant impact on society since social media tends to direct and reinforce individuals’ views regardless of what those views are. Navigating issues like race is not all right or wrong. Media often suggests that these issues are black and white.

Media tends to portray stories to tell their view of the facts versus providing more analysis and understanding the depth of issues which may not be as clear-cut as typical stories indicate. Soledad has become a media critic and works to keep the media accountable for accurately covering events in a balanced way.

➤ Attended a session facilitated by Hannah Choi, Loudoun County, Virginia and Steve Mokrohisky from Lane County, Oregon. This session was about how to fail forward to foster cultures of innovation in local government. All innovation is powered by failure. Small failures can lead to big failures. Failing forward is critical to identify new processes in a complex environment. Organizations need to be transparent about the need to fail and about that failure. Without failures change will not occur. It is important to foster a government culture which understands that failure is part of the effort to innovate services. When looking at implementing a new innovation, there are four key phases:

- Understand the problem
- Identify barriers to learning from failure
- Experimentation is critical to break down barriers
- Identify plans to sustain the changes that are successful

We learn from failures. Every innovation is a result of multiple failures. Today, employee talent wants to work for an organization and is not afraid of individuals making mistakes to move the organization forward. In Lane County, the Administrator proceeded with a purchase of a building for a 24-hour mental health center. This concept fell flat with the City, the Chamber, and other key players within the county. In this case, the County moved too fast and was not successful in bringing folks along for this change. The benefit, however, is that many communications were fostered by this innovation that failed, and ideas on how to address problems were generated. One of the key challenges for organizations is that policies are often designed to reduce risks which conflicts with openness and trying to be innovative. It should be noted that innovative organizations are not trying to fail, but understand that failures will occur and failures create an opportunity for learning a better way to proceed with those initiatives.

Organizations often have breakdown of employees like this:

- Thirty percent are actively engaged
- Forty percent are disengaged
- Thirty percent are actively disengaged

Organizational leadership needs to utilize the actively engaged to move forward. There should be a goal of moving individuals up one step at a time. For those that are actively disengaged to move them up to disengaged, and those that are disengaged to move up to actively engaged. One area to help move folks up the engagement ladder, is to have folks shadow other folks in different departments. This helps the entire organization understand the challenges and issues that other departments are dealing with, and can provide innovative ideas and thoughts of how to do the current work in a better way. It also gives ownership to employees. Most municipal organizations operate in well-defined silos. Often, there is not much

discussion between those silos. It is important to cross pollinate ideas throughout the organization.

- Heard from keynote speaker US Airforce Retired Colonel, De De Halfhill. She talked about leadership during her career as a colonel in the Airforce. Staffs of an organization come from various backgrounds and directions. There is not always a clean and neat organizational chart to identify everyone's role played within the organization. Organizations dealing with COVID-19 and staffing shortages are dealing with a high level of burnout. COVID-19 brought a re-evaluation of work/life balance to many employees. Colonel Halfhill indicated "leaders must spend a reasonable amount of time attending to the fears and feelings of employees, or will spend an unreasonable amount of time trying to manage effective or destructive behaviors".

Loneliness is a huge issue within organizations. There is value to pull folks in to connect and build trust among each other. Colonel Halfhill indicated that she did research in the 1948 Airforce Handbook. In the 1948 version, there was much focus on things such as loneliness, fear and other very personal feelings. Interestingly, in the current version of the same handbook, almost all references to dealing with those issues have been removed from the handbook. Colonel Halfhill indicates that leaders within organizations focus on these kinds of feelings to keep the workforce connected and actively engaged in carrying out the mission of the organization. These are important conversations that matter.

- I attended my last meeting for the ICMA Future Host Committee. As a co-chair of the Portland Conference last year, I have been attending these meetings for several years. At this meeting, I gave the final report on hosting the 2021 conference. The folks in Columbus did an excellent job of hosting the 2022 conference. They were appreciative of the advice that Oregon has given them over the past few years in being fully prepared to host this year's event.
  - Heard from Nick Kittle author of the book 'Sustainovation'. Often, we fear the unknown. Efficiency, teamwork, and innovation are all different principles. Our brains tend to see things that can it identify with. Over time, most of our actions are pre-programmed based on the information the brain has collected over the years. This is one of the reasons why adults find innovation much more difficult than children do. This process trains out creativity amongst adults based on those individual adult life-experiences. Mr. Kittle uses the example of deterioration of the Lincoln Memorial walls and columns that are made from Indiana limestone. An acid wash was used to remove the bird droppings that were a frequent problem for the memorial, contributing to this deterioration. The question was asked as to why bird droppings were accumulative on two walls and pillars. This was a problem related to the spiders and insects that the birds were feeding on from the memorial. With further asking why, the insects were drawn to the memorial by the lights. As a result, instead of dealing with the droppings, the best

solution was turning off the lights at certain peak times when insects would collect on the walls and columns on the Lincoln Memorial. By asking 'why?' Several times a solution was found that reduced the work, damage and effort occurring to maintain the limestone.

Mr. Kittle discussed ways of innovations that include flex-bending the rules to meet a need; fuse-combined processes to end up with a better result; or fracture-breakup of the processes if separate processes lead to better end results.

It is important to note that creativity comes at different times for different people. Some people are much more creative in the morning while others may be more creative in the evening. Mr. Kittle asked if the past was a good predictor of the future. He argues that the future looks different from the past and if we focus on the past, it is much more difficult to develop new ways and creative ways of handling some problems and services that are addressed by local governments. He also differentiates between brainstorming and brain dumping. Storming leads to convergent thinking. Dumping is divergent. He suggests there are real benefits to having folks supply information before storming to get the biggest bang from a goal-setting session. It is also important to give time between brain-storming sessions and coming to conclusions on how to proceed to give folks that are less engaged an opportunity to weigh in with thoughts that come after the brain-storming session.

When new ideas are discovered, it is important to do small pilot projects on parts of those ideas. Keep it simple.

To pursue innovation, it is important to establish urgency. If an issue is not urgent, then it tends to sit on the back burner, while more urgent day-to-day issues are addressed. A controversy is an opportunity to educate folks about the issues related to a specific problem. To be an innovative local government, it is also important to focus on consents over consensus. It is often impossible to get a consensus from everyone to move forward with a new initiative. When you focus on consent, you are looking to see if there is any significant objection to moving forward with an initiative. Local government organizations need to develop a network of people who understand and support local government so that when you need them they are there to help. The more people that you can get onboard and understanding the organization, the more ammunition you must demonstrate the value of innovation to those who fear change. Finally, it is important to know that "haters" are going to hate.

- Mr. Kittle suggests three tips: 1.) One is to have an innovation fund of \$50,000 that employees can use on new initiatives; 2.) It is important to measure the effectiveness of the value of innovation; 3.) Educate the organization. It is important to turn every employee into a trainer for other



employees. When you have an employee that can instruct, you have an engaged and educated member of the organization that will help move the organization forward. Finally, it is important to drop the need for credit. For success, many hands are needed to move that forward. Giving credit to one individual is usually not effective in keeping the members of the team working together.

- Attended on the changes to the workforce coming out of the pandemic. It was noted that many employees are leaving jobs within five years of accepting a new job. This seems to be a new trend that has become very evident through the pandemic. As a result, supervisors are tired of training and losing people. Several suggestions for building more loyalty from employees include making work more fun, one city instituted cornhole tournaments, BBQs, and new employee coffees to help incorporate those employees within the organization.

There is a lot of concern about employees who started their employment during the pandemic, since their identity with their employer may be much different. This is particularly true for employees that have been working remotely.

It is important for employers to re-tool what they are looking for in a new employee. Traditionally, employers are looking for new employees with experience. The focus today needs to be less on experience and more on the potential of the employee to learn the job.

Within organizations, there are different philosophies from long-time senior employees versus the younger generation of employees working for city organizations. This creates a significant amount of stress between the millennials and the baby-boomers since their thoughts of productive work are quite different. We need to be focusing on what type of workplace we need to be attractive to younger workers.

It was indicated that employers should try to maintain some sort of hybrid work options to address the experiences that employees have had during COVID-19. With the increased opportunities on how people work, traditionally structured organizations may have a hard time attracting talent.

- Attended a session on equitable climate resilience for local government as it relates to social equity. Equitable climate resiliency focuses on reducing the impact of climate change on socially vulnerable populations. In looking at these types of issues, it is important to focus on utilizing data, stakeholder engagement, and communications to understand how the more socially vulnerable population is dealing with climate change issues. For stakeholder engagement, it is important to use a trusted agent or community member in reaching out to these populations. To gain participation, it is important to demonstrate the value of participating in these discussions and addressing barriers to folks not participating in these discussions.

- Attended a session on effective homeless crisis response systems. This session focused on the efforts made in Sarasota, Florida, to responsibly address homelessness in that community. In 2015, the ACLU sued the City of Sarasota on behalf of six homeless individuals, arguing that the City ordinances criminalized the status of those who are homeless. This resulted in hundreds of criminal prosecutions against homeless people for sleeping outside. This case pre-dated the Boise case that was decided in the Ninth District. In 2017, an agreement was reached between the City and the ACLU to address homelessness in a way that protected the rights of homeless individuals as well as the rights of the community members to enjoy various city facilities. In 2020, Sarasota won an award for the homelessness actions that have been taken by that community as part of this settlement.

The original philosophy on managing homeless populations ranged from leaving them alone, to those who felt they should be put on a barge and shipped to another area. The City of Sarasota worked with the Continuum of Care (CoC) who is working with 75% of the homeless population that was interested in improving their status. The remaining 25% had either refused to participate in various programs, given up, or did not have the mental capacity to break out of the homelessness cycle. This 25% of the population required the most police interaction. City of Sarasota developed homeless outreach teams. Initially, the Police Department partnered with a mental health agency to address homelessness issues from both a social and enforcement standpoint. The Police Department had a difficult time in getting the mental health professionals when needed. Eventually the City of Sarasota Police Department hired mental health professionals to work alongside their officers in addressing these issues. The benefit of doing this is now these professionals work as part of the Police Department when this assistance is needed, without the interference of the other responsibilities the Agency staff had to work around, which was often a distraction from working with the Police Department. The City had a challenging time in hiring mental health professionals to work with the Department until they offered significantly higher wages than were offered in more traditional roles for mental health professionals.

It was noted that a chronically homeless individual costs society \$30,000 per year. Housing someone would cost about \$15,000 per year. The Homeless Outreach Teams (HOT) were created to work with chronically homeless individuals. Assistance has traditionally been focused on helping those who want help and better regulating those who are not willing to participate in help programs.

Continuum of Care (CoC) organizations should have City representation on these bodies to help guide the efforts of the various services. The Sarasota CoC did not take a lead, but served an important role in counting the numbers and allocating some resources to address the programs in Sarasota. These are people that will show up at an appointed time to try to

address issues to end their cycle of homelessness. It is important for folks to continue addressing these individuals who have the potential of benefitting from those programs.

There also needs to be a priority for those who are not willing or able to meet the structured guidelines of these programs. These are the folks that many structured programs fail to help. The City of Sarasota found that by getting someone stabilized, even for a short period of time in housing, the person was then more likely to participate in more structured programs.

It is important to have positive contacts between the police and the homeless community. The City of Sarasota arranged to have six HOT beds available on a 24-hour basis at their downtown shelter. Homeless individuals who were camping in public areas were then given an opportunity to utilize one of the hot beds where they would be offered three days of sheltering. If they refused, then the City was able to enforce their camping ordinance and move them from that location. The City pays \$35 a day for folks that are referred to the shelter for one of the 72-hour HOT beds. If they participated in the program, then at the end of day three, a plan for housing was developed for that individual. Overall, Sarasota has seen a significant reduction in the chronic homelessness since they have approached this issue by looking at services and how the justice system addresses these issues.

One of the innovations, was the creation of a homelessness court to deal with chronically homeless individuals within the community. The justice system was built on a foundation of systems of care to help shape the response from homeless individuals. Without the rule of law, a society will act in an uncivilized manner. Without having a system for caring for homelessness, the opportunities to enforce these situations are limited.

It is important to engineer law enforcement systems to play a role in fixing homelessness. With enforcement, it is not legal to simply ban camping within our communities, if there are no alternatives for individuals to sleep, use bathroom facilities, and exist. There are also legitimate, substantial and compelling interests for communities to allow its parks and public places to be utilized by all people, not monopolized by people living in those locations. The Courts have ruled that tourism is a legitimate business interest that can be protected in the development of camping ordinances.

Encampments include more than just sleeping. It includes fire/cooking, earth-breaking, and storage of materials. The City of Sarasota offers HOT beds if a homeless person is in violation of their code. These beds are available 24/7. The Police need to know that a bed is available before they enforce actions on someone sleeping in an illegal location. Generally, warning and notice must be afforded prior to acting. The City of Sarasota

can pick up unattended personal property that is on public property for a period greater than 24 hours.

The City has also worked out an arrangement for locking totes for people to store their belongings. In this case, the Salvation Army partnered with the City. Access to the locked totes is limited to a specific time.

When the City of Sarasota adopted their ordinance, their priority was education. The second priority encouraged folks to follow the new code, with the final step being enforcement if steps one and two are not successful. As Sarasota was dealing with all homeless arrests being dismissed, the Homelessness Court Clerk provided more meaningful interaction with individuals who were cited for violations of the City's camping ordinance.

- A keynote session was presented by Lee Jourdan, Former Chief Diversity and Inclusion Officer of Chevron. His presentation was about cracking the code for creating a more diverse and inclusive culture. Jourdan indicated that Chevron was doing a lot of good work toward diversity, equity and inclusion (DEI) activities as a corporation. However, Chevron assumed that within the organization, employees were following the initiatives to create a more inclusive culture. Jourdan indicated that it is important to meet people where they are. Regarding DEI, there are people at various stages within every organization. This impacts promotion and hiring. The traditional view is that management within the organization should be based on merit and performance. Some people believe in merit, but see that some people cannot move up within the organization. Some people see systematic issues that leave certain people, who may be diverse or different from their supervisors, left behind. There are advocates that see oppression and are vocal about changing that within the organization. Traditional thought is that people value people that share their same values. This can cloud decisions within the organization. Promoting people with different values to higher positions in the organization will strengthen the organization by including a variety of backgrounds and views to better assure that the organization meets the needs of the people served by that organization. DEI initiatives are important, both from an altruistic and a value-creation standpoint. From the altruistic standpoint, these initiatives are doing the right thing and creating an organization that everyone feels part of. From a value standpoint, organizations that are successful, including many diverse views within their organizational structure, tend to realize higher profits and higher returns.

Today it is critically important to be inclusive and activate the talent that exists within your organization. This is a sound business case that will add value to the organization. The Centre for "Global Inclusion" is a free service to analyze where organizations are by measuring feedback, listening, authenticity, vulnerability, opportunity and relationships. It is important to understand that everyone does not share the same privileges because of race, physical ability, sex, sexual orientation and other characteristics, since

privileged individuals may discount the value of people who are different from themselves to the organization. It is critical that organizations promote inclusive leadership.

- Attended a session on mindful public management. Ian Coyle spoke about the value of meditation to address the anxiety and pressures of public management today. Meditation can reduce stress, inappropriate reactions and impatience that can lead to better alertness, gratefulness, and contentment in accomplishing tasks. Taking time in stressful situations to just sit and focus on breathing can help clear the mind and provide purposeful thought. It also allows you to accept what is coming at you. One of the breathing exercises they shared is Four-Seven-Eight. Breathe in for four seconds, hold for seven seconds, and then exhale for eight seconds. By focusing on the breathing, it is possible to reset your mind.

Many people in the public sector are having staffing challenges which is leading to burnout within organizations. It is important to start with yourself and make sure that your mind is clear and able to address the challenges facing us in our jobs in local government. The work we do is very important. It is important to express gratitude to folks within the organization. Coyle indicates that gratitude must be mindful. It is not what you are looking at, it is what you see. He encourages folks to keep a gratitude journal and be generous with thank you notes, roll out the red carpet for new employees, and give time and attention to employees. Being present is critical. Stop and appreciate the things that are around you, and frequently express gratitude and appreciation for the work done. Coyle's gratitude journal includes entries for each day. He lists three things that he is thankful for; three things that he is excited about; things that are the focus of that day; his top priorities; a schedule, and at the end of each day, he does a nightly review of the journal to see how things went that day.

- Attended a session on leveraging compensation strategy to attract and retain top public talent. There are many challenges to organizations post-pandemic and dealing with the great resignation on a nationwide basis. Pay compression is a problem and pay equity continues to be an issue. Organizations need to focus recruiting materials on total compensation and benefits that they provide. Often, employees are looking only at salary and not the value of other benefits.

Recruitment and hiring processes need to be streamlined and filled as soon as possible. The City of Dallas, Oregon, has instituted a practice of contacting applicants within 24 hours of their application being received, and they have shortened their posting period to a two-week period. This moves the process along substantially faster. Employees are looking for a strong and healthy organizational culture and want their opinions valued. Since COVID-19, unemployment rates are lower than pre-pandemic levels (which were historically low prior to COVID-19) Wages tend to stay flat for long-term employees while new employees, to be competitive, are receiving higher increases. Today, it is important to focus on recruiting, recognizing

employees, retaining employees, rewarding employees, and offering as much flexibility as you can in the workplace. Some organizations have assumed student debt payments for new hires and employees as part of hiring incentives.

The City of Menifee, California, was incorporated in 2008, and is one of the fastest growing cities in the country. They have created Menifee University which was originally used for tuition reimbursement. They have continued to develop this program by including a leadership program within the organization that has been very helpful in their recruitment efforts. Their theme for their internal Menifee University is mentoring leadership, self-directed learning, and wellness. Menifee created a structured mentoring/coaching program, where senior staff serves as mentors for new employees. They have a mid-career training program to prepare employees to move up within the organization. This is a six-month program from May to October with two-hour sessions occurring each month. Prior to the training session, there is a period in which folks are asked what do they want to focus on during that session. They also do a leadership academy that consists of work shops covering leadership and management topics. This is done in four one-day sessions. This has helped build connections across departments. They have also expanded their tuition reimbursement program, including partnerships with colleges and universities, pay for certification classes that are self-directed, as well as technical training programs. They also have Menifee Wellness which focuses on physical fitness, nutrition, mental health, and financial health. Finally, they do Step-out Thursday which is a 15-minute organized period for walking.

- Robert Cardinas gave a presentation on building the workforce of the future. He underlined five key criteria including, 1.) recruitment selection; 2.) training and development; 3.) performance management; 4.) job knowledge tracking; and 5.) employee retention. It is important for employees to understand the mission, values, and strategic planning to continue developing the work force. This builds the foundation for the recruitment effort. The millennials and 'Z' generations want shared values. As employers, we want loyalty, but we also need to be loyal to the employees, as well.

Performance management can bring employees and management together. It is important to have the hard discussions that are necessary to improve employees and their work. If these discussions are built into the culture, then everyone accepts the constructive criticism much better. An organization must recognize that mistakes are okay, but repeated mistakes are a problem.

It is important for organizations to work in an organized way to transfer knowledge from one employee to another. This can be done by shadowing, written policies, and having a clear organizational culture where information is shared. Retention efforts must be well-founded and in place before

someone makes a decision to leave. It is important to recognize that there are many more employees leaving the workforce than are entering the workforce. This is creating a situation where there is much more flexibility and movement of employees from one employer to another. Nationally, 40% of employees are looking for a job in the next year. One of the big challenges within organizations are the generational differences between the Baby Boomers, the Millennials, and Generation Z. Each group has their own priorities, and often these priorities do not mix well between the generations. The new normal will be higher turnover. We need to adjust to that. It takes as much energy to resist change as it does to embrace those changes.

- The final session was presented by Derreck Kayongo. He spoke of the abilities to harness our inner-powers to create change. Derreck was born in Uganda, and at ten years old witnessed public assassinations of members of his village under the military dictatorship of Idi Amin. His father was arrested and his whole family became refugees. Throughout his life, Derreck has focused on SELF (S-service; E-education; L-leadership; F-faith). This has helped him maneuver through the challenges of being a refugee to establish a successful life as an immigrant to the United States. One of his key discoveries in coming to the United States related to how many bars of soap he would find in a hotel room. When he checked out of the hotel the first time, he indicated he didn't use any of the soap so he didn't want to be charged for the soap. The hotel staff let him know that they offer their guests soap for free. He also knew that soap was a commodity that was critical in keeping people healthy in Africa. He ended up developing a non-profit organization that recycles hotel soap into soap that can be shipped over to Africa. The processes for safely recycling soap had many challenges and failures, but with passion and patience, this program has grown to three soap recycling centers in the United States that ship soap to African countries. He emphasized that it is important to persevere, and experiment and fail until you either get it right or you must head in a different direction. Humor has always been a very important part of his life in working through these types of issues.

I enjoyed the opportunity to attend the 108<sup>th</sup> Annual ICMA Conference in Columbus, Ohio.

- Held bi-monthly meetings with Steve Baugher and Peggy Hawker.
- Mayor Sawyer, Councilor Hall, Aaron Collett and I met with Tia Cavender, Jenny Dresler and Water Strategies, LLC to finalize plans for the Washington D.C. meetings with various legislators on the Big Creek Dam.
- Rob Murphy, Barb James and I met to discuss the IAFF's demand to bargain duties of the EMS Coordinator. This is a responsibility that is placed on an individual in the Fire Department which incentive pay is received for those duties. Overall, we felt that the responsibilities are consistent for the requirements for this pay.
- Mayor Sawyer, Peggy Hawker, Erik Glover, Derrick Tokos and I met with one of our local churches regarding the possibility of developing a homeless shelter at their location. They are supportive of proceeding with discussions with their

membership on this use. This would be a big benefit to the community, should we be able to move forward with a joint effort with this institution.

- Met with Will Stole regarding his role as a volunteer for the Fire Department.
- Derrick Tokos, Jason Malloy, Mike Cavanaugh, Erik Glover and I met to deal with several issues relating to clean-up of abandon camps throughout the city. We are working on our procedures and locations where items that are picked up are required to be stored for 30 days. We will be proceeding with the purchase of a new Conex box for storage of materials and other items when we clean up these camps.
- Met with Steve Baugher and Rebecca Morrow from the Finance Department regarding our policies for enforcing payments relating to utility bills. Rebecca would like to clean up our practices. She has agreed to review our existing ordinance, and a draft ordinance, to address payment issues in a uniform manner for all utility customers. This will likely result in an ordinance amending our code to modernize our policies and procedures for utility billing.
- Councilor Botello, Erik Glover, Leslie Palotas and I met to discuss the possibility of the Vision 2040 Committee meetings at different sites that might encourage more participation on the Committee. Locations could include the Library or Recreation Center where parents could participate in the meeting, while children could use the facilities. There are several logistic issues that need to be addressed regarding participation of members remotely, as well as tying in video for meetings with our Granicus system. I indicated that if we can work out the technical details, I am supportive of doing a trial basis for remote locations for at least a six-month period. We discussed several other items relating to the Committee.

We are at a point where it is appropriate for the Committee to assess what their role and mission has been to determine how this is working and whether modifications need to be made. Furthermore, the Vision is now five years old and it will be appropriate to update the Vision. Finally, it was never the intent to focus on all 78 Vision strategies at one time. The original plan called for dividing these up into three tiers and focusing on one-third at a time. We may ask the Committee to re-prioritize the more important items for review over the next five years.

- Rob Murphy, Tom Sakaris and I met with Andy Parker and Chris Rampley regarding several labor management issues between the IAFF and the City. We are holding these meetings on a quarterly basis to address issues on a regular basis.
- Mayor Sawyer, Councilors Parker and Hall, Aaron Collett and I participated in a series of meetings in Washington D.C. We were joined on this trip by Representative David Gombert, and his Chief of Staff, Luke Harkins, Tia Cavender from Dig Deep Research, and Jenny Dresler from Public Affairs Counsel. We went to PDX on Monday evening for a morning flight Tuesday, September 27 to Washington D.C. Wednesday morning we had a series of meetings to advocate for the inclusion of \$60 million in the final Water Resources Development Act (WRDA) for the Big Creek Dam replacement project. Congressman Kurt Schrader took the lead to insert the authorization of this funding in the House version of the Bill. The House version was passed after the Senate version was approved. Our effort is to have the \$60 million authorization in the Senate version of the Bill as



part of a reconciliation between the House and Senate versions. This work must be concluded before the end of this session of Congress, otherwise the entire process must begin with a new Congress in January 2023. If a WRDA Bill is passed without the \$60 million authorization included, it would be several years before the next WRDA Bill would be considered by Congress. It is critical to get the authorization approved in this WRDA Bill whether it is approved in 2022, or the Bill is not approved and reinitiated as a new Bill during the 2023/2024 session of Congress.

We met with the House Transportation and Infrastructure Committee Minority staff, the Senate Environmental and Public Works Committee Majority staff, Congressman Peter DeFazio and staff, who Chairs the House Transportation and Infrastructure Committee, Senator Jeff Merkley, Senator Ron Wyden, and Congressman Kurt Schrader, who initiated this request with the \$60 million authorization included in the House WRDA Bill. Overall, our presentations were well done and well-received by the individuals we met with. We appreciate the work of Tia Cavender, Jenny Dresler, and Drake Wood, our Washington D. C. consultant, in getting us to the folks that can make the difference in the outcome of this matter. It was a very busy two days of meetings. Mayor Sawyer and Councilors Parker and Hall

did a great job in their presentations of the need for this authorization for the Big Creek Dam. Representative Gomberg was a huge asset during these meetings, and emphasized the role that the State is playing in financing this critical project. I do not think we there was anything we could do differently for this trip. The reconciliation process will likely occur during the lame duck Congress after the election. We hope to know by the end of November whether the \$60 million will be included in the reconciled Bill sent to the President for signature. We returned to Newport after midnight on Thursday, September 29.

- Met with Elaine Landis who owns property in Southshore. It was discovered during recent testing, that her home is connected to the storm sewer instead of the sanitary sewer in this subdivision. She is taking steps to address the proper connection to the sanitary system, however, is looking for some assistance from the City, since the City signed off on it when it was connected two decades ago. We are reviewing this matter.
- Participated in the final meeting of the Short-term Rental Advisory Committee. This report was forwarded to the City Council with several ordinance and policy recommendations. We appreciate everyone who served on this Committee that was created after the ordinance was approved by Council. The consensus is that while there remains some problems with short-term rentals, the ordinance has, by and large, been effective at controlling the growth of these rentals and regulated certain behaviors that were offensive to neighborhoods within the community.

### **Upcoming Events:**

- Monday, October 17, the LOC Homeless workshop will be at the Best Western from 10:30 AM to 3 PM. Our staff meeting has been moved up to 8:30 AM due to the Homeless work shop.

- I will be taking a vacation day on Wednesday, October 19 to spend time with visiting family.
- Friday, October 21, we will be conducting an all-day retreat with Department Heads off-site. This is a continuation of our strategic planning on strengthening workplace culture for the City.
- Monday, October 31 from 5-7 PM City Hall will be opened for Halloween trick-or-treating. Each of the offices will be providing treats for children. If any Council members want to participate in distribution of treats, please let Erik know.
- Tuesday, November 8 is election day.
- City Hall will be closed Friday, November 11, in observation of Veterans' Day.
- Friday, November 16 at 11 AM an LOC's Small Cities meeting will be held.
- City Hall will be closed Thursday, November 24, and Friday, November 25, in observation of the Thanksgiving holiday.
- The LOC will be holding their elected essentials workshops at several locations in the state, including Manzanita on November 30, Depoe Bay on December 1, and Albany on December 6. These are held after the municipal elections and are intended for newly elected officials, or as a refresher for current officials.
- City Hall will be closed half day on Friday, December 23, and all day on Monday, December 26, in celebration of the Christmas holiday.
- City Hall will be closed on Monday, January 2, 2023, in observation of the New Year's holiday. The organizational meeting for Council will be scheduled for 5 PM on Tuesday, January 3, 2023, with a regular meeting to follow.

**Attachments:**

- Attached is a copy of Representative David Gomberg's summary of the Big Creek Dam trip to Newport. He did a great job of summarizing this meeting. I have also included a copy of a report from Jenny Dresler, for your information.
- Attached is the hotel occupancy report for August compiled by Acting Finance Director, Steve Baugher.
- Attached is a thank you note for my participation in the OMA summer conference which took place here in Newport. Appreciation was also expressed for all the work that City staff did in planning the tours, silent auction, and other activities for this conference.
- Attached is notice of my 40-year service award from ICMA. I was one of 34 members to receive the 40-year award out of 13,000 US and international members of ICMA...I am either getting well-seasoned or just plain old!

I hope everyone has a great week.

Respectfully Submitted,



Spencer R. Nebel, City Manager

cc: Department Heads

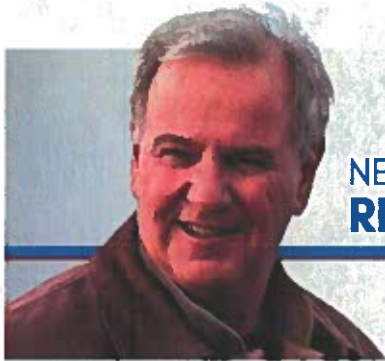
## Spencer Nebel

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**From:** Rep. David Gomberg <david+gombergnews.com@ccsend.com>  
**Sent:** Monday, October 3, 2022 11:48 AM  
**To:** Spencer Nebel  
**Subject:** A Productive Trip to DC

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

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### NEWS FROM **REPRESENTATIVE DAVID GOMBERG**

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## **A Productive Trip to DC**

Dear Friends and Neighbors,

Regular readers have heard me talk in the past about the Big Creek Dams in Newport.

In 2011, engineers learned that the two earthen dams that store the City's sole source of water were seismically unstable. Even a minor earthquake could cause catastrophic failure, which would endanger the safety of nearby residents, severely damage Highway 101, and destroy the drinking water supply for the City's 10,000 residents and 2.5 million annual visitors. Without water, our neighborhoods, the tourism industry, fishing and fish processing, and our local research hub that includes the Marine Science Center at Hatfield, NOAA, the Aquarium, and the PacWave energy testing facility would all be decimated.



*Rep. Gomberg touring the Big Creek Dams and Reservoir with former Oregon Senator Arnie Roblan in 2016.*

Since learning of the threat posed by the dam, Newport has been working on a replacement plan to ensure it can continue to provide residents, businesses, and visitors with safe drinking water and support public safety. Replacement costs for the project were estimated to be at least \$80 million prior to the pandemic, and that cost grows the longer we delay.

Newport has invested \$6 M of its own money, which is about \$2500 for every family living within the city limits. And over the past two years, I worked to secure \$14 M more in lottery bonding from the Oregon Legislature. Together these funds would allow the City to move forward with design, permitting, and construction. However, federal funding is necessary in order to replace this dam, given the size of our community and the total financial need.



*Rep. Gombert, Mayor Dean Sawyer, and the rest of the Newport envoy discuss the Big Creek Dam project and funding needs.*

This week, representatives from the City of Newport, including Mayor Dean Sawyer, council members, and city administrators traveled to Washington, D.C. to advocate for federal funding to advance the Big Creek Dam Replacement Project. I was pleased to join the delegation.



*The Newport Envoy on Capitol Hill. Pictured left to right: City Councilor CM Hall, Mayor Dean Sawyer, Councilor Ryan Parker, City Manager Spencer Nebel, State Representative David Gomberg, and City Engineer Aaron Collett.*

I'm not always a fan of these types of trips, but this one was meaningful, well-organized and critically timed. In fact, this was my first sojourn to Washington, DC since being elected to the Legislature. It was a trip I felt needed to be made. The U.S. House of Representatives has already authorized \$60 M in funding for our project in the Water Resources Development Act (WRDA). Our challenge is to ensure that the Senate includes the money in their version of the bill. That work will conclude in the next six weeks.

We met with the committees that are making the decisions and then with our own senators and congressmen. We, and they, are encouraged that there is momentum to bring home much-needed federal funding to replace Newport's failing dams.



*Rep. Gomberg speaks with Congressman Peter DeFazio, Chairman of the House Transportation and Infrastructure Committee.*



*Meeting with US Senator Jeff Merkley in the Lyndon B. Johnson Room of the US Capitol.*

After wrapping up the second day on Capitol Hill, Mayor Sawyer said: "I was impressed that our Congressional delegation had such a depth of knowledge about our dam replacement project. They were very receptive and are working hard to ensure that the \$60 million authorization for the Big Creek Dam replacement project is included in the final negotiated WRDA bill. We appreciate Senators Wyden and Merkley and Congressmen Schrader and DeFazio for their work. This authorization is a significant step forward for the City and will help us advance this critical project."





*US Senator Ron Wyden hears from the Newport Envoy.*

Across Oregon, there are a thousand dams that are aging out, vulnerable, or failing. The question I'm often asked is why *this* dam when so many others also need help. The first answer is that this dam is listed not simply as vulnerable, but as the most vulnerable in Oregon. The second answer is that Newport has been working for ten years on the project, has done their homework, and is ready to go. Finally, it is significant that we're not just asking Congress for money as many other projects often do. We've invested ourselves – both locally and at the state level.

Across our district, I often observe, there are necessary big projects that small town taxpayers can't afford to pay for. It is a critical part of my job to help bring in money when and where needed. I'm optimistic that we'll have some good news for the central coast on this project before the end of the year.

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The November General Election will conclude in about five weeks.

In my last newsletter, I talked about rules covering the placement of advertising signs. What I didn't talk about is how much all these signs, mailers, and advertisements cost, and who pays for them. Vast information about who gives

money to people running for office and how those candidates spend the money is available for free online.

Anyone running for a non-federal office in Oregon who expects to raise or spend more than \$750 must create a candidate committee and report all campaign transactions using ORESTAR, the state's online campaign finance tool.

The easiest way to find information on a candidate is to search for that candidate's name. You can also look up particular offices or election years, measures, independent Political Action Committees (PACs), or particular donors and transactions.

The screenshot shows the Oregon Secretary of State's website. The header includes the Oregon Secretary of State logo and navigation links: Home, Business, Voting & Elections, State Archives, and Audits. The main content area is titled 'Committee/Filer Search by Name'. It features a search form with the following elements:

- A 'Public Search' sidebar with links: Committees/Filers by Name, Committees/Filers by Election, Committees by Measure/Folllow, Campaign Finance Transactions, Campaign Finance Certificates, Candidate Filings, and Local Measures.
- A 'My Vote' section with a 'Sign In' link.
- A search criteria section: 'Select only one of these search criteria:' with a 'Help' icon.
- Search fields: 'Committee/Filer Name' (with a dropdown menu showing 'Contains text entered'), 'Committee/Filer ID', 'First Name' (with a dropdown menu showing 'Contains text entered'), and 'Last Name' (with a dropdown menu showing 'Contains text entered').
- Filter options:  Treasurer,  Candidate,  Peltioner, and  Director.
- An 'Include in search:' section with  Discontinued Committees.

The landing page shows contact information for the candidate and the campaign treasurer, information about which office they are running for, occupation and party affiliation, and a set of links at the bottom of the screen. The two most useful are the account summary, which shows how much money has been raised and spent this year and how much is still available, and the link to campaign finance activity which details spending and contributions.

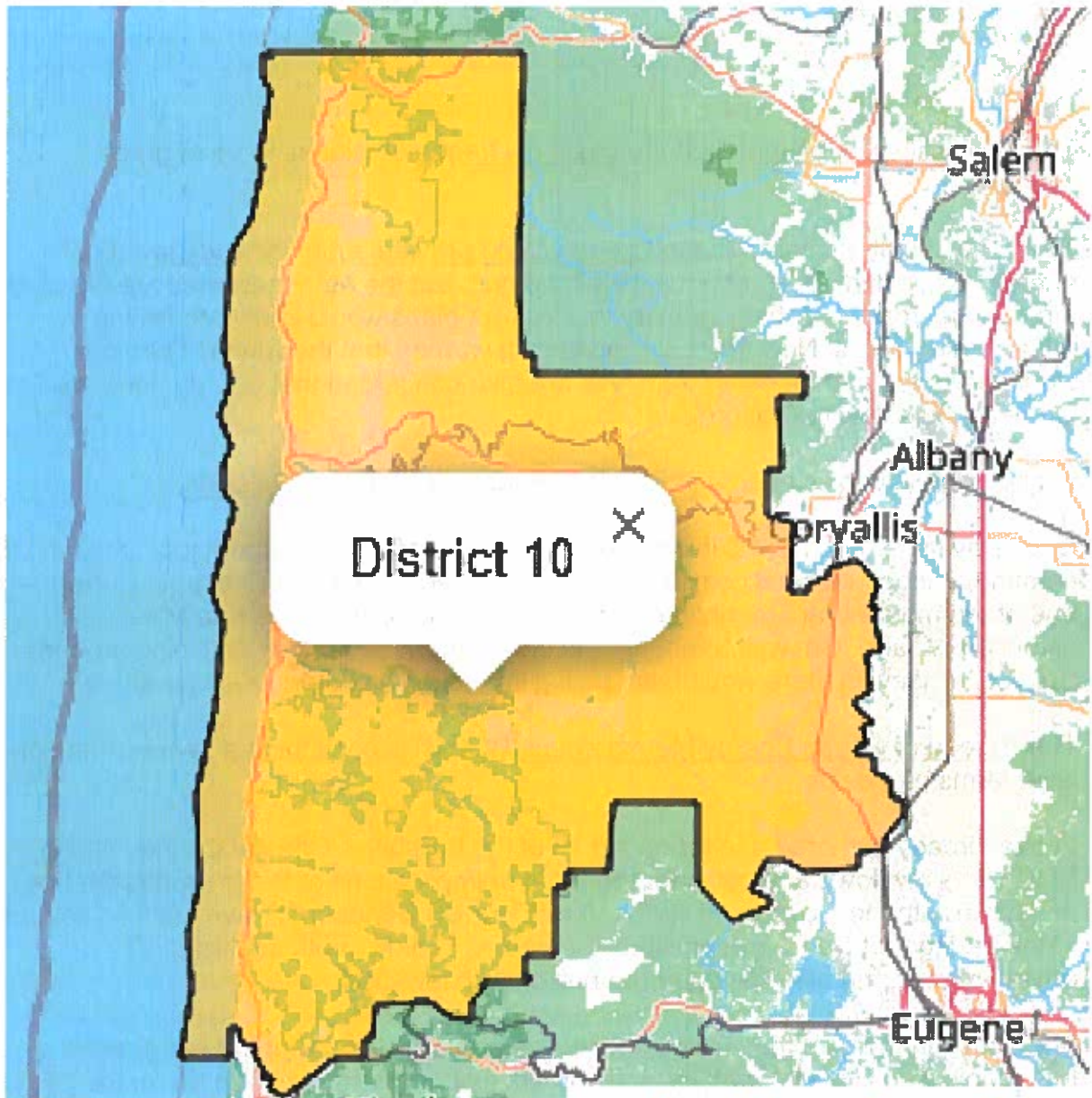
Transactions include:

- Cash contributions: money given to a campaign.
- Cash expenditures: money paid by a campaign, usually for things like buying ads or mail.
- Personal expenditure for reimbursement: the campaign is reimbursing the candidate or staff for expenses like campaign travel.
- In-kind contribution: a person or an organization gave something other than money to support a campaign. Maybe a restaurant provided free catering for an event or a political organization provided staff.

ORESTAR provides a lot of data, but it's not always easy to follow. A recently launched Portland-based news site, the Portland Record, created a tool that makes viewing data simpler. The Campaign Finance Funderator shows daily and monthly

contributions or expenditures by all committees and allows users to see at a glance how much candidates are raising, spending and have in their bank accounts.

You can select state House or state Senate, click on the map, and see details for each candidate and demographics for the district. For example, our House District 10 shows a total population of 70,188 of which 79% or 55,324 are registered voters. Of those voters, 33.20% are Democrats, 24.30% are Republicans, and 35.40% are not affiliated. The site ranks our district with an 8 point democratic advantage.



Candidates for Congress and the U.S. Senate file their reports with the Federal Election Commission.

For those of us interested in politics, this is fascinating stuff! But more importantly, campaign transparency is critically important to election fairness. Voters are entitled to know who is paying for campaigns and how money is being spent to influence their votes. As I said last week when talking about lawn signs being placed in improper locations, when one side follows the rules and the other does not, there is an unfair advantage. Violations can (and should) be reported to the Secretary of State.

You can learn much more about campaign finance in this [article](#) in the Oregon Capitol Chronicle.

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The possibility of [wind farms off the coast of Oregon](#) continues to be of great concern.

The hope is that offshore wind in [Oregon could provide about three gigawatts](#) of energy, which can [power](#) about a million homes. But the proposed sites are drawing a response from the fishing industry that current plans would eliminate fishing in prime fishing areas. Now there are increasing worries that the windmill turbines would harm the marine ecosystem. We are also concerned that energy generated in Oregon would flow to California.

I encourage you to listen to a recent OPB interview on [Think Out Loud](#).

Coos Bay fisherman Nick Edwards explained the profound environmental impacts of creating a huge industrial complex in the ocean centered in the California Current -- one of the most vibrant marine ecosystems on Earth. OPB host Dave Miller, astonished, said, "Oh, wait, I thought the only issue was the loss of fishing grounds. So, you are saying there would also be big impacts to the marine environment."

The [Bureau of Ocean Energy Management \(BOEM\)](#) is continuing a review of the of wind farms proposals.

I have already authored a letter on behalf of the legislative Coastal Caucus urging BOEM to slow down and consider the broader implications of these proposals. I've met twice with the Governor's staff and with our US Senators. I have testified several times asking that we reposition sites to preserve fishing, protect critical environments, and also still generate power and new jobs.

The consequences of these decisions will clearly affect the future of our coast and the people who live and work here. If you are just beginning to learn more, the [OPB interview](#) is a good place to start.



My flight from Washington, got me home after midnight. Saturday morning I stopped by the Breast Cancer Walk in Newport, visited neighborhoods in Philomath, and attended the Lincoln County Readiness Fair.

Sunday I lofted a few of our creations at the Lincoln City Kite Festival which I helped organize many, many years ago.

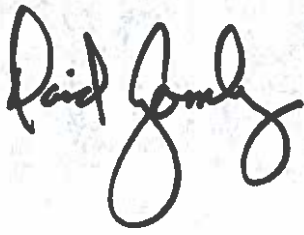
Tuesday I'll be at the Samaritan House Donor & Volunteer Appreciation Brunch in Newport, the Senior Fair in Lincoln City, and the Philomath Streetscape Project Groundbreaking Ceremony.

Wednesday we're attending a Celebration of Conservation with the MidCoast Watersheds Council. I'll visit Toledo neighborhoods on Thursday and Friday is an Art Exhibit Opening at the Connie Hansen Gardens. Saturday I'll be in neighborhoods around Waldport. I will also be attending our October Coastal Caucus meeting.

Finally, next Monday I'll attend the State Advisory Council Fall Meeting of the Small Business Development Center (SBDC) Network.

Hope to see you out there somewhere!

Warm Regards,



Representative David Gomberg  
House District 10

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To get in touch with my legislative office, please e-mail  
[Rep.DavidGomberg@oregonlegislature.gov](mailto:Rep.DavidGomberg@oregonlegislature.gov)

Rep. David Gomberg | PO Box 113, Neotsu, OR 97364

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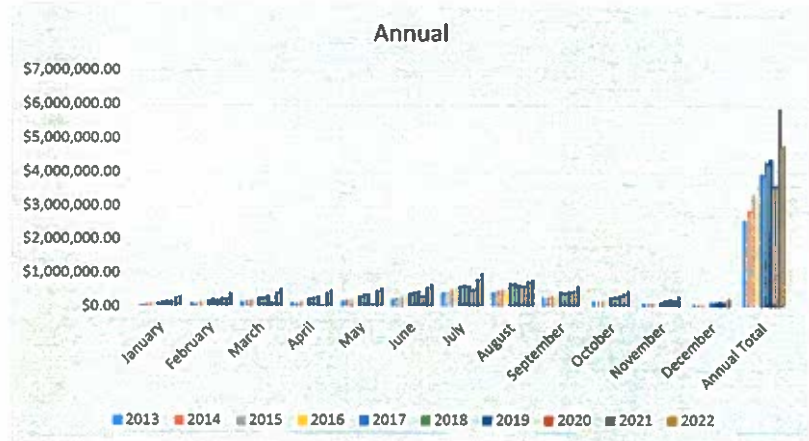
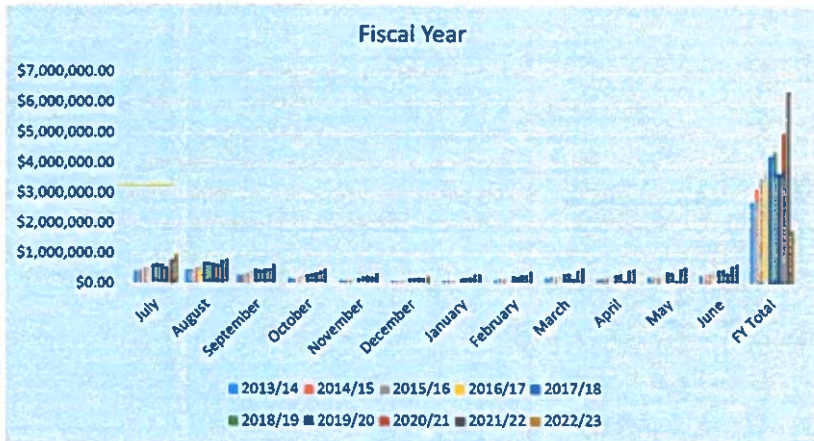
Sent by david@gombergnews.com in collaboration with



**City of Newport  
Transient Room Tax Revenues**

Year	January	February	March	April	May	June	July	August	September	October	November	December	Annual Total
2013	\$83,184.51	\$141,633.06	\$178,064.51	\$154,503.00	\$195,365.45	\$259,548.39	\$444,169.46	\$456,729.65	\$295,883.53	\$191,428.48	\$123,685.96	\$96,186.95	\$2,620,382.95
2014	\$112,858.62	\$139,593.00	\$202,016.86	\$166,678.21	\$231,989.22	\$289,428.34	\$465,457.39	\$511,604.77	\$319,624.95	\$220,367.99	\$138,583.98	\$119,764.20	\$2,917,967.53
2015	\$139,629.92	\$197,010.76	\$256,344.88	\$203,965.32	\$262,295.84	\$338,007.86	\$561,202.62	\$560,764.51	\$372,344.48	\$246,641.74	\$156,947.04	\$121,037.92	\$3,416,192.89
2016	\$135,107.00	\$217,380.90	\$266,903.06	\$243,529.85	\$274,872.43	\$381,796.25	\$574,251.28	\$558,401.36	\$429,246.54	\$274,706.47	\$177,668.76	\$131,917.15	\$3,665,781.05
2017	\$125,038.18	\$202,268.77	\$278,868.82	\$263,339.76	\$316,756.56	\$409,197.10	\$623,424.13	\$694,943.01	\$466,563.08	\$289,383.24	\$167,058.46	\$164,140.62	\$4,000,981.73
2018	\$162,767.32	\$253,574.49	\$306,388.31	\$290,310.54	\$393,963.42	\$445,221.83	\$649,635.76	\$701,808.77	\$443,728.10	\$315,673.07	\$219,716.35	\$180,153.73	\$4,362,941.69
2019	\$184,418.23	\$219,605.46	\$332,683.75	\$323,340.09	\$377,720.56	\$460,188.96	\$627,977.95	\$661,240.59	\$471,051.89	\$344,950.90	\$242,660.16	\$183,004.13	\$4,428,842.67
2020	\$194,455.16	\$277,305.68	\$149,324.49	\$77,053.66	\$111,348.26	\$346,688.94	\$540,637.42	\$640,156.38	\$482,412.08	\$417,188.47	\$227,533.90	\$185,573.76	\$3,649,678.20
2021	\$293,464.61	\$272,193.15	\$442,797.00	\$442,604.60	\$499,724.91	\$593,520.25	\$830,744.62	\$778,136.27	\$643,132.52	\$497,573.38	\$346,056.12	\$286,436.37	\$5,926,383.80
2022	\$334,315.39	\$413,360.86	\$535,345.35	\$511,395.49	\$563,008.57	\$674,413.60	\$987,764.33	\$807,892.49					\$4,827,496.08

Fiscal Year	July	August	September	October	November	December	January	February	March	April	May	June	FY Total
2012/13	358,654.09	397,793.57	291,276.65	176,983.38	103,783.64	85,311.51	\$83,184.51	\$141,633.06	\$178,064.51	\$154,503.00	\$195,365.45	\$259,548.39	\$2,426,101.76
2013/14	\$444,169.46	\$456,729.65	\$295,883.53	\$191,428.48	\$123,685.96	\$96,186.95	\$112,858.62	\$139,593.00	\$202,016.86	\$166,678.21	\$231,989.22	\$289,134.34	\$2,750,354.28
2014/15	\$465,457.39	\$511,604.77	\$319,624.95	\$220,367.99	\$138,583.98	\$119,764.20	\$139,629.92	\$197,010.76	\$256,344.88	\$203,965.32	\$262,295.84	\$338,007.86	\$3,172,657.86
2015/16	\$561,202.62	\$560,764.51	\$372,344.48	\$246,641.74	\$156,947.04	\$121,037.92	\$135,107.00	\$217,380.90	\$266,903.06	\$243,529.85	\$274,872.43	\$381,796.25	\$3,538,527.80
2016/17	\$574,251.28	\$558,401.36	\$429,246.54	\$274,706.47	\$177,668.76	\$131,917.15	\$125,038.18	\$202,268.77	\$278,868.82	\$263,339.76	\$316,756.56	\$409,197.10	\$3,741,660.75
2017/18	\$623,424.13	\$694,943.01	\$466,563.08	\$289,383.24	\$167,058.46	\$164,140.62	\$162,767.32	\$253,574.49	\$306,388.31	\$290,310.54	\$393,963.42	\$445,221.83	\$4,257,738.45
2018/19	\$649,635.76	\$701,808.77	\$443,728.10	\$315,673.07	\$219,716.35	\$180,153.73	\$184,418.23	\$219,605.46	\$332,683.75	\$323,340.09	\$377,720.56	\$460,188.96	\$4,408,672.83
2019/20	\$627,977.95	\$661,240.59	\$471,051.89	\$344,950.90	\$242,660.16	\$183,004.13	\$194,455.16	\$277,305.68	\$149,324.49	\$77,053.66	\$111,348.26	\$346,688.94	\$3,687,061.81
2020/21	\$540,637.42	\$640,156.38	\$482,412.08	\$417,188.47	\$227,533.90	\$185,573.76	\$293,464.61	\$272,193.15	\$442,797.00	\$442,604.60	\$499,724.91	\$593,520.25	\$5,037,806.53
2021/22	\$830,744.62	\$778,136.27	\$643,132.52	\$497,573.38	\$346,056.12	\$286,436.37	\$334,315.39	\$413,360.86	\$535,345.35	\$511,395.49	\$563,008.57	\$674,413.60	\$6,413,918.54
2022/23	\$987,764.33	\$807,892.49	\$0.00	\$0.00	\$0.00	\$0.00							\$1,795,656.82



Dear Spencer,

Thank you for speaking during the OMA Summer Conference and providing insight into how to develop a successful relationship between a mayor and the chief executive officer of a city.

In addition, thank you for all the work you put into planning the tours, silent auction, and the other fun activities during the conference. The city did a fantastic job making the mayors feel welcome!

Sincerely,

The OMA Board of Directors



**40-Year**  
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