

MINUTES
Regular City Council Meeting
April 11, 2022
Page 1

MINUTES

CITY COUNCIL MEETING
APRIL 11, 2022
5:30 p.m.

VIA ZOOM
LIVESTREAM VIA City website

PRESIDING: Mayor Richard Mays

COUNCIL PRESENT: Tim McGlothlin, Rod Runyon, Scott Randall, Dan Richardson,
Darcy Long (via Zoom)

COUNCIL ABSENT: None

STAFF PRESENT: City Manager Julie Krueger, Legal Counsel Jonathan Kara, City
Clerk Izetta Grossman, Human Resource Director Daniel Hunter,
Community Development Director Alice Cannon, Public Works
Director Dave Anderson, Police Chief Tom Worthy

CALL TO ORDER

The meeting was called to order by Mayor Mays at 5:30 p.m.

ROLL CALL OF COUNCIL

Roll Call was conducted by City Clerk Grossman. All Councilors present.

PLEDGE OF ALLEGIANCE

Mayor Mays asked Councilor Runyon to lead the Pledge of Allegiance.

Councilor Runyon invited the audience to join in the Pledge of Allegiance.

MINUTES
Regular City Council Meeting
April 11, 2022
Page 2

APPROVAL OF AGENDA

Mayor Mays noted Action Item #11C budget resolution had been added to the agenda.

It was moved by Richardson and seconded by Randall to approve the agenda as amended. The motion carried 5 to 0; Richardson, Randall, Long, McGlothlin, Runyon voting in favor; none opposed.

PRESENTATIONS PROCLAMATIONS

Mid-Columbia Economic Development District Update – Kate Drennen

Kate Drennen Deputy Director of Transportation, MCEDD reviewed the PowerPoint that was included in the agenda packet.

Drennen said they were currently working on a 20-year Transit Plan focusing on where to invest and how to improve the system.

She said there is an Online Open House at www.mcedd.org where citizens can make comments.

Councilor Runyon congratulated Drennen on the work being done. He said they are light years away from where it was when he served on the board.

The Dalles Area Chamber of Commerce Annual Report – Lisa Farquharson

Lisa Farquharson, CEO/President The Dalles Area Chamber of Commerce reviewed the annual report and scope of work (attached).

City Manager Julie Krueger noted that the increase in budget bring the Contract back up to the level of service per COVID. She noted that the cost of goods and services have increased in the last two years.

Councilor Long thanked Farquharson for the increased information. She asked if there were statistics on return customers. Farquharson said not at this time.

Farquharson explained the special project ask was for a data tool that provided expanded analytics, with Geo Fencing (from a predefined area). She said she would have statistics on attendance at events via cell phone data (age, gender, where they came from, spending habits).

She said this would help decide the best use of advertising. She said Cannon Beach was using

MINUTES

Regular City Council Meeting

April 11, 2022

Page 3

the tool, and reports better understanding of who is coming to town and why.

Farquharson said the cost of the Data Tool was \$20,000 annually.

Employee Recognition

Mayor Mays said the City Manager, Human Resources Director and himself meet annually to review the nomination in three categories: Excellent Customer Service, Innovative Thinking, and Peter Wasser Team Player. He said all employees are eligible for nomination by any city employee or City Councilor.

Mayor Mays read the winning nominations (attached) and presented the awards to:

Officer Sam Perez, Excellent Customer Service

Regulatory Compliance Officer Jill Hoyenga, Pete Wasser Team Player

City Clerk Izetta Grossman, Innovative Thinking

AUDIENCE PARTICIPATION

Russ Brown, 903 East 14th, asked Council to generously fund the Police Department. He said the City needs a proactive Police Department and Codes Enforcement Division. He said there is a lot of crime right now, and the Police and Codes Enforcement were key elements to livability of The Dalles.

Mayor Mays said the Council agreed. He said there was a \$10,000 incentive bonus to help recruit lateral officers (ones already trained and ready to hit the streets).

Jennifer Dewey, 383 Summit Ridge thanked those who attended the meeting of concerned businesses. She said she had noticed change already.

Dewey said she agreed with Brown that the City needed more officers, as well as support from the District Attorney's office.

CITY COUNCIL REPORTS

Councilor Long reported:

- Meeting with Mayor
- Councilors
- Community Partners
- Citizens

MINUTES

Regular City Council Meeting

April 11, 2022

Page 4

Councilor McGlothlin read his report on the recent Community outreach team's Washington DC trip (attached). He said he was in favor of one grant writer for all agencies.

Councilor Randall reported on:

- Historic Landmarks Commission new member, Scott Stephenson from The Dalles Art Center; approval of two more murals
- Meeting with Mayor and Richardson

Councilor Richardson reported:

- Meeting with Mayor and Randall
- Citizens
- Downtown Business Owners Meeting

Councilor Runyon reported:

- Local Public Safety Coordinating Council – new Juvenile Director at NorCor in the works
- Mayor
- Citizens – crime complaints

Mayor Mays reported:

Chief Tom Worthy did a great job at the Business Owners meeting fielding questions

Beautification Award presentation to Melvin Sparks

College Incident Command training

Regional Solutions tour

Beautification Committee meeting

Mayor Mays asked everyone to join him in honoring City Manager Julie Krueger for her 33 years of service to the City of The Dalles. He said she started her career with the City as a planning secretary, then Deputy City Clerk, and in 1997 was promoted to City Clerk and finally in 2016 hired as the City Manager. Mays thanked Ms. Krueger for her many years of dedicated service to the community.

CONSENT AGENDA

It was moved by McGlothlin and seconded by Long to approve the Consent Agenda as presented. The motion carried 5 to 0, McGlothlin, Long, Runyon, Randall, Richardson voting in favor; none opposed.

Items approved on the consent agenda were: 1) The minutes of the March 28, 2022 Regular City Council Meeting; 2) Resolution No. 22-010 Concurring with Mayor's Appointment to the

MINUTES

Regular City Council Meeting

April 11, 2022

Page 5

Beautification Committee; and 3) Declare certain Public Works Department Equipment as Surplus Property and Authorize Disposal

CONTRACT REVIEW BOARD

Contract No.2022-003 Annual Sanitary Sewer CIPP Lining (Slipline)

City Engineer Dale McCabe reviewed the staff report.

Richardson asked what the lifespan of a Slipline was. McCabe said approximately 50 years.

It was moved by Randall and seconded by Runyon to authorize the City Manager to enter into contract with Iron Horse, LLC., for the 2022 Sanitary Sewer CIPP Lining, Contract No. 2022-003, in an amount not to exceed \$458,107.00. The motion carried 5 to 0, Randall, Runyon, Long, Richardson, McGlothlin voting in favor; none opposed.

City Manager Contract for Matthew Klebes

Jonathan Kara, Legal Counsel reviewed the staff report.

It was moved by Richardson and seconded by McGlothlin to authorize the Mayor to execute the Employment Agreement for City Manager with Matthew Klebes as presented. The motion carried 5 to 0, Richardson, McGlothlin, Randall, Runyon, Long voting in favor; none opposed.

ACTION ITEMS

Resolution No. 22-012 Resolution accepting a Dedication of a Portion of Property on West 15th Street from the Marlin and Constance Nunnally Revocable Living Trust for Public Street Purposes

Public Works Director Dave Anderson reviewed the staff report.

It was moved by Long and seconded by Randall to adopt Resolution No. 22-012 Accepting a Dedication of Property from the Marlin and Constance Nunnally Revocable Living Trust for Public Street Purposes. The motion carried 5 to 0, Long, Randall, Richardson, Runyon, McGlothlin voting in favor; none opposed.

MINUTES

Regular City Council Meeting

April 11, 2022

Page 6

Approval of ARPA Funding for Mid-Columbia Community Action Council (MCCAC) and Northern Wasco County Parks & Recreation District

Kara reviewed the staff report.

Runyon said the report referenced property acquisition, the actual request was for development.

Kara said that was true, the initial list said property acquisition, however, as things developed it was determined that development funds would be the need. He said the Finance Director and himself had reviewed the criteria for ARPA funding and the project development met that criteria.

Richardson asked if Kara saw an issue with requiring completion of planning permits before distribution of funds to MCCAC.

Kara said he didn't see an issue, but he hadn't heard that stipulation.

Long asked Richardson if it was his desire to specify MCCAC must have permits prior to distribution.

Richardson said yes, he wanted it clear the project had to go through the process.

Kara asked Community Development Director to speak regarding what was needed.

Cannon said the project had to go through the Site Team review and then could be approved at the Staff level.

After some discussion on how to word the motion, the following motion was made.

It was moved by Richardson and seconded by McGlothlin to authorize the City Manager to execute ARPA Funding Agreements to approve grant funding to Northern Wasco County Parks & Recreation District in an amount not to exceed \$400,000 for the Sorosis Park Rehabilitation Phase 1 Project; and to Mid-Columbia Community Action Council in an amount not to exceed \$500,000 for The Dalles Navigation Center Project upon approval of the Navigation Center Site Plan review. The motion carried 5 to 0, Richardson, Long, McGlothlin, Randall, Runyon voting in favor; none opposed.

Resolution No. 22-016 Authorizing Transfers of Budgeted Amounts between Categories of Various Funds of the City of The Dalles Budget, Making Appropriations and Authorizing Expenditures for Fiscal Year Ending June 30, 2022

MINUTES
Regular City Council Meeting
April 11, 2022
Page 7

Kara reviewed the staff report.

It was moved by Randall and seconded by Runyon to approve Resolution No. 22-016 Authorizing Transfers of Budgeted Amounts between Categories of Various Funds of the City of The Dalles Budget, Making Appropriations and Authorizing Expenditures for Fiscal Year Ending June 30, 2022. The motion carried 5 to 0, Randall, Runyon, McGlothlin, Richardson, Long voting in favor; none opposed.

ADJOURNMENT

Being no further business, the meeting adjourned at 7:32 p.m.

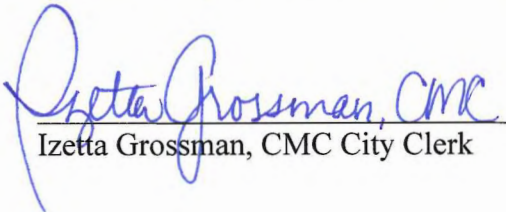
Submitted by/
Izetta Grossman, CMC
City Clerk

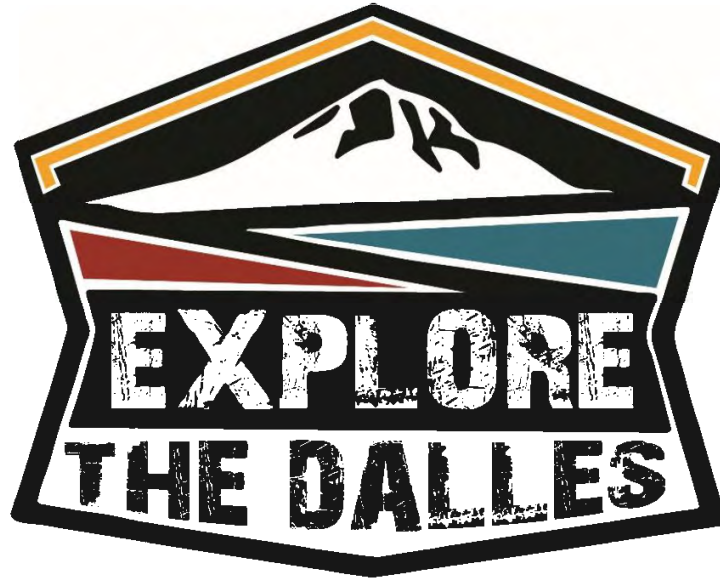
SIGNED:


~~Richard A. Mays, Mayor~~

Tim McGlothlin, Council Pres.

ATTEST:


Izetta Grossman, CMC City Clerk



2021 - 2022 Tourism

Annual Report

as of April 11th, 2022



404 W 2nd St ♦ The Dalles OR ♦ 541-296-2231

Community Marketing Work Plan

2021-2022

At the heart of our approach will be the consistent message of “Explore The Dalles” tourism branding in a way that builds intimacy and powerful personal relationships between our visitors and The Dalles. Our marketing messages and advertisements need to leverage this relationship with the tourism brand and create a sense of excitement to play, eat, and stay in The Dalles.



The Dalles Area Chamber of Commerce

404 W 2nd St

The Dalles, OR 97058

541-296-2231

1. Introduction
2. Marketing Objectives
3. Targeted Audience
4. Marketing Avenues
5. Campaign Overview
6. Marketing Plan Elements
7. Work Plan Overview
8. Goals & Objectives
9. Personnel
10. Budget



1. Introduction

This document provides the detailed outline of our annual promotional objectives and marketing avenues. The Dalles Area Chamber of Commerce is charged with designing a marketing strategy under this plan which will identify strategies, partnerships, and advertising platforms for tourism promotion.

2. Marketing Objectives

Our marketing objectives are:

- Continuing Keeping the awareness of The Dalles as a destination until it is safe to travel
- Continue Targeted Digital Marketing to attract NW Visitors for Fall 2021 to Spring 2022
- Geographical representation beyond attractions in the City of The Dalles
- Capture more visitors to come to The Dalles who are already coming to Oregon and give them an East Gorge experience
- Cross promotions of The Dalles area businesses
- To provide excellent visitor information and service
- Increased collaboration with tourism partners (i.e. CGTA, Travel Oregon, Travel Portland, etc.)
- Focus in the Portland, Seattle, Central Oregon, and Spokane markets

3. Targeted Audience

Our targeted audiences are:

Active:

- Motivated by new and unique experiences
- Outdoor/extreme recreation enthusiasts
- Drawn to organized physical sports
- Stewards of local environment and giving back
- Among highest spenders when presented with unique experience

Functional:

- Independent of mind and are the least likely to worry about what others might think
- One of the highest rates for taking vacations
- Outdoor Recreation Experience is the number one reason for vacationing

Traditional:

- Strong orientation towards traditional values
- Value individual attention and service
- Self-reliant
- Likes many options

Urban:

- Strong, active, confident
- High spenders
- Style/brand important, but as an expression of their self-made identity
- Looking for new challenges, new experiences, globetrotters



3. Targeted Audience Continued

Our targeted geographical areas of focus are:

- Portland Metro / Vancouver, WA
- Seattle / Tacoma, WA
- Central Oregon (Sisters, Redmond, Bend)
- Eastern Oregon & Washington (Hermiston/Pendleton, LaGrande, Tri-Cities, Yakima Valley, Spokane)

4. Marketing Avenues

Our marketing avenues are:

- Print marketing materials utilizing “Explore The Dalles,” with tagline ‘Sunsational The Dalles’ branding
- Print advertising of The Dalles for targeted advertising campaign
- Social promotion via Pay-Per-Click targeted advertising
- Video syndication via branded Youtube channel, regional Hood-Gorge, and Travel Oregon, Social Media Platforms, and The Dalles Chamber Website
- Coordination with local partners (City of TD, Regional Chambers, hospitality, events, businesses)
- TV commercials on 2 Stations (ATT & FOX) in outlying states and the Mid-West for outdoor recreation
- Radio Ads for outdoor recreation airing on 100+ stations across the US on a weekly basis / 12 months

5. Advertising Campaign Overview

Our advertising campaigns will:

- Be designed to meet objectives and reach targeted audiences outlined in this marketing plan
- Give visitors a visual experience to create a relationship with the “Explore The Dalles” brand and create a sense of urgency to visit and stay in The Dalles
- Campaign for “Explore The Dalles” with video, radio, digital, and print advertising
- Use more radio opportunities across the US through syndicated radio show sponsorships (ads)

6. Marketing Plan Elements

2021-2022 Tourism Marketing Strategy Development:

- Targeted media and advertising campaign development
- Enhance visitor information & services, tourism and events
- Printed media development: Historical Walking Tour / Charm Trail / Cycle The Dalles
- Tourism events identification, assistance with planning, distribute to Northwest Calendars
- Increase the [ExploreTheDalles.com](https://www.exploredalles.com) pages with more info, itineraries, pictures, and video
- Work with Community partners to build tourism events during shoulder season
- Targeted Digital Campaigns (12 months of the year)
- East Gorge Food Trail / Working with Travel Oregon & CGTA to promote East End of the Gorge
- Provide 10 grants to entities that are putting on events for the 21-22 tourism year



7. Work Plan Overview

Visitor Services

- **Fully staff** and maintain the official City of The Dalles Visitor Center at the Chamber of Commerce office / Monday thru Friday, July 2021 - June 2022 *[2.0 FTE, with 4 staff consisting of part time, full time]*
- **Continually** update and distribute visitor information to hotels, restaurants and other businesses.
- **Work** with Travel Oregon and CGTA (Columbia Gorge Tourism Alliance) and the committees, formed within the CGTA, for representation of The Dalles in all the materials and events
- **Update** and provide map and materials for self-guided walking tours
- **Respond** to visitor information requests received via phone, email, social media and website
- **Coordinate** welcome bags and greeters for groups, sports events, conferences, and conventions

Community Marketing

- **Work** with local design and development companies to assist with campaigns and distribution of information to increase awareness of our region, events, and the promotion of our businesses.
- **Work** with Regional and National for the coordination of Familiarization (FAM) tours, and maintaining contact with travel writers who participated in our previous FAM tours
- **Participate** as an exhibitor in the Tradeshows of targeted audiences; i.e. outdoor recreation, fishing, antiques, cyclists, and regional travel tradeshows with tourism partners (CGTA, RDMO, Travel Portland) 2022
- **Continue** to enhance the website to be even more user-friendly, increase tourism information to targeted audiences, increase videos and photo library, and provide advertisement opportunities for a greater exposure for our local businesses
- **Continue** to promote community events and happenings on event calendars in printed publications and travel websites (currently posting on seven travel websites and one publication and looking for new media options to promote events and happenings
- **Continue** to expand and enhance “social media” presence (Facebook, Instagram, YouTube, TripAdvisor, Twitter, along with any new platforms that are beneficial to the community)
- **Distribute** *Explore The Dalles* brochures to Convention & Visitor Bureaus, state travel information centers, State Welcome Centers, Sister Chambers, and other tourism information outlets across the state; continue to provide visitor information packets to individuals or groups attending out-of-town meetings and businesses or organizations who are hosting meetings in The Dalles area
- **Continue** to maintain and enhance ‘*Sunsational Charm Trail*’ to encourage foot traffic from tourists into our local businesses

Advertising

- **Promote** The Dalles cycling map on local, regional and national cycling websites
- **Place** printed and online ads in the following available partners: Oregon’s 1859 Magazine, Sunset, Oregon Events Calendar, True West, AAA (VIA), The Reel News, NW Sportsman, Oregon Sport-fishing Regulations, Alaska Sporting Journal, Salmon and Steelhead Journal, NW Fly Fishing, Columbia Gorge To Mt. Hood, NW Travel, Portland Guide, and NW Outdoorsman TV.
- **Support** national and international marketing strategies of Travel Oregon and Travel Portland with co-op advertising and provide The Dalles brochures as part of their travel trade activities
- **Provide** marketing TRT grants for organizations producing events that generate overnight stays



7. Work Plan Overview Continued

Partnerships

Maintain and maximize key partnerships ...

- Travel Oregon
- Travel Portland
- Oregon Tour & Travel Alliance
- Columbia Gorge Arts & Culture Alliance
- Oregon Festivals & Events Association
- Oregon Travel Information Council
- Mt. Hood-Columbia Gorge Regional Destination Marketing
- Organizations (RDMO)
- Oregon Destination Marketing Organizations (ODMO)
- Columbia Gorge Tourism Alliance (CGTA)
- City of The Dalles
- Wasco County
- Columbia Gorge Discovery Center & Museum
- The Dalles Dam / U.S. Army Corps of Engineers
- Port of The Dalles
- Northern Wasco County Parks & Recreation District
- Wasco County Historic Landmarks
- The Dalles Main Street Program
- Eastern Oregon Visitors Association
- Northwest Regional Chambers / Visitor Centers.

Continually looking for new opportunities and partnerships

Evaluation

Will be provided by Chamber Board Directors review, quarterly and annual reports to the City, and monthly financial reports from the City to the Chamber.



8. Goals & Objectives

VISITOR SERVICES

Objective...

To capture more visitors in person, phone, and online coming to Oregon and the Gorge, to come and explore The Dalles.

Task...

Increase information, partner links, and photo library for Activities, Events, and Community Calendar

Measurable Outcome...

Track information of visitors to include state of origin, reason for their visit, and how they heard of The Dalles through website analytics and use lodging reports to gauge increased number of overnight stays.

COMMUNITY MARKETING

Objective...

Increase exposure that encourages visitors to come to our community through website and social media platforms.

Task...

Enhance platforms with information, video, links to community partners with content for recreation and attractions. Using Google analytics for each aspect to aid in future targeted marketing.

Measurable Outcome...

Utilizing analytics on each platform to identify future target market (as this changes annually) and report location of web visitor, ages, and gender to City Council (quarterly and annually).

ADVERTISING

Objective...

Increased overnight stays, also longer stays in The Dalles. The average overnight guest spends an average of \$403.00 per day in our community *[Dean Runyan Associates, 2019]*

Task...

Supply local hotels with 'Explore The Dalles' brochure and city maps for their guests (groups, conference or events attendees will be given welcome bags promoting our local businesses and attractions)

Measurable Outcome...

Track and report the number of packets given. Track number of visitors to attractions and Visitor Center. Report data to City Council (quarterly and annually).



PARTNERSHIPS

Objective...

Increased collaboration with tourism partners (i.e. Hood-Gorge regional RDMO, CGTA, Travel Oregon, Travel Portland, Northwest Outdoor Writers Association, Northwest Sportsmen's Show, Gary Lewis Outdoors, etc.). We will also be working hand in hand with the CGTA to promote and increase the East Gorge Food Trail.

Task...

Participate as an exhibitor in travel trade shows, venues, and exhibits, and communicate with partners about options for tours, retail, history, food, and beverages to help create more interest in our community

Measurable Outcome...

Track and report number of brochure packets distributed at each event or venue and the number of articles written or published due to partnerships





9. Personnel

Visitor Services

- Staff Visitor Center
Hours of Operation: M-F 9am - 4:00pm / Regular
- Track information for visitor statistics
- Maintain Local Community Event Calendar
- Submit local events to the 40+ Digital Calendars in the Northwest
- Fulfill Visitor Requests (phone, mail, web, email, and in person)
- Coordinate with all visitor centers, Travel Oregon, and community partners for brochure fulfillments and distribution
- Market events on all social media platforms
- Update web site for events / information / activities
- Send e-blasts / tip sheets by email to targeted groups
- Assist with marketing options for targeted audiences
- Provide welcome bags showcasing and promoting local attractions, events, and businesses for group/convention visits to our community
- Provide information for meeting venues, dining, lodging, and applicable services for group/convention visits to our community

Marketing & Promotions

- Develop Marketing Strategy Plan
- Determine Marketing Publications
- Determine / Design Ads for Advertising
- NEW Web Site Design and implementation for tourism audience will be this late Spring with added features including Blog, better photo albums, and a better video capacity and storage
- Digital Promotion by email, web, social media platforms, and partners
- Works with Community Partners for Branding Message
- Meet with tourism related businesses to help better promote to our visitors
- Work with Region Hood/Gorge for FAM tours and promotion of our community
- Plan, coordinate, and attend FAM events
- Create and implement new campaign with business partners to draw the visitor to our community
- Working with local partner for a targeted digital marketing campaign to the northwest to help provide a call to action to Explore The Dalles

Administration

- Supervisor/Administrator for Tourism Staff
- ODMO, Oregon Destination Marketing Organization, for The Dalles in the Hood/Gorge Region
- Strategic Planning for Tourism and Community Marketing Plan
- Deliver reports to City Council



10. Budget

The Dalles Area Chamber of Commerce 2021-2022 Tourism Budget

Proposed

	2019-2020	2020-2021	2021-2022	NOTES
Personnel				
076-7600-750.31-10 <u>Salaries & Benefits</u>	\$ 152,867.02	\$ 93,000.00	\$ 117,000.00	Reg Staff (3) & PT Summer Staff
Facilities				
076-7600-750.43-10 <u>Utilities</u>	\$ 4,200.00	\$ 4,000.00	\$ 4,000.00	
076-7600-750.43-40 <u>Equipment Maintenance & Repair</u>	\$ 3,900.00	\$ 1,800.00	\$ 2,500.00	
076-7600-750.44-10 <u>Rent</u>	\$ 8,702.40	\$ 8,702.00	\$ 8,702.00	\$725.00 per month
Operations				
076-7600-750.39-00 <u>Administration</u>	\$ 11,000.00	\$ 5,000.00	\$ 10,000.00	
076-7600-750.53-20 <u>Postage</u>	\$ 500.00	\$ 500.00	\$ 500.00	
076-7600-750.53-30 <u>Communications</u>	\$ 2,800.00	\$ 2,200.00	\$ 2,500.00	
076-7600-750.58-10 <u>Travel & Mileage</u>	\$ 4,500.00	\$ 2,500.00	\$ 4,000.00	
076-7600-750.58-50 <u>Professional Development</u>	\$ 2,500.00	\$ 500.00	\$ 1,000.00	
076-7600-750.58-70 <u>Dues & Subscriptions</u>	\$ 1,530.58	\$ 500.00	\$ 750.00	
076-7600-750.60-10 <u>Office Supplies</u>	\$ 2,500.00	\$ 750.00	\$ 2,000.00	
Marketing				
076-7600-750.37-10 <u>Marketing</u>	\$ 66,500.00	\$ 38,233.00	\$ 69,548.00	
076-7600-750.37-20 <u>Public Relations</u>	\$ 15,000.00	\$ 5,000.00	\$ 10,000.00	Digital Marketing Partner
076-7600-750.37-30 <u>Billboard</u>	\$ 11,000.00	\$ 14,315.00	\$ -	
076-7600-750.37-30G <u>Grants</u>	\$ 30,000.00		\$ 7,500.00	10 grants of \$750.00
076-7600-750.55-00 <u>Printing & Binding</u>	\$ 7,500.00	\$ 3,000.00	\$ 5,000.00	
Total	\$ 325,000.00	\$ 180,000.00	\$ 245,000.00	

Lodging Report



July 2021 – February 2022

Data Provided by*



Lodging Occupancy Report

July 2021 - June 2022

Wasco County / Percentage of Occupancy

Mt Hood / Gorge Region

Pacific NW

United States

Month	2021 /2022	2020 /2021	% of change/Year over Year 2020- 2021	2019 /2020	% of change/Year over Year 2019- 2020	2021/2022	% of change/Year over year	2021/2022	2021/2022
July	86.8	66.1	31.3%	86.4	0.5%	84.4	40.60%	74.5	69.6
August	80.3	67.6	18.8%	86.1	-6.7%	77.1	20.90%	68.9	63.2
September	78.5	63.4	23.8%	77.0	1.9%	72.9	19.10%	64.5	61.6
October	71.9	54.0	33.1%	68.8	4.5%	65.9	18.10%	63.9	62.9
November	57.4	37.4	53.5%	49.6	15.7%	56.8	46.50%	60.9	57.6
December	46.0	37.3	23.3%	38.7	18.9%	51.0	33.30%	59.0	53.3
January	47.1	34.7	35.7%	38.9	21.1%	47.1	13.80%	52.0	47.8
February	52.8	34.7	52.2%	45.4	16.3%	55.3	20.50%	61.7	56.9
March				39.7					
April				37.3					
May				40.7					
June				54.0					

*Travel Oregon receives monthly reports on the trends in Oregon hotels', motels', and resorts' occupancy rates, average daily rates, room supply, and room demand, revenue per available room, room revenue. The research does not include campgrounds, RV parks or vacation homes.

Visitor Information Report



July 2021 – March 2022



Tourism Lobby Statistics 2021 / 2022

		Walk-ins	Phone	Relocation	Welcome	Cruise Boat	Tourism	Bulk	Postage	Walk-In Visitor's Country	Walk-In Visitor's State
				Packets	Packets	Charm Trail	Packets		(tourism)	(Top 5)	(Top 5)
2021	July	226	220	1	70		2		\$6.82	USA	FL, CO, IL, WA, TN, CA, OR, MT, WI, ID, NJ
	August	249	215	1			4		\$10.80	USA	CO,AZ,OH,WA, ID, NY, PA, CA MV. FL, VA
	September	234	192		0		2		\$24.40	USA	OR, NV, VA, FL, ID, WA, MI, CO, NM, MA, CA, OK, WY, NY
	October	198	205	1	1		3		\$24.40	USA	TX, MS, NJ, OK, WA, MT, MD, NY, OR
	November	194	222						\$0.00	USA	NY, OR, WA,
	December	162	204						\$0.00	USA	OR
2022	January	171	205						\$41.81	USA	OR
	February	139	275	1			1		\$7.29	USA	OR, WA
	March	261	278		20		4	129.86	\$167.59	USA	OR, WA, AK
	April										
	May										
	June										
Totals		1834	2016	4	91	0	16	129.86	\$283.11		

	Walk-ins	Phone	Tourism Mailed	Reloc Pkts	Welome Explore TD	Cruise Ships	Postage
2012/2013	5232	5594	2384	63	990	0	\$ 1,866.23
2013/2014	5632	6186	1831	40	2879	1916	\$ 838.30
2014/2015	5527	5682	956	59	3417	4712	\$ 835.38
2015/2016	4837	4500	1550	62	7761	5713	\$ 679.38
2016/2017	4536	3678	2775	80	12075	3948	\$ 546.69
2017/2018	4477	4153	820	44	N/A	N/A	\$ 517.81
2018/2019	4536	3678	2775	80	12075	8000	\$ 546.69
2019/2020	1819	2024	24	26	142	6000	\$ 382.59

Website Statistics Report



July 2021 – March 2022



TheDallesChamber.com / ExploreTheDalles.com
Website Statistics
July 2021 - June 2022



July 1, 2021 - June 30, 2022

Month	Sessions	Users	Page Views	Most Viewed Pages	New Visitor %	Returning %	Top Cities	Users	%
July	5,625	4,294	12,756	Front Page, Events, All About the Cherry, Calendar, Cruise the Gorge	82.9	17.1	The Dalles	3,701	17.72
August	4,448	3,411	8,506	Cruise the Gorge, Front Page, Events, Calendar, Jobs	81.6	18.4	Portland	2,248	10.77
September	2,680	2,116	5,616	Front Page, Events, Calendar, Jobs, Explore TD Gift Card, Bus Directory	81.8	18.2	Hood River	1,668	7.99
October	3,079	2,482	6,399	Front Page, Events, Calendar, jobs, Business Directory, Newsletter	82.4	17.6	Seattle	791	3.79
November	2,929	2,173	7,783	Front Page, Events, Starlight Parade, TD Gift Card, Vet Day Parade	79.9	20.1	*Not Set By Google		
December	1,998	1,462	4,923	Front Page, Events, Explore TD Gift Card, Vet Day Parade, Dist Citizens	83.7	16.3	Top Ages	%	Gender
January	2,205	1,650	5,418	Front Page, Events, Business Directory, Jobs, Newsletter, TD Gift Card	81.3	18.7	18-24	9.76	F
February	2,117	1,662	5,644	Front Page, Events, Business Directory, Newsletter, Jobs, TD Gift Card	81.1	18.9	25-34	20.72	M
March	3,837	2,877	8,907	Front Page, Events, NW Cherry Festival, Business Directory, Jobs	82.7	17.3	35-44	20.51	
April							45-54	17.73	
May							55-64	16.88	
June							65+	14.39	
	28,918	22,127	65,952						

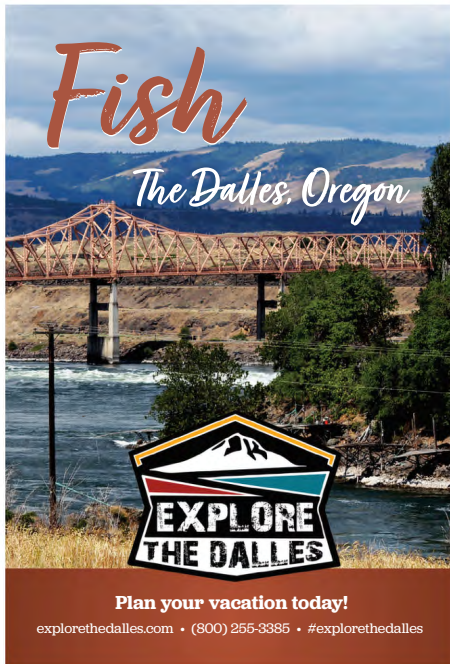
Advertising Samples



July 2021 – March 2022

2021 / 2022

Samples of the Ads that circulated in various publications



Media Coverage



THE DALLES AREA
CHAMBER OF COMMERCE
"This Chamber Means Business"



July 2021 – April 2022

Issue/Date	Outlet	Link	Title	Distribution	Traffic	Readership
7/1/2021	Gary Lewis Outdoors (across all affiliates)	N/A	A commercial for The Dalles Area Chamber of Commerce, created by Gary Lewis Outdoors	274,881		
7/1/2021	Frontier Unlimited	Click Here for Video	Hunting Chukar In The Deschutes Canyon	274,881		
7/1/2021	Frontier Unlimited	Click Here for Video	Sturgeon School On The Columbia	274,881		
7/1/2021	Fishing Central Oregon Book (Gary Lewis Outdoors)	Book	Several chapters promoting The Dalles, the surrounding areas and businesses.			
7/1/2021	Oregon Lake Maps Book (Gary Lewis Outdoors)	Book	Several chapters promoting The Dalles, the surrounding areas and businesses.			
7/1/2021	The Fishing Mount Hood Country Book (Gary Lewis Outdoors)	Book	Several chapters promoting The Dalles, the surrounding areas and businesses.			
7/1/2021	The Bend Bulletin	Newspaper	Oregon Trail Kentucky Rifle	11,576		
7/1/2021	The Reel News	Newspaper	Buckets of Crabs			20,000
7/1/2021	Gary Lewis Outdoors	Radio	Weekly on two stations in the Bend Area			
7/11/2021	JetSetting Fools	Click Here for Story	Columbia River Gorge Waterfalls Scenic Drive: Everything You Need To Know		25,000	
7/17/2021	Columbia Gorge News	Click Here for Story	Eagle Watch 2022 at The Dalles Dam		4,800	
7/17/2021	Coastal Country Blog	Click Here for Story	"Right Next Door" Destinations in Oregon and Washington		231,000	
7/21/2021	Travel Taste and Tour	Magazine article	All About The Cherry	-		
8/1/2021	The Reel News	Magazine article	Top Wenatchee CCA Derby Winners			20,000
8/19/2021	Instagram: Fish Mt Hood Country (Gary Lewis Outdoors)	Click Here for Story	N/A	3,554		
9/1/2021	Salmon & Steelhead Journal	Magazine article	It's Coho Time. Explore The Dalles			40,000
9/1/2021	Oregon Hunter	Magazine article	Oregon State Wildlife Area Quail Hunts	10,000		60,000
9/4/2021	Instagram: Fish Mt Hood Country (Gary Lewis Outdoors)	Click Here for Story	N/A	3,554		
9/15/2021	Instagram: Gary Lewis Outdoors	Click Here for Story	N/A	15,500		
9/16/2021	Instagram: Fish Mt Hood Country (Gary Lewis Outdoors)	Click Here for Story	N/A	3,554		
9/17/2021	Instagram: Gary Lewis Outdoors	Click Here for Story	(Twisted Water Guide Services)	15,500		
9/28/2021	Instagram: Fish Mt Hood Country (Gary Lewis Outdoors)	Click Here for Story	N/A	3,554		
10/1/2021	The Bend Bulletin	Newspaper	Sturgeon School	11,576		
10/10/2021	Trip Savvy	Click Here for Story	12 Best Things to Do in the Columbia River Gorge		4,400,000	
10/17/2021	Instagram: Fishing Central Oregon (Gary Lewis Outdoors)	Click Here for Story	N/A	1,976		
11/1/2021	Instagram: Fishing Central Oregon (Gary Lewis Outdoors)	Click Here for Story	N/A	1,976		
11/12/2021	That Oregon Life	Click Here for Story	The Most Awesomely Epic Oregon Trail Road Trip You'll Ever Take		157,000	
11/21/2021	True West Magazine	Click Here for Story	Western Roundup:November 2021		200,000	
11/22/2021	Instagram: Fishing Central Oregon (Gary Lewis Outdoors)	Click Here for Story	N/A	1,976		
12/1/2021	True West Magazine	Click Here for Story	The Roads Less Traveled		200,000	
12/1/2021	Salmon & Steelhead Journal	Magazine	Gorge Outfitters Supply			40,000

12/3/2021	Instagram: Gary Lewis Outdoors	Click Here for Story	N/A	15,500	
12/3/2021	Instagram: Gary Lewis Outdoors	Click Here for Story	(Promoting Cousin's Restaurant)	15,500	
12/3/2021	Instagram: Gary Lewis Outdoors	Click Here for Story	(Bargeway, The Dalles Inn, Cousins Restaurant)	15,500	
12/13/2021	Instagram: Gary Lewis Outdoors	Click Here for Story	N/A	15,500	
1/1/2022	The Bend Bulletin	Newspaper	First Trout On A Fly	11,576	
1/1/2022	Columbia Gorge News	Newspaper	Winter draws eagles and visitors to The Dalles Dam		5,000
1/5/2022	Portland District, US Army Corps of Engineers	Click Here for Story	Be free as a bird during 12th annual Eagle Watch	-	
1/6/2022	VacationIdea	Click Here for Story	15 Best Things to Do in The Dalles, Oregon	3,000,000	
1/12/2022	Columbia Gorge News	Click Here for Story	Gorge Local In Business: Grand opening brings sweet treats to The Dalles	4,800	
1/18/2022	Facebook: Travel Oregon	Click Here for Story	N/A	474,722	
1/20/2022	Travel Lens	Click Here for Story	16 Best Things to Do in The Dalles, OR	602,000	
1/20/2022	Northwest Travel & Life Magazine (Website)	Click Here for Story	Exploring the Columbia River Gorge	600,000	
1/20/2022	OPB	Click Here for Story	Annual Eagle Watch takes flight in The Dalles	3,900,000	
1/24/2022	Columbia Gorge News	Click Here for Story	Rehearsals start for annual St. Pat’s at St. Pete’s	4,800	
1/24/2022	Only in your state	Click Here for Story	12 Bucket List Worth Restaurants To Try In Oregon: One For Each Month Of The Year	7,400,000	
1/25/2022	Columbia Gorge News	Click Here for Story	Murder Mystery Dinner Theater Returns to The Dalles	4,800	
1/25/2022	Here is Oregon	Click Here for Story	Research reclaims the place of Chinese people in Oregon history	190,000	160,500,250
1/26/2022	Here is Oregon	Click Here for Story	Visit Oregon’s oldest bookstore, serving The Dalles since 1870	190,000	160,500,250
1/26/2022	Oregon Live (republished)	Click Here for Story	Visit Oregon’s oldest bookstore, serving The Dalles since 1870		7,000,000
2/1/2022	Only in your state	Click Here for Story	This 370-Mile Road Trip Leads To Some Of The Most Scenic Parts Of Oregon, No Matter What Time Of Year It Is		30,000,000
2/1/2022	Columbia Gorge News	Click Here for Story	ORIGINAL WASCO COUNTY COURTHOUSE: Regional History Forum programs online in February	4,800	
2/1/2022	Columbia Gorge News	Click Here for Story	‘Contemporary Native Voices’ opens Feb. 4 at Columbia Center for the Arts, The Dalles Art Center	4,800	
2/1/2022	Here is Oregon	Click Here for Story	Beaverton's new Patricia Reser Center for the Arts promises to be "humming with activity."	190,000	160,500,250
2/1/2022	Columbia Gorge News	Newspaper	Winter Fishing		5,000
2/1/2022	US News: Travel	Click Here for Story	21 Best Places to Visit in Oregon	48,300,000	
2/8/2022	Columbia Gorge News	Click Here for Story	Chamber Awards recognize community leaders	4,800	
2/11/2022	KTVZ	Click Here for Story	High Desert Museum, Scalehouse among 55 Oregon recipients of ‘Arts Build Communities’ grants	1,500,000	
2/15/2022	Here is Oregon	Click Here for Story	With Oregon state parks busier than ever, these 5 overlooked parks are worth a visit.	190,000	160,500,250
2/16/2022	Columbia Gorge News	Click Here for Story	Gorge welcomes 'Contemporary Native Voices'	4,800	
2/16/2022	Here is Oregon	Click Here for Story	55 Oregon projects address community need through art	190,000	160,500,250
2/18/2022	KGW	Click Here for Story	American Olympians to wear sweaters made with wool from an Oregon company during Closing Ceremony	2,000,000	
2/18/2022	Columbia Gorge News	Click Here for Story	Chamber making waves at Sportsman Show in Portland	4,800	

2/21/2022	The Seattle Times	Click Here for Story	Pacific Northwest-set episode of 'Mysterious Creatures' airs on Animal Planet this weekend		9,900,000
2/22/2022	National Parks Traveler	Click Here for Story	Photography In the National Parks: Following in the Footsteps of Lewis and Clark Part 1		2,900,000
2/22/2022	The Alike	Click Here for Story	Pacific Northwest-set episode of ‘Mysterious Creatures’ airs on Animal Planet this weekend		-
2/23/2022	Twitter: Forrest Galante	Click Here for Story	(Promoting Animal Planet's Pacific Northwest episode of "Mysterious Creatures with Forrest Galante")		23,375
2/23/2022	Instagram: Forrest Galante	Click Here for Story	(Promoting Animal Planet's Pacific Northwest episode of "Mysterious Creatures with Forrest Galante")		24,155
2/25/2022	Columbia Gorge News	Click Here for Story	The Dalles to be featured on Animal Planet Show		4,800
2/25/2022	Facebook: The Columbia Gorge News	Click Here for Story	(Animal Planet's Pacific-Northwest episode of "Mysterious Creatures with Forrest Galante")		2,854
2/25/2022	News Break	Click Here for Story	The Dalles to be featured on Animal Planet Show		15,000,000
2/26/2022	Animal Planet	Television Show	Mysterious Creatures with Forrest Galante	623,000	195,700
3/1/2022	Columbia Gorge News	Click Here for Story	The Dalles' downtown beautification moving forward with support from Google		4,800
3/1/2022	Columbia Gorge News	Click Here for Story	The Dalles: Mardi Gras on Main Street		4,800
3/1/2022	Game & Fish West	Magazine article	All 'Eyes on the Columbia	-	
3/1/2022	Columbia Gorge News	Newspaper	Gorge Artists Open Studios Tour		5,000
3/3/2022	Central Oregon Daily News: Destination Oregon	Click Here for Story	Destination Oregon: Mosier		294,000
3/8/2022	Columbia Gorge News	Click Here for Story	St Pat's at St. Pete's returns		4,800
3/9/2022	MSN	Click Here for Story	The 60 Most Scenic Drives in America		250,000,000
3/10/2022	Central Oregon Daily News: Destination Oregon	Click Here for Story	Destination Oregon: The Sunshine Mill in The Dalles		294,000
3/15/2022	Columbia Gorge News	Click Here for Story	Northwest Cherry Festival returns: "I Spy The Dalles!" theme of annual event		4,800
3/16/2022	Portland Monthly	Click Here for Story	I Spy! Look for These Landmarks in the Columbia River Gorge		-
3/16/2022	Columbia Gorge News	Click Here for Story	Finding your own beautiful' at Blossomly Boutique		4,800
3/23/2022	Pamplin Media	Click Here for Story	Looking Back: Coast to coast travels arrive in Madras		550,000
3/24/2022	Here is Oregon	Click Here for Story	The new National Neon Sign Museum in The Dalles glows with nostalgia	190,000	160,500,250
3/25/2022	Statesman Journal	Click Here for Story	Websites provide visitors to the Columbia River Gorge with real-time info on wildflowers		580,000
3/26/2022	Instagram: Fish Mt Hood Country (Gary Lewis Outdoors)	Click Here for Story	N/A	3,554	
3/27/2022	Here is Oregon	Click Here for Story	When Columbia Gorge Wildflowers beckon, use these tools to make the most of your visit.	190,000	160,500,250
3/27/2022	Oregon Live (republished)	Click Here for Story	When Columbia Gorge Wildflowers beckon, use these tools to make the most of your visit.		7,000,000
3/30/2022	Oregon Live (republished)	Click Here for Story	The New National Neon Sign Museum in The Dalles glows with nostalgia		7,000,000
4/1/2022	True West Magazine	Click Here for Story	The Wonders of the West		200,000
4/1/2022	Northwest Reel Life	Published in Magazine	Destination Mt Hood	30,000	
4/1/2022	Salmon Trout Steelheader	Published in Magazine	Fishing In Cars		12,000
4/4/2022	Portland Monthly	Click Here for Story	12 Great Wildflower Hikes within Two Hours of Portland		3,600,000
				2,934,341	1,531,127,556
					207,000

Community Marketing Work Plan

2022-2023

At the heart of our approach will be the consistent message of “Explore The Dalles” tourism branding in a way that builds intimacy and powerful personal relationships between our visitors and The Dalles. Our marketing messages and advertisements need to leverage this relationship with the tourism brand and create a sense of excitement to play, eat, and stay in The Dalles.



The Dalles Area Chamber of Commerce

404 W 2nd St

The Dalles, OR 97058

541-296-2231

1. Introduction

2. Marketing Objectives

3. Targeted Audience

4. Marketing Avenues

5. Campaign Overview

6. Marketing Plan Elements

7. Work Plan Overview

8. Goals & Objectives

9. Personnel

10. Budget



1. Introduction

This document provides the detailed outline of our annual promotional objectives and marketing avenues. The Dalles Area Chamber of Commerce is charged with designing a marketing strategy under this plan which will identify strategies, partnerships, and advertising platforms for tourism promotion.

2. Marketing Objectives

Our marketing objectives are:

- Increased visitor spending combined with longer stays in the City of The Dalles
- Targeted Digital Marketing to attract NW Visitors
- Geographical representation beyond attractions in the City of The Dalles
- Capture more visitors to come to The Dalles who are already coming to Oregon and give them an East Gorge experience
- Cross promotions of The Dalles area businesses
- To provide excellent visitor information and service
- Increased collaboration with tourism partners (i.e. CGTA, Travel Oregon, Travel Portland, etc.)
- Focus in the Portland, Seattle, Central Oregon, Eastern Oregon, Tri-Cities, and Spokane markets
- Support and enhance shoulder season tourism events

3. Targeted Audience

Our targeted audiences are:

Active:

- Motivated by new and unique experiences
- Outdoor/extreme recreation enthusiasts
- Drawn to organized physical sports
- Stewards of local environment and giving back
- Among highest spenders when presented with unique experience

Functional:

- Independent of mind and are the least likely to worry about what others might think
- One of the highest rates for taking vacations
- Outdoor Recreation Experience is the number one reason for vacationing

Traditional:

- Strong orientation towards traditional values
- Value individual attention and service
- Self-reliant
- Likes many options

Urban:

- Strong, active, confident
- High spenders
- Style/brand important, but as an expression of their self-made identity
- Looking for new challenges, new experiences, globetrotters
- Favor city destinations as well as scenic locations



3. Targeted Audience Continued

Our targeted geographical areas of focus are:

- Portland Metro / Vancouver, WA
- Seattle / Tacoma, WA
- Central Oregon (Sisters, Redmond, Bend)
- Eastern Oregon & Washington (Hermiston/Pendleton, LaGrande, Tri-Cities, Yakima Valley, Spokane)

4. Utilize NEW Data Tool

Targeting our REAL Time Audience:

- A revolutionary way for communities to understand their visitation and create targeted marketing campaigns to reach their audiences.
- Cultivate mobile and smartphone user data to help communities better understand visitor demographics create more targeted marketing campaigns to reach our preferred audiences.
- Creating geofences around target businesses, attractions, cultural entities, lodging partners and food and beverage locations in our region.
- Ability to retrieve accurate and meaningful demographic data about visitors that reach The Dalles and their habits while here.
- Data retrieved would provide a powerful set of tools from which we and our partners could make better informed decisions about future marketing initiatives and programming plans to responsibly grow our tourism economy by targeting strategic geographic regions and individuals to inspire overnight visits.

5. Marketing Avenues

Our marketing avenues are:

- Print marketing materials utilizing “Explore The Dalles,” with tagline ‘Sunsational The Dalles’ branding
- Print advertising of The Dalles for targeted advertising campaign
- Social promotion via Pay-Per-Click targeted advertising
- Video syndication via branded Youtube channel, regional Hood-Gorge, Travel Oregon, Social Media Platforms, and The Dalles Chamber Website
- Coordination with local partners (City of TD, Regional Chambers, hospitality, events, businesses)
- TV commercials and episode feature (The Dalles) on smaller Outdoor Television shows across the U.S.
- Radio Ads for outdoor recreation airing on 100+ stations across the US on a weekly basis / 12 months

6. Advertising Campaign Overview

Our advertising campaigns will:

- Be designed to meet objectives and reach targeted audiences outlined in this marketing plan
- Give visitors a visual experience to create a relationship with the “Explore The Dalles” brand and create a sense of urgency to visit and stay in The Dalles
- Campaign for “Explore The Dalles” with video, radio, digital, and print advertising
- Use more radio opportunities across the US through syndicated radio show sponsorships (ads)
- Partner with small dish type networks for commercials and feature episodes



7. Marketing Plan Elements

2022-2023 Tourism Marketing Strategy Development:

- Targeted media and advertising campaign development
- Enhance visitor information & services, tourism and events
- Printed media development: Historical Walking Tour / Charm Trail / Cycle The Dalles
- Tourism events identification, assistance with planning, distribute to Northwest Calendars
- Increase the [ExploreTheDalles.com](https://www.exploredalles.com) pages with more info, itineraries, pictures, and video
- Work with Community partners to build tourism events during shoulder season
- Targeted Digital Campaigns (12 months of the year)
- East Gorge Food Trail / Working with Travel Oregon & CGTA to promote East End of the Gorge
- Provide 15 grants of \$2000.00 to entities that are putting on events for the 22-23 tourism year

8. Work Plan Overview

Visitor Services

- **Fully staff** and maintain the official City of The Dalles Visitor Center at the Chamber of Commerce office / Monday thru Friday, July 2021 - June 2022 *[2.0 FTE, with 4 staff consisting of part time, full time]*
- **Continually** update and distribute visitor information to hotels, restaurants and other businesses.
- **Work** with Travel Oregon and CGTA (Columbia Gorge Tourism Alliance) and the committees, formed within the CGTA, for representation of The Dalles in all the materials and events
- **Update** and provide map and materials for self-guided walking tours
- **Respond** to visitor information requests received via phone, email, social media and website
- **Coordinate** welcome bags and greeters for groups, sports events, conferences, and conventions

Community Marketing

- **Work** with design and development companies to assist with campaigns and distribution of information to increase awareness of our region, events, and the promotion of our businesses.
- **Work** with Regional and National publications for the coordination of Familiarization (FAM) tours, and maintaining contact with travel writers who participated in our previous FAM tours for possible new stories or continued promotion..
- **Participate** as an exhibitor in the Tradeshows of targeted audiences; i.e. outdoor recreation, fishing, antiques, cyclists, and regional travel tradeshows with tourism partners (CGTA, RDMO, Travel Portland) 2022
- **Continue** to enhance the website to be even more user-friendly, increase tourism information to targeted audiences, increase videos and photo library, and provide advertisement opportunities for a greater exposure for our local businesses
- **Continue** to promote community events and happenings on event calendars in printed publications and travel websites (currently posting 30+ digital Calendar in the NW and looking for new media options to promote events and happenings)
- **Continue** to expand and enhance “social media” presence (Facebook, Instagram, YouTube, TripAdvisor, Twitter, along with any new platforms that are beneficial to the community)
- **Utilize Datafy** to connect and promote to our identified real time target audience digitally.
- **Distribute** *Explore The Dalles* brochures to Convention & Visitor Bureaus, state travel information centers, State Welcome Centers, Sister Chambers, and other tourism information outlets across the state; continue to provide visitor information packets to individuals or groups attending out-of-town meetings and businesses or organizations who are hosting events in The Dalles area.



8. Work Plan Overview Continued

- **Continue** to maintain and enhance '*Sunsational Charm Trail*' to encourage foot traffic from tourists into our local businesses

Advertising

- **Place** printed and online ads in the following available partners: Oregon's 1859 Magazine, Sunset, Oregon Events Calendar, True West, AAA (VIA), The Reel News, NW Sportsman, Oregon Sport-fishing Regulations, Alaska Sporting Journal, Salmon and Steelhead Journal, NW Fly Fishing, Columbia Gorge To Mt. Hood, NW Travel, Portland Guide, and NW Outdoorsman TV.
- **Support** national and international marketing strategies of Travel Oregon and Travel Portland with co-op advertising and provide The Dalles brochures as part of their travel trade activities
- **Provide** marketing TRT grants for organizations producing events that generate overnight stays

Partnerships

Maintain and maximize key partnerships ...

- Travel Oregon
- Travel Portland
- Oregon Tour & Travel Alliance
- Columbia Gorge Arts & Culture Alliance
- Oregon Festivals & Events Association
- Oregon Travel Information Council
- Mt. Hood-Columbia Gorge Regional Destination Marketing Organizations (RDMO)
- Oregon Destination Marketing Organizations (ODMO)
- Columbia Gorge Tourism Alliance (CGTA)
- City of The Dalles
- Wasco County
- Columbia Gorge Discovery Center & Museum
- The Dalles Dam / U.S. Army Corps of Engineers
- Port of The Dalles
- Northern Wasco County Parks & Recreation District
- Columbia Gorge Community College
- Wasco County Historic Landmarks
- The Dalles Main Street Program
- Downtown The Dalles
- Eastern Oregon Visitors Association
- Northwest Regional Chambers / Visitor Centers.

Continually looking for new opportunities and partnerships

Evaluation

Will be provided by Chamber Board Directors review, quarterly and annual reports to the City, and monthly financial reports from the City to the Chamber.



9. Goals & Objectives

VISITOR SERVICES

Objective...

To capture more visitors in person, phone, and online coming to Oregon and the Gorge, to come and explore The Dalles.

Task...

Increase information, partner links, and photo library for Activities, Events, and Community Calendar

Measurable Outcome...

Track information of visitors to include state of origin, reason for their visit, and how they heard of The Dalles through website analytics and use lodging reports to gauge increased number of overnight stays.

COMMUNITY MARKETING

Objective...

Increase exposure that encourages visitors to come to our community through website and social media platforms.

Task...

Enhance platforms with information, video, links to community partners with content for recreation and attractions. Using Google analytics for each aspect to aid in future targeted marketing.

Measurable Outcome...

Utilizing analytics on each platform to identify future target market (as this changes annually) and report location of web visitor, ages, and gender to City Council (quarterly and annually).

ADVERTISING

Objective...

Increased overnight stays, also longer stays in The Dalles. The average overnight guest spends an average of \$293.00 per day in our community [Dean Runyan Associates, 2020]

Task...

Supply local hotels with 'Explore The Dalles' brochure and city maps for their guests (groups, conference or events attendees will be given welcome bags promoting our local businesses and attractions)

Measurable Outcome...

Use Datafy to track number of visitors to attractions/hotels/events. Report data to City Council (quarterly / annually). This allows us to target our advertising dollars and spend only where effective.



9. Personnel

Visitor Services

- Staff Visitor Center
Hours of Operation: M-F 9am - 4:00pm / Regular
- Track information for visitor statistics
- Maintain Local Community Event Calendar
- Submit local events to the 30+ Digital Calendars in the Northwest
- Fulfill Visitor Requests (phone, mail, web, email, and in person)
- Coordinate with all visitor centers, Travel Oregon, and community partners for brochure fulfillments and distribution
- Market events on all social media platforms
- Update web site for events / information / activities
- Maintain and utilize newly created TOKEN WALL of wooden coupons to local businesses
- Send e-blasts / tip sheets by email to targeted groups
- Assist with marketing options for targeted audiences
- Provide welcome bags showcasing and promoting local attractions, events, and businesses for group/convention visits to our community
- Provide information for meeting venues, dining, lodging, and applicable services for group/convention visits to our community

Marketing & Promotions

- Develop Marketing Strategy Plan
- Determine Marketing Publications
- Determine / Design Ads for Advertising
- Continue to update Web Site for determined and targeted tourism audience while adding features including Blog, better photo albums, and a better video capacity and storage
- Digital Promotion by email, web, social media platforms, and partners
- Works with Community Partners for Branding Message
- Meet with tourism related businesses to help better promote to our visitors
- Work with Region Hood/Gorge for FAM tours and promotion of our community
- Plan, coordinate, and attend FAM events
- Create and implement new campaign with business partners to draw the visitor to our community
- Working with partner for a targeted digital marketing campaign to the northwest to help provide a call to action to Explore The Dalles

Administration

- Supervisor/Administrator for Tourism Staff
- ODMO, Oregon Destination Marketing Organization, for The Dalles in the Hood/Gorge Region
- Manage Datafy and reporting
- Budget, Strategic Planning for Tourism, and Community Marketing Plan
- Deliver reports to City Council



10. Budget

The Dalles Area Chamber of Commerce

2022-2023 Tourism Budget

Proposed

		2019-2020	2020-2021	2021-2022	2022-2023	NOTES
Personnel						
076-7600-750.31-10	Salaries & Benefits	\$ 152,867.02	\$ 93,000.00	\$ 117,000.00	\$ 175,000.00	*
				\$ 30,000.00		additional funding after contract
Facilities						
076-7600-750.43-10	Utilities	\$ 4,200.00	\$ 4,000.00	\$ 4,000.00	\$ 5,500.00	
076-7600-750.43-40	Equipment Maintenance & Repair	\$ 3,900.00	\$ 1,800.00	\$ 2,500.00	\$ 3,000.00	
076-7600-750.44-10	Rent	\$ 8,702.40	\$ 8,702.00	\$ 8,702.00	\$ 8,702.00	\$725.00 per month
Operations						
076-7600-750.39-00	Administration	\$ 11,000.00	\$ 5,000.00	\$ 10,000.00	\$ 12,000.00	
076-7600-750.53-20	Postage	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,000.00	
076-7600-750.53-30	Communications	\$ 2,800.00	\$ 2,200.00	\$ 2,500.00	\$ 3,000.00	
076-7600-750.58-10	Travel & Mileage	\$ 4,500.00	\$ 2,500.00	\$ 4,000.00	\$ 6,000.00	
076-7600-750.58-50	Professional Development	\$ 2,500.00	\$ 500.00	\$ 1,000.00	\$ 2,500.00	
076-7600-750.58-70	Dues & Subscriptions	\$ 1,530.58	\$ 500.00	\$ 750.00	\$ 2,000.00	
076-7600-750.60-10	Office Supplies	\$ 2,500.00	\$ 750.00	\$ 2,000.00	\$ 5,000.00	
	Datafy Data Software	\$ -	\$ -	\$ -	\$ 20,000.00	
Marketing						
076-7600-750.37-10	Marketing	\$ 66,500.00	\$ 38,233.00	\$ 69,548.00	\$ 125,000.00	
076-7600-750.37-20	Public Relations	\$ 15,000.00	\$ 5,000.00	\$ 10,000.00	\$ 18,000.00	Digital Marketing Partner
076-7600-750.37-30	Billboard	\$ 11,000.00	\$ 14,315.00	\$ -	\$ -	
076-7600-750.37-30G	Grants	\$ 30,000.00		\$ 7,500.00	\$ 30,000.00	15 grants of \$2000.00
076-7600-750.55-00	Printing & Binding	\$ 7,500.00	\$ 3,000.00	\$ 5,000.00	\$ 10,000.00	

\$ 325,000.00 \$ 180,000.00 \$ 275,000.00 \$ 426,702.00

*Reflects the National cost of living increase for each year through 2019

**Reports to Partners for planning of events, recruitment, and development

Summary / Future

Region:

Region Cook Book which is under way of being produced. Showcasing each community with a recipe with ingredients that are locally sourced. Promotion is in conjunction of promoting both the West Gorge and East Gorge Food Trail. These trails are being promoted on Travel Oregon and through our the Hood Gorge Visitor Centers. We will be joining this momentum with a small syndicated TV Show 'Field to Table' and showcasing our Chefs, food, East Gorge Food Trail, and The Dalles. This is a part of our contract with Harrod Outdoors. Filming will begin in May. Our region now has a Grant Writer, which means that businesses, organizations, and agencies need to communicate their project needs so that the grant writer can be looking for those funding opportunities and assist with the writing.

Our region will be working on an updated version of the Infinity Loop Map which encourages the visitor to experience the entire region and hopefully ease the congestion and push visitors to the other areas. Our region will be doing FAMs once again. We will be, as a region, inviting influencers and publications to experience the highlights of each community in our Hood Gorge Region. Some of these will be sponsored by Travel Oregon.

Promotions:

We took risks this past year and spent a large percentage of our marketing dollars on two separate campaigns in the Portland market. We are hoping to repeat this type of campaign. We did advertisements they created and promotions on their website for both a web and television exposure. We are finding that if we want to be competitive with communities all around us we need to be actively in the outlying markets and not with just print ads. We are looking at the Bend, Spokane, Portland, and Tri-Cities markets. With fuel prices up we are looking at enticing the traveler who is within a 5 hour radius.

We have contracted with an outdoor video company that produces a small Television Show that actually has two shows, Harrod's Cookhouse Field to Table and Harrod Outdoors LLC. Our commercials are embedded within the shows and are listed as a sponsor on their websites. They are working with us to feature The Dalles on the Cooking Aspect with chefs, restaurants, and locally sourced foods.

We will continue to look for other opportunities similar to this as it is more affordable and allows us to embed our commercials so that even when the shows are on their website as past episodes or on Youtube, our commercial will be in the middle of the airing of their show.

Website:

We launched a new website this past year and we will continue to add, improve, and further promote our community. Our intern for the summer will be working on NEW itineraries, photos, blogs, and new content. We are also working on aspects for our Chamber Website that will allow our businesses to sell items, packages, and more on a marketplace platform. This will allow us to help market items and experiences for our businesses (especially those that will entice visitors) through our website. We hope that this will raise the awareness of our community, goods and services offered by our businesses, and help visitors WANT to come and Explore The Dalles.

Datafy:

Datafy is a geolocation software company. The company has developed an ethical and revolutionary way to cultivate mobile and smartphone user data to help communities better understand their visitor

demographics which can be used by The Dalles Chamber of Commerce to help create more targeted marketing campaigns to reach our preferred audiences. The technology uses a two-pronged approach for cultivating this data. The first is creating geofences around target businesses, attractions, cultural entities, lodging partners and food and beverage locations in our region. The second are 225 million mobile or smartphones of visitors and data collected from 500+ voluntarily downloaded applications. When a visitor uses geolocation on their device within the geographic field it pings the device and Datafy collects that data to provide to The Dalles to help us better understand the habits of visitors. The software cultivates that data along with non-essential personal information about the visitor – like their zip code – to tell us where they are visiting from. From the data collected The Dalles Chamber of Commerce for the first time would have truly accurate and meaningful demographic data about visitors that reach The Dalles and their habits while here. That data would provide a powerful set of tools from which we and our partners could make better informed decisions about future marketing initiatives and programming plans to responsibly grow our tourism economy by targeting strategic geographic regions and individuals to inspire overnight visits.

This software would finally give us the measurables that so many Destination Marketing agents have been seeking. We can use this data to really focus our advertising dollars where they will actually grab the attention of the visitor that will come. It will help us measure our events, overnight stays, our cruise ship guests, and so much more. I am asking that we fund this software with monies in our contract that are actually paid by our travelers and guests. Not from econ dev, property taxes, or the general budget. It is an appropriate and worth investment as this will provide our entire community with a tool that can help our tourism Economic Development which our businesses rely on to survive. Remember we have businesses that rely on 50 to 75% dollars from outside our area to survive!

Tourism Event Grants:

We are asking for more dollars this year to grant to our community for marketing needs and more when they put on events. It has always been the goal of the Chamber not to be the orchestrator or creator of events but to aid, support, and promote grass root events. We feel that with the rising cost of everything that the grants should be at least \$2000 each and we should provide more than just a handful. We are asking for \$30,000 so that we can award 15 grants of \$2000 through out the year. We are excited at the thought that we can award 15 of these grants to help with the marketing!

FAM tours:

We are already working on doing our own independent FAM tours with some Northwest Region Publications. We are excited that we will be able to bring publications to our community in the hopes that we gain a feature in their magazine, show, or website.

Lodging:

GREAT NEWS as 2021 and 2022 are reflective of the opening of our state, visitors wanting to be out and about, vacationers traveling! We are exceeding our occupancy numbers from 2019. We have also increased our Average Daily Rate by \$8.99 per night compared to our rates in 2019. This is great news for the City. We are on track to receive more revenue than 2019 (which with cost increase doesn't seem like much). This is good for our community.

The revenue side from our lodging reports shows an increase of \$209,768.00 in hotel revenues for just January (Please remember that this is a sampling of our hotels and does not include all of them). This is really great news for The Dalles, the City, and our businesses. This is an indication of the tourists, visitors, and contractors (remember that they do not pay into this system at all if they book a room for

more than 30 days) are staying here with us and spending money while they are here. Our contractors may not pay TRT tax but they buy extra meals, fuels, and goods as they are here for a while.

Our average tourists spend the average of \$293.00 per day [490.00 after visiting a welcome center, Dean Runyan report]. This includes their hotel. So, if you take the demand of 12,107 rooms in January of this year (still a sample and doesn't include all our hotels) and multiply it by the average spending per day you will find that approximately \$3,547,351.00 was left in our community in one month!!!! This is supporting our hotels and their staff, restaurants, services (as some had broken down while winter traveling), medical, retail, and attractions.

We are working diligently to improve this as our businesses are still struggling and we NEED outside dollars to support our community!

My team and I are looking forward to working with you this next year and are hopeful that tourism will be stronger in numbers and spending than 2019. We are working with partners and marketing agents to find markets with a creative that will attract the visitors to Explore The Dalles.

DMO

Destination Marketing Organization are instrumental for promotion of the entire community. We need to work with all our partners to make sure the message is conveyed to the NW to come and Explore The Dalles.

Token Wall

This program was begun during the pandemic with funding from the City to help support small businesses and promote our businesses at no cost to them. We have a very fun wall with mason jars full of tokens/coupons for our businesses. They could be restaurants, health clubs, salons, massage, retail, and attractions. These are given to our guest in sets of 2,3, and 4 creating an experience for them and further encouraging them to go into our businesses. We presently have 34 tokens!

Chamber is at the Table

This past fall I was appointed by Governor Brown to sit on the Historic Columbia River Highway Advisory Committee thus putting The Dalles at the Table. TUNNEL is now all the way through!!!

We are also on the board of directors for the Oregon State Chamber which helps gives us a bigger voice for our businesses with their needs, support, and how our community can be better served. I am presently the treasurer for the Board.

EMPLOYEE RECOGNITION PROGRAM

Purpose: The purpose of the City of The Dalles Employee Recognition Program is to acknowledge and reward outstanding efforts of employees, and to recognize years of service of employees.

Annual Recognition: Annual employee recognition awards and service awards will be presented at the first City Council meeting in April.

Section 1. Service Awards- Employees who have worked for the City of The Dalles for periods of 5, 10, 15, 20, and more than 20 years, will be recognized annually, at the first City Council meeting in April.

Section 2. Excellent Customer Service Award- This award is open to all employees, and includes outstanding customer service to both external and internal customers (this includes citizens, other City employees, working with other governmental agencies, etc.). An employee may be nominated for this award who has provided customer service which is noticeably outstanding, by consistently displaying an exemplary attitude toward the public; providing customer service above and beyond expected service levels; "goes the extra mile"; and shows exceptional customer service efforts.

Section 3. Innovative Thinking Award- This award is for an employee who creates a new or improved idea, which creatively leads toward attaining the City's values of quality, integrity, and respect; saves the City money or generates a new source of revenue; or makes a process or procedure more efficient.

Section 4. Team Player Award - This award is for an employee who has demonstrated excellent performance, productivity, professionalism and other noteworthy accomplishments. The award exemplifies the employee values in daily performance by consistently performing work with the highest quality; demonstrating a respectful attitude toward the public and co-workers; approaching work with integrity; demonstrating a professional, positive attitude about work; and completing work in a manner which supports a safe working environment.

Section 5. Retirement - Awarded to employees upon retirement from City service, for those who have served a minimum of five years.

Forms of Recognition. The service award recipients will receive a Certificate of Recognition and a City of The Dalles Service Plaque, which will include the number of years of service. The employee will also receive a gift of their choosing, selected from the catalog provided by Human Resources. The value of awards will be budgeted annually and may be adjusted for economic conditions, City Manager or Council request.

The award recipients for the *Excellent Customer Service*, *Innovative Thinking*, and *Team Player* awards will receive a Certificate of Recognition, and a gift of their choosing from a catalog provided by Human Resources. The value of awards will be budgeted annually and may be adjusted for economic conditions, City Manager or Council request.

The retirement awards will include a plaque recognizing the years of service to the City and the City will pay up to \$150 toward a gift and/or retirement party.

Nominations. Annual nominations will remain open from January 1 through December 31 of each year. Forms will be made available to all City Employees and Councilors, and are to be filled out completely, including summary, and turned into the Human Resources Office by the last

day of the calendar year. Any City employee or City Councilor may submit nominations.

Awards. All nominations will be reviewed by a panel, which will include the Mayor, Human Resources Director and City Manager. One recipient will be selected for the categories of Excellent Customer Service, Innovative Thinking, and Team Player per year. Award recipients will be notified in advance of the award ceremony.

CITY OF THE DALLES EMPLOYEE RECOGNITION NOMINATION FORM

The City of The Dalles Employee Recognition Program acknowledges and rewards outstanding efforts of employees in the following categories: Excellent Customer Service, Innovative Thinking, and the "Pete Wasser" Team Player. These categories are described in the attached policy.

All employees are eligible for nomination by any city employee or a City Councilor. Annual nominations will remain open from January 1 through December 31 of each year. Awards will be given out at a planned event in the Spring of each year.

Name of Nominee: Sam Perez Department: Police

This employee is being nominated for the following award:

- ☒ *Excellent Customer Service Award*
☐ *Innovative Thinking Award*
☐ *Pete Wasser Team Player Award*

Please complete a brief narrative below detailing why the nominee should be given the award. This nomination will be evaluated based on the narrative, so please provide specific examples and information.

Nominated by: Tom Worthy Department: Police

Date Submitted: 12/07/2021

Narrative:

Officer Perez has demonstrated exemplary customer service, aptitude and attitude towards his job as a police officer for the City of The Dalles this year. Officer Perez never hesitates to take on any call or assignment and approaches his work with a positive attitude that is reflected in his interactions with the public. Officer Perez is known to interact frequently with the homeless population and to seek out solutions that benefit the individual and the community. Officer Perez works with the underprivileged in our identification assistance program helping people without identification receive valid identification that can be the doorway to employment, services or housing. Officer Perez actively passes on his knowledge and skills to new officers as a field training officer ensuring that this approach to service will continue within the department. Officer Perez is well known within the Spanish speaking community and serves as a valuable conduit between the department and this community. Officer Perez accomplishes this all while consistently having some of the highest activity levels of any officer on the Department. I highly recommend Officer Perez for this Excellence in Customer Service Award.

Return Completed Nominations to the City Human Resources Director by December 31.

CITY OF THE DALLES EMPLOYEE RECOGNITION NOMINATION FORM

The City of The Dalles Employee Recognition Program acknowledges and rewards outstanding efforts of employees in the following categories: Excellent Customer Service, Innovative Thinking, and the "Pete Wasser" Team Player. These categories are described in the attached policy.

All employees are eligible for nomination by any city employee or a City Councilor. Annual nominations will remain open from January 1 through December 31 of each year. Awards will be given out at a planned event in the Spring of each year.

Name of Nominee: Jill Hoyenga Department: Public Works

This employee is being nominated for the following award:

- ☐ *Excellent Customer Service Award*
- ☐ *Innovative Thinking Award*
- ☒ *Pete Wasser Team Player Award*

Please complete a brief narrative below detailing why the nominee should be given the award. This nomination will be evaluated based on the narrative, so please provide specific examples and information.

Nominated by: Eric Hansen Department: Public Works

Date Submitted: 12/07/2021

Narrative:

The following bullet points are just a few of the reasons why I would like to nominate Jill Hoyenga for the Team Player award:

1. Jill has taken on additional tasks and has excelled in those areas, which include the Risk and Resilience Assessment and the Emergency Response Plan, (which saved the city an estimated \$50,000 as those projects were planned to be contracted) as well as the Local Limits Program and the Mercury Minimization Plan.
2. Jill has the ability to multi-task and complete all of her duties on time. Timelines for regulatory compliance can be challenging to adhere to, but Jill routinely stays on schedule.
3. Communication with our customers is a key element in the Industrial Pretreatment Program, and Jill excels in this area. Her documentation of contact and conversations is unparalleled. Her language in press releases are clear and to the point, which is desirable for our citizens.
4. In addition to her Public Works duties, she has taken strong roles in the City's website update and records retention systems.

Return Completed Nominations to the City Human Resources Director by December 31.

CITY OF THE DALLES EMPLOYEE RECOGNITION NOMINATION FORM

The City of The Dalles Employee Recognition Program acknowledges and rewards outstanding efforts of employees in the following categories: Excellent Customer Service, Innovative Thinking, and the "Pete Wasser" Team Player. These categories are described in the attached policy.

All employees are eligible for nomination by any city employee or a City Councilor. Annual nominations will remain open from January 1 through December 31 of each year. Awards will be given out at a planned event in the Spring of each year.

Name of Nominee: Izetta Grossman Department: Administration

This employee is being nominated for the following award:

- ☐ *Excellent Customer Service Award*
☒ *Innovative Thinking Award*
☐ *Pete Wasser Team Player Award*

Please complete a brief narrative below detailing why the nominee should be given the award. This nomination will be evaluated based on the narrative, so please provide specific examples and information.

Nominated by: Jill Hoyenga Department: Public Works

Date Submitted: 12/16/2021

Narrative:

Izetta Grossman is an exceptionally innovative thought leader. She routinely seeks new and more efficient work methods. I am writing this recommendation because of her leadership in developing a new website platform. I am honored to be a member of the website development team. Her style of collaborative leadership has boosted the team to that magic place of the whole being the sum of the parts. Notable attributes:

- She included the team in the website developer selection process. It was clear from the three interviews conducted that she had done substantial research before selecting the finalists. The whole team was satisfied with the selected contractor.
- She has held a clear vision for the new citizen/customer user interface with the goal of making the website the City's "front office". Yet she has invited the team to give meaningful input on the look/feel of the new website.
- She has been cheerful and practical through the many challenges of building a new website. Her upbeat manner in the face of each challenge has helped pull the team into problem solving mode while keeping every team member on board.

In short, Izetta is always great to work with. But this year she really went the extra mile by taking on the ambitious website upgrade project. Huge kudos to her!!

Return Completed Nominations to the City Human Resources Director by December 31.

Counselor Report 4/11/2022

On Saturday, March 25th, 2022, the Community Outreach Team departed for Washington D.C. for the semi-annual trek to our nation's capitol in pursuit of economic stimulus funding for our city and to express our consensus related to issues affecting our community.

Representing our community:

Marta Cronin - CGCC President

Andrea Klaas - Port of The Dalles Director

Greg West - Port of The Dalles President

Steve Kramer - Wasco County Commissioner

Timothy McGlothlin - City of The Dalles President of Council

Our plane was delayed by 2 hours so we didn't arrive until late Saturday night at our hotel. On Sunday, our team met for final preparations to discuss planning and schedules. Monday morning, we visited with staff of The National Association of Counties and then later with the National League of Cities. Both of these meetings produced an amazing amount of resources for grant opportunities. I have compiled a listing of those agencies and the procedure to apply for the grant opportunities. In my opinion, the networking and information gathered made this session extremely valuable in our quest of finding economic opportunities for our respective agencies.

On Tuesday, March 29th, we met with Congresswoman Jamie Herrera-Beutler, Congressman Cliff Bentz, and a virtual gathering with Senator Murray.

Wednesday, Senator Wyden and Merkley sat down for a meeting between congressional hearings.

On Thursday, we had several followup meetings in the morning and preparation for departure from Reagan airport. Yes, the departure was delayed and I finally arrived home around 3:00 am Friday morning.

Tomorrow, our team will be debriefing at the Port Office.

Projects and Issues Overview included:

- Columbia Gorge Career Tech Jobs investment - Seeking 1.35 million
- Port of The Dalles Fire Recovery - Seeking 1.4 million
- Port of The Dalles Redevelopment and Industrial Land Acquisition - 3 million
- Collaboration to Create a Healthy Community - Project under development, so no financial request at this time.

Administrative and Policy Issues:

- Federal Forest Fire Fuels Reduction
- Payment in Lieu of Taxes and Secure Rural Schools Continuing Funding
- Lower Snake River Dams Removal
- Continued EDA (Economic Development Administration)

The Dalles Outreach Team
Community Enhancement Program
The Dalles, Oregon
March 2022



By: Ron Nichols, Courtesy: [NRCS](#)

Spring Cherry Blossoms in The Dalles

15 min in advance

The Dalles Community Outreach Team - Washington, D.C. - March 2022

Saturday, March 26th

	Team Arrives at Homewood Suites by Hilton, Navy Yard: 50 M Street SE	202-899-2800	Green Line Navy Yard/BP
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Sunday, March 27th

6:00 p.m. ET	Dinner at CIRCA at Navy Yard: 99 M Street SE
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Monday, March 28th

1:00 p.m. ET	National Association of Counties	Seamus Dowdall	660 N. Capitol St. NW #400	sdowdall@naco.org	202-942-4212	Red Line Union Station
2:30 p.m. ET	National League of Cities	Archana Sridhar	660 N. Capitol St. NW #450	sridhar@nlc.org	202-221-7688	Red Line Union Station
4:30 p.m. ET	Senator Cantwell Staff VIRTUAL	Naseem Mehyaar		naseem_mehyaar@cantwell.senate.gov	202-224-3441	

Tuesday, March 29th

10:00 a.m. ET	Congresswoman Jaime Herrera-Beutler Staff	Reilly Lamp	2352 Rayburn House Office Building	reilly.lamp@mail.house.gov	202-868-7079	Blue Line Capitol South
1:30 p.m. ET	Congressman Cliff Bentz	Maggie Sayers	1239 Longworth House Office Building	maggie.sayers1@mail.house.gov	202-225-6730	Blue Line Capitol South
4:00 p.m. ET	Senator Murray Staff VIRTUAL	Anthony Peña		anthony_pena@murray.senate.gov	360-903-9116	

Wednesday, March 30th

12:00 p.m. ET	Senator Wyden & Staff	Aliyah Chance	221 Dirksen Senate Office Building	aliyah_chance@wyden.senate.gov	202-224-5244	Red Line Union Station
2:00 p.m. ET	Senator Merkley & Staff	Carly Vandegrift	531 Hart Senate Office Building	carly_vandegrift@merkley.senate.gov	202-224-7783 202-224-1749	Red Line Union Station
5:30 p.m. ET	Dinner (Evening Social) at Hotel	n/a		n/a	202-899-2800	Green Line Navy Yard/BP

Thursday, March 31st

	Held for Agencies					
	Team Departs					

Friday, April 1st

	Team Departs
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MONDAY, MARCH 28th

National Association of Counties

- Seamus Dowdall-Legislative Associate
- Mike Matthews-Workforce/Econ Development Issues
- Jonathan Shuffield-Legislative Director for Public Lands, Liaison to the Western Interstate Region

National League of Cities

- Irma Esparza Diggs-Senior Executive and Director Federal Advocacy
- Carolyn Berndt-Legislative Director: Energy, Environment, Water, Climate, Natural Resources
- Brittney D. Kohler-Legislative Director: Transportation & Infrastructure
- Stephanie Martinez-Ruckman-Legislative Director: Human Development (Education, Immigration, Child/Family, Health, Labor, Veterans Affairs)
- Yucel (u-jel) Ors-Legislative Director: Public Safety & Crime Prevention (Criminal Justice, Homeland Security, Gun Violence, and Fire)
- Angelina Panettieri-Legislative Director: Telecommunications, Cybersecurity, Information Technology and Broadband
- Michael Wallace-Legislative Director: Community and Economic Development
- Archana Sridhar-Senior Specialist: Grassroots Advocacy
- Michael Gleeson-Legislative Director: Finance, Administration, and Intergovernmental Relations

Senator Cantwell Staff **VIRTUAL**

- Naseem Mehyar-Legislative Assistant, Transportation
- Megan Thompson-Legislative Assistant, Environment
- Ronce Almond-Senate Commerce, Aviation Senior Counsel
- Christi Barnhart-Senate Commerce, Broadband Senior Counsel

TUESDAY, MARCH 29th

Congresswoman Jamie Herrera-Beutler Staff

- Reilly Lamp-Legislative Assistant

Congressman Cliff Bentz

- Briana Connolly-Legislative Assistant

Senator Murray Staff **VIRTUAL**

- Anthony Peña-Southwest Washington Director

WEDNESDAY, MARCH 30th

Senator Wyden & Staff

- Aliyah Chance-Special Assistant & Intern Coordinator
- Bobby Ahern-Legislative Assistant for Natural Resources
- Rachel Lang-Advisor for International Trade, Competitiveness, and Innovation
- Liam Vlaming-Legislative Aide
- Kevin Wu-Legislative Aide

Senator Merkley

MARCH 2022 PROJECTS AND ISSUES OVERVIEW

FINANCIAL ASSISTANCE REQUESTS

Columbia Gorge Career-Tech Jobs Investment..... Page 8

Request: Columbia Gorge Community College seeks \$1.35 million for career-tech training and equipment in the Fund for the Improvement of Post-Secondary Education, within the FY23 Labor/HHS/ Education Appropriations Bill.

Federal funding will provide for up-skilling through targeted specialized education, workforce training and equipment, creating high-demand, family-wage jobs in advanced manufacturing, construction trades, aviation maintenance and emergency medical services.

Port of The Dalles Marina Fire Recovery Page 10

Request: The Port of The Dalles seeks \$1.4 million to assist with recovery from the July 4th marina fire. It is believed that the EPA and USDA Community Facilities accounts could work for this project.

This catastrophic event is causing great hardship on the Port of The Dalles as the Port has needed to divert funds from their economic development fund to cover the un-budgeted costs of emergency response and recovery.

This fire occurred in a basin of the Columbia River and involved boats and structures. The Port undertook extraordinary measures to ensure that no fuel, or fuel contaminated debris, was released into the Columbia River. The Port worked closely with Columbia River Inter-Tribal Fisheries, Oregon Department of Environmental Quality, and other agencies to ensure our response was exemplary and exceeded their needs. Now that the emergency is over, the Port needs financial assistance to help off-set the incurred expenses and help with the future expenses of rebuilding the marina.

Port of The Dalles Real Estate Redevelopment and Industrial Land Acquisition..... Page 12

Request: The Port of The Dalles seeks \$3 million to assist with industrial land purchase and real estate redevelopment.

The Port of The Dalles has been advocating for the expansion of the Urban Growth Boundary so Wasco County and The Dalles can continue to prosper. In the meantime, the Port needs additional resources to acquire industrial land outside of the City of The Dalles and to work on in-fill within

the City limits so there is adequate space for existing businesses to expand, and new businesses to grow.

Collaboration to Create a Healthy Community Page 13

Wasco County, the City of The Dalles, and Mid-Columbia Medical Center have come together to explore the development of a new medical facility and a new sports and athletics complex in The Dalles Oregon.

This project is under development, so no financial request at this time, just awareness that it is happening.

ADMINISTRATIVE AND POLICY ISSUES

Federal Forest Fire Fuels Reduction Page 16

Request: Support sensible forest management and fuels reduction.

On September 2, 2017, a catastrophic wildfire broke out in the Columbia River Gorge near Cascade Locks. This fire closed I-84 for three weeks, decimated the Historic Columbia River Highway, produced unhealthy levels of smoke, and caused economic hardship for many businesses in The Dalles, Wasco County, and the Gorge, which saw business shrivel as the fire burned for more than three months. The 2018 fire season started early and kept local communities covered with unhealthy smoke through much of the summer.

All of this could have been prevented with adequate forest management and fuels reduction. The Community Outreach Team has been asking for additional funding for the USFS to help with forest management, and a path for expedited permitting to address salvage timber after a storm or fire to remove deadfall. In 2017 alone, \$2 billion were spent fighting forest fires. Watersheds, local economies, and air quality continue to be negatively impacted.

"In 2018, the Community Planning Assistance for Wildfire (CPAW) program provided Wasco County with land use planning solutions to better manage the wildland-urban interface," said Angie Brewer, Wasco County Planning Director. "This team of planners, foresters, economists, researchers, and wildfire hazard modelers visited Wasco County and delivered a packet of recommendations which included an in-depth risk assessment and maps identifying wildfire hazard levels in the county ranging from moderate to very high."

Our endangered forests are in desperate need of sensible forest management and fuels reduction.

Payment in Lieu of Taxes and Secure Rural Schools Continued Funding Page 18

Request: Restore adequate federal PILT and SRS funding to timber counties.

Imagine that you own a building, and your tenant decides to stop paying rent. Then imagine that the tenant decides to stay in the building, so you cannot rent it out for income.

This is in fact what the Federal government is doing to Wasco County. They promised payments to reimburse the County for lost tax receipts, but annually choose not to make those payments, at the same time they have restricted timber harvest that could have made up for some of that lost revenue. Wasco County's road department is very reliant on Federal payments, which make up about 60% of that budget.

"Funds from forest operations have historically been key in funding the maintenance and operation of Wasco County's road system," said Commissioner Scott Hege of Wasco County. "With declining infrastructure funding, these dollars are even more important in providing critical funds to help Wasco County keep its roads maintained for our business community, as well as our citizens."

Lower Snake River Dams are Critical for Rural Communities Page 24

Request: Oppose the removal of Lower Snake River Dams.

Hydroelectric power produced by the Lower Snake River Dams provides consumer owned utilities with low-cost, carbon free, reliable power that is supplied to many low-income, rural Oregonians. These dams, and the Columbia River hydroelectric power system will act as a battery to store energy when wind and solar generation are producing power. These dams will allow Oregon to meet its clean energy goals.

U.S. Economic Development Administration Support Page 28

Request: We request support for ongoing investment into the U.S. Economic Development Administration, an agency which has been instrumental in helping us invest in our communities and plan for our future. We request support for EDA reauthorization.

The U.S. Economic Development Administration provides vital funding to help the Columbia Gorge economy move forward.

"The food and beverage industry is one of the fastest-growing sectors in the Columbia Gorge economy," said Dr. Marta Yera Cronin, President, Columbia Gorge Community College. "As the region's only institution of higher education, Columbia Gorge Community College gained valuable insight into this sector's workforce demands through an analysis primarily funded by the U.S. Economic Development Administration. Now, we are asking the EDA's assistance in helping us prepare students for high growth, family-wage positions in healthcare and aviation maintenance. It's critical that EDA receive the federal resources to address these and other needs facing rural America."

U.S. Economic Development Administration funding supports efforts crucial to the prosperity of the bi-state Columbia River Gorge region. Local examples include: the Columbia Gorge Regional Airport Flex Building, development of a Comprehensive Economic Development Strategy for the region, and revolving loan funds that support expansion of the rural business base.

SUBCOMMITTEE ON LABOR, HEALTH & HUMAN SERVICES, EDUCATION, AND RELATED AGENCIES

Fiscal Year 2023 Member Request Guide

Member Request deadline is 6:00 pm, April 27, 2022

There are three types of requests: program, language, and community project funding. A description and example of each can be found below. All **community project funding requests** must meet the eligibility requirements for a specific program for community project funding. Seven accounts in the Labor-HHS-Education bill will be eligible for community project funding. Please follow the links for agency-specific guidance and a list and description of these programs. **General guidance on submitting requests can be found below:**

- [Department of Labor](#)
- [Department of Health and Human Services](#)
- [Department of Education](#)

GENERAL GUIDANCE

No requests will be considered unless they are **entered electronically into the House Appropriations Committee's electronic database at <https://AppropriationsSubmissions.house.gov>** and documented in a letter signed by the Member.

Entering requests in the House Appropriations Committee database —

- All requests—**program, language, and community project funding**—must be entered into the online database. Request forms must match the signed Member letter.
- Each office is responsible only for their requests and one office **cannot** enter requests into the database for another office.
- For **community project funding** requests:
 - o They must be for fiscal year 2023 funds only and cannot include multi-year funding.
 - o You must include accurate recipient information when filling out the online request. **The recipient name entered into the online database should be the legal name of the organization that will be receiving these funds.** Please do not include abbreviations, acronyms, or use a “The” before the recipient name.
 - o You must include a **project description**, which must be limited to 1,000 characters.
 - o You must include a **budget breakout** specifically describing how the requested Federal funding will be used by the grantee, such as amounts for salaries for providers or instructors, tuition payments, educational materials, exhibits, supplies, evaluation activities, equipment, travel, etc.

- If your office continues to have any doubt about whether or not a programmatic or report language request will be considered a community project funding request, please integrate language into your request that states that funding should be awarded on a competitive basis.
- If you make any changes to a request in the database after the deadline for submitting requests, **please notify the Subcommittee of the change.**
- Subcommittee staff is available for consultation if you have read this document thoroughly and remain uncertain whether a proposed community project would be eligible for funding.

DEPARTMENT OF LABOR

The Labor-HHS-Education Subcommittee previously received requests for community project funding to construct or renovate buildings. Health facilities are the only types of construction projects eligible for community project funding in the Labor-HHS-Education bill.

Employment and Training Administration

The Workforce Innovation and Opportunity Act demonstration program is the only Labor Department program that supports community project funding. Community project funding is designated under Training and Employment Services.

These projects must meet all statutorily mandated requirements, except that they are exempt from the requirement to compete. In addition, all projects must:

- 1) Include direct services to individuals to enhance employment opportunities;
- 2) Demonstrate evidence of a linkage with the State or local workforce investment system; and
- 3) Include an evaluation component.

Equipment purchases may be included within community project funding only as an incidental part of the entire project. A similar standard applies to curriculum development, which should be incidental to the project's emphasis on direct services to individuals.

Community project funding *cannot* be used for construction or renovation of facilities.

House project amounts in this account were funded between \$100,000 and \$2,000,000 in FY 2022. The Committee may consider slightly higher project amounts for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

The Labor-HHS-Education Subcommittee previously received requests for community project funding to construct or renovate buildings. Health facilities are the only types of construction projects eligible for community project funding in the Labor-HHS-Education bill.

Health Resources and Services Administration (HRSA)

The Subcommittee has historically provided community project funding only in the categories listed below. Requests that do not fit into one of these categories are unlikely to be eligible for community project funding under HRSA.

Health Facilities Construction and Equipment—grants to help with the cost of construction, renovation, or capital equipment for facilities for provision of health, mental health, or substance abuse services, training of health professionals, or medical research. Examples of eligible facilities include hospitals; health centers and clinics; skilled nursing facilities; mental health centers; facilities for schools of medicine, nursing or other health professions; and medical research laboratories.

In addition to construction and renovation, grants can be used to acquire capital equipment, such as lab equipment, x-ray machines, and telehealth and information technology equipment. Equipment-only grants—that is, grants not involving construction—are permissible (and commonly done). Generally, any equipment having a useful life of more than one year and a unit cost of at least \$5,000 will be eligible as capital equipment. In addition, equipment with lower costs may also be eligible, provided that it is treated as an item of capital expense under the recipient institution's pre-existing, written accounting policies. One-time equipment expenses for health information systems and electronic medical records systems are permitted expenditures. The costs of expendable supplies such as pharmaceuticals, lab chemicals, or office paper are not eligible.

HRSA Health Facilities grants *cannot* be used to acquire land or purchase existing buildings, or to pay salaries or other operating or ongoing costs. They cannot be used to pay for work previously completed. Grants can be used for architectural and engineering costs associated with an eligible construction project, but cannot be used for general feasibility studies.

House project amounts in this account were funded between \$100,000 and \$2,000,000 (or up to \$4,000,000 for projects jointly submitted by multiple Members) in FY 2022. Note that the Committee may consider slightly higher project amounts for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

Substance Abuse and Mental Health Services Administration (SAMHSA)

Community project funding through SAMHSA provides resources for substance use and/or mental health services — including prevention, harm reduction, treatment, or recovery support services.

Community project funding within SAMHSA should be submitted through the Health Surveillance and Program Support account.

Generally, SAMHSA projects cover:

- Evidence-based substance use disorder and/or mental health treatment services.
- Evidence-based harm reduction activities.
- Crisis services, including 24-hour mobile crisis teams.
- Suicide prevention activities including awareness training, screening, referral to treatment, as well as postvention activities.
- Recovery support services, which includes case management, outreach, peer recovery mentors, peer support specialists, childcare, training, transportation, and housing, as well as helping individuals to navigate these various services.
- Screening and assessment of individuals, including the presence of co-occurring mental and substance use disorders and referral to treatment.
- Referral and access to treatment services.
- Educational materials on substance misuse, HIV prevention, hepatitis prevention, and mental health promotion.
- Practitioners or community members training on evidence-based behavioral health practices.
- FDA-approved medications for the treatment of opioid use disorders in combination with comprehensive psychosocial services, including counseling, behavioral therapies, recovery support services, and other clinically appropriate services.
- Projects that support the hiring of behavioral health providers.
- Limited indirect costs that are directly related to the projects.

Note: This is not an exhaustive list of the types of programs and services that SAMHSA funds. A listing of SAMHSA NOFO's can be found at: <https://www.samhsa.gov/grants/grant-announcements-2022>.

SAMHSA project funds cannot be used for:

- Inpatient treatment or hospital-based detoxification services.
- Direct payments to individuals to enter treatment or continue to participate in prevention or treatment services.
- Meals and food.
- Research projects (e.g., scientific, academic, clinical trials, studies, development of research technology).
- Construction (other than a limited amount of renovation necessary to carry out a funded project).

More information on allowable or unallowable costs can be found on the HHS Webpage at: <https://www.hhs.gov/grants/grants/index.html>

House project amounts in this account were funded between \$100,000 and \$2,000,000 in FY 2022. The Committee may consider slightly higher project amounts for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

Administration for Children and Families (ACF)

Community project funding within ACF should be submitted through the Children and Families Services Programs account and must fall under one of the following categories:

- **Child Abuse Prevention** — Community project funding may be used for projects to improve the prevention, assessment, identification, and treatment of child abuse and neglect through research, model service improvement, information dissemination, and technical assistance. Projects must serve or target children and families who are at risk or who have experienced child abuse and neglect.
- **Social Services Research and Demonstration** — Community project funding may be used for projects to promote the ability of families to thrive through financial self-sufficiency in order to prevent and reduce poverty and to promote the healthy development and greater well-being of children and families. Projects can serve a diverse population including: low-income individuals, children, youth, families, individuals with developmental disabilities, and Native Americans.

ACF community project funding cannot be used for construction or renovation of facilities.

The House LHHS bill did not include projects in this account in FY 2022. The Committee expects to consider project amounts in this account between \$100,000 and \$2,000,000 for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

Administration for Community Living (ACL)

Community project funding within ACL should be submitted through the Aging and Disability Services Programs account.

Community project funding may be used for projects to improve or create new opportunities for older adults, individuals of all ages with disabilities, and their eligible family caregivers, to live independently and participate fully in their communities. Generally, community project funding should focus on improving access to, or the quality of, education, health services, training, support services, and independent living services for older adults, individuals with disabilities, and eligible family caregivers.

ACL community project funding cannot be used for construction or renovation of facilities.

The House LHHS bill did not include projects in this account in FY 2022. The Committee expects to consider project amounts in this account between \$100,000 and \$2,000,000 for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

DEPARTMENT OF EDUCATION

The Labor-HHS-Education Subcommittee previously received requests for community project funding to construct or renovate buildings. Health facilities are the only types of construction projects eligible for community project funding in the Labor-HHS-Education bill.

To ensure adequate flexibility in carrying out projects, descriptions should not refer to specific years or school years given the potential for delays in the obligation and implementation of awards.

Elementary and Secondary Education

Innovation and Improvement. Community project funding for elementary and secondary education should be submitted through the Innovation and Improvement account. Elementary and secondary education community project funding includes instructional services, afterschool centers, curricula development, teacher training, acquisition of books and computers, arts education, social and emotional learning activities, full-service community schools, and early childhood education. In general, the focus of elementary and secondary education community project funding should be providing early childhood or K-12 educational services.

Community project funding to provide and improve special education services at the elementary and secondary levels are also eligible under elementary and secondary education. Community project funding may include early intervention services for infants and toddlers, transition services, and postsecondary education services.

Eligible grantees are state education agencies, school districts, colleges and universities, and other public and private nonprofit entities. Generally, community project funding intended for individual schools is provided to the applicable school district and not directly to the individual school.

Community project funding *cannot* be used for construction or renovation of school buildings, except in the case of minor remodeling required as part of technology upgrades. Daycare and childcare projects that do not include educational services are also not eligible.

House project amounts in this account were funded between \$100,000 and \$2,000,000 in FY 2022. The Committee may consider slightly higher project amounts for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

Postsecondary Education

Fund for the Improvement of Postsecondary Education (FIPSE). Community project funding can be designated under this heading for a wide variety of higher education projects. Generally, community project funding should focus on improving access to, or the quality of, postsecondary education. Community project funding *cannot* be used for construction or renovation of academic buildings, except in the case of minor remodeling required as part of technology upgrades.

Examples of the types of projects that can be funded under FIPSE include projects to hire and train faculty, establish and improve degree programs, improve teacher preparation programs, develop and improve curricula, upgrade technology and telecommunications, acquire science laboratory equipment, provide student support, implement university partnerships with school districts, and establish research and training centers.

Grantees are usually colleges and universities, but may include other public and private nonprofit organizations.

House project amounts in this account were funded between \$100,000 and \$2,000,000 in FY 2022. The Committee may consider slightly higher project amounts for FY 2023. Any caps will be determined by the Chair after reviewing the full universe of requests.

Limitations on Education-Related Community Project Funding

Again, except where specifically authorized, community project funding cannot be used for construction (or the acquisition of property) or renovation of buildings.

In addition, grantees may not restrict participants based on race, ethnicity, or gender. Any project that appears to target services toward a particular race, ethnicity, or gender must have a description that makes clear that it will be operated in a race/ethnicity-neutral and gender-neutral manner.

Member Request Database

Please be prepared to include the following information, or answer the following questions, for all community project funding requests submitted to the House Appropriations Committee's electronic database for the Labor-HHS-Education appropriations bill:

1. Please provide a budget breakdown for this project – maximum of 10 budget items (i.e., do not upload a spreadsheet with dozens of budget items)
2. Please provide the website of the entity to receive funding for this project
3. One-Year Funding? (Yes/No)
4. If the request does not fully fund the project, please describe the source(s) of funding necessary to complete the project
5. Please indicate if you are aware of another Member making a request for this same project (Yes/No)

Resolution on Economic Development Administration Reauthorization

Issue: Support appropriations and reauthorization of the U.S. Department of Commerce Economic Development Administration.

Policy: The National Association of Counties (NACo) urges the U.S. Congress to appropriate funding and reauthorize the U.S. Department of Commerce, Economic Development Administration (EDA) as follows:

- Provide at least \$346 million in appropriations annually for EDA to support economic assistance programs.
- Focus on EDA's core infrastructure and economic adjustment programs – public works, economic adjustment assistance and partnership planning. Congress should also authorize additional funding for special initiatives so as not to steer funding away from EDA core programs.
- Increase EDA funding for Public Works and enhance the scope of related activities, particularly related to broadband and resiliency.
- Strengthen EDA's National Technical Assistance program for small and distressed rural communities to allow greater access and leveraging of federal, state, local and regional economic development programs.
- Encourage regional collaboration by rewarding and incentivizing local governments, businesses and communities to participate in the Comprehensive Economic Development Strategy (CEDS) process. The CEDS process brings together stakeholders to develop regional strategies and goals.
- Elevate EDA's role as an integrator of federal economic development planning programs and formalize EDA's role as the federal government's lead integrator for economic development and central facilitator for interagency collaboration and resource integration.
- Expand EDA Disaster and Recovery Relief eligibility. EDA has a significant role to play in post disaster relief and long-term recovery assistance for impacted communities. In areas where a major disaster or emergency has been declared under the Stafford Act, EDA grant recipients should be eligible for up to 100 percent of the cost of the project.

Economic Development Administration (EDA) Stakeholder Coalition

EDA Reauthorization Priorities for the 117th Congress

- **ENHANCE EDA'S ROLE IN CAPACITY BUILDING:**
 - **Increase EDA funding for Partnership Planning and enhance the scope of related activities:**
 - As communities continue to respond to the COVID-19 pandemic, they will need to reevaluate and revise their existing regional development plans and Comprehensive Economic Development Strategies (CEDs). Congress should significantly increase EDA funding for planning assistance for communities as they endeavor to build stronger and more resilient economies.
 - **Increase EDA funding for Research and National Technical Assistance (RNTA) and enhance the scope of related activities:**
 - Congress should enhance EDA's role and increase EDA funding for national technical assistance that helps support the ultimate success of economic development projects.
 - **Increase EDA funding for Public Works and enhance the scope of related activities, particularly related to broadband and resiliency:**
 - Congress should include direction for EDA to support both broadband access and adoption. Broadband is an essential missing piece in many communities with struggling economies. EDA is uniquely positioned to provide strategic direction and funding for broadband access and adoption and should be given further flexibility to seek out new capabilities and partnerships in this realm. Emphasis should be placed on ensuring equitable resource allocation among urban and rural communities.
 - In support of EDA's role in disaster resiliency and impact mitigation, Congress should also direct the agency to take the current and future impacts of climate change into consideration for Public Works projects. In addition, a separate fund should be established within the Public Works program that is expressly dedicated to projects mitigating the impacts of climate change.
 - **Create a new EDA Capacity-Building Grant Program:**
 - Communities taking advantage of EDA's planning resources often lack the human and financial resources to implement those plans. **Congress should establish a grant program within EDA to fund three-year positions for qualified economic development professionals** to execute CEDs or economic development strategic plans and dedicated funding for economic development project pre-development work.
 - Communities often struggle to move from economic development concept to economic development reality due to a lack of funding at the earliest stages of a project. Known as 'pre-development' work, these items must be completed before a project can move forward or even secure financing and partners. A dedicated funding source for pre-development work at EDA would spark numerous economic development projects that would otherwise never advance.
 - Many communities lack the human resources necessary to implement their CEDs or execute their strategic plans. Providing funding for communities to hire staff and engage professional consultants would allow projects to move forward with competent, sustained oversight and direction, dramatically increasing the chances for lasting success. This funding would be available to any organization or entity otherwise eligible to receive EDA funding.

- **REASSESS AND RECONSTITUTE EDA'S ECONOMIC DISTRESS FORMULA:**

- **Reassess and reconstitute EDA's economic distress formula and consider reducing local match requirements permanently.** Currently, EDA's economic distress formula requires communities to invest as much as 50 percent of the total project cost via matching funds, with EDA providing federal funding for the remaining 50 percent of the total project cost. For the most distressed communities, EDA's standard Notice of Funding Opportunity (NOFO) guidance dictates that the maximum allowable federal investment rate is 80 percent, which still requires very distressed communities to contribute 20 percent of the project's overall cost via matching funds, except in rare cases when the EDA Assistant Secretary deems that an applicant has exhausted its taxing and borrowing capacity.¹ Congress should include direction for EDA's economic distress formula to be reconstituted so that all communities with eligible projects -- and especially distressed communities -- are eligible to receive a higher overall percentage of federal funding.
- Reducing EDA's matching fund requirements is important also because communities will be recovering from the COVID-19 pandemic for an extended duration of time. This reality should be taken into consideration and EDA's formula funding approach should be overhauled accordingly. We encourage eliminating local match requirements for the remainder of the declared COVID-19 Public Health Emergency (PHE) and for at least 3 years following its culmination.

- **CODIFY EDA'S ROLE IN DISASTER RESILIENCY AND RECOVERY:**

- **Congress should amend the Public Works and Economic Development Act (PWEDA) to formally outline and designate EDA's significant role in post-disaster assistance** for impacted communities.
- In EDA's reauthorization, Congress should establish an EDA Office of Disaster Resilience & Recovery to preserve institutional knowledge and leadership in the economic disaster resilience and recovery realm. Enhancing EDA's disaster recovery leadership and resources will help communities prepare for and mitigate negative economic impacts associated with disasters. **Congress should authorize a dedicated fund with annual appropriations for immediate responses to economic crises associated with declared disasters or states of emergency.**
- In cases where a major disaster or emergency has been declared under the Stafford Act, EDA should be required to increase the federal share to 100 percent of the project cost, waiving all match requirements for any funding appropriated for the purpose of disaster or emergency response.
- EDA has successfully utilized the flexible hiring authority Congress provided to the agency to aid in EDA's response to COVID-19. This authority was based in part on similar authorities provided to other disaster response agencies and **should be made a permanent authority.** Disasters and emergencies require increased resources to ensure timely delivery of services while the agency continues to provide vital services and resources through their normal, non-emergency related work.

¹ Source: <https://www.grants.gov/web/grants/view-opportunity.html?oppld=321695> EDA's FY20 NOFO, document name: "FY20 PWEEA NOFO including NCC and CARES.pdf" PDF page 12 of 45

- **CODIFY AND FUND EDA’S ECONOMIC DEVELOPMENT INTEGRATION (EDI) ROLE:**
 - While EDA is the only federal agency with a focus *solely* on economic development, there are other agencies that engage in economic development efforts. Enhanced coordination among federal agencies and divisions supporting economic development can yield significant benefits for stakeholders of all kinds. **Congress should formally establish an EDA Office of Economic Development Coordination & Integration to formalize EDA’s leadership role in the economic development realm, and to emphasize its cross-cutting role** in coordinating economic development resources across the federal government. Although EDA currently has an existing Economic Development Integration (EDI) practice, PWEDA should be amended to include language that formally establishes EDI and fully outlines its role.
 - **Congress should provide dedicated funding for EDI so that this practice can become a fully-resourced and fully-staffed division within EDA.** This would enhance the ability of EDI specialists to conduct on-the-ground technical assistance in communities across the country, ensuring the entirety of the federal government’s resources are effectively and efficiently utilized in support of local and regional economic development.
- **STRENGTHEN COLLABORATION BETWEEN EDA, ECONOMIC DEVELOPMENT DISTRICTS (EDD), AND ECONOMIC DEVELOPMENT ORGANIZATIONS:**
 - Economic Development Districts (EDDs) and Economic Development Organizations (EDOs) are core constituencies of EDA. As such, EDA should explore all avenues to partner with and support collaboration between EDDs and EDOs utilizing their authority and resources.
 - EDDs have long partnered with the Agency and have a dedicated line of funding. EDOs are eligible to apply for competitive EDA funding as they are units of local, state and tribal government, non-governmental organizations or public-private partnerships. However, many EDOs do not currently partner with EDA due to a combination of a lack of available funding, lack understanding of EDA programming, misperceptions related to eligibility and a perceived inflexibility at EDA to explore new partnerships. Unfortunately, for various reasons EDOs do not always partner with their local EDD either. This lack of collaboration between EDDs, EDOs and EDA negatively impacts communities as they look to better develop their economies. The disaster scenarios in recent years have emphasized a need to significantly increase collaboration between EDA, EDDs, and EDOs.
 - **Congress should include clear directive for EDA to collaborate, partner and support EDDs and EDOs in reauthorizing the agency.** Such a directive would further cement the vital, balanced roles of planning and execution in supporting economic development. **Congress should also establish a technical and operational capacity assistance program** that provides resources to increase regional collaboration and to execute regional economic development strategic plans.
- **ELEVATE EDA LEADERSHIP TO AN UNDER SECRETARY LEVEL:**
 - EDA is currently headed by an Assistant Secretary-level appointee. Given EDA’s role as the lead federal agency for economic development and the vital importance of this role during times of economic distress -- and consistent with EDA’s increased funding and its thereby heightened role in facilitating disaster resiliency and recovery and coordination among other agencies -- **Congress should elevate the Assistant Secretary position to an Under Secretary level position in EDA’s reauthorization.**

- **RAISE EDA’S AUTHORIZATION LEVEL TO \$3 BILLION:**

- EDA’s authorized funding level does not accurately reflect the importance of the role the agency plays as the lead federal economic development agency, nor does it adequately meet the demonstrated need for economic development leadership and resources that exists across America’s communities and regions. EDA investments have a track record of leveraging additional investments and catalyzing new economic opportunity. Congress should significantly increase its annual investment in EDA to enhance the reach and impact of the agency.
- Between supplemental disaster response funding and annual appropriations EDA received nearly \$2 billion in funding for FY 2020 and more than \$3 billion in FY 2021. In FY 2020 the agency received requests for funding that far surpassed EDA’s available funding, which is indicative of both the value of EDA’s leadership and programming, as well as the significant and growing need for federal economic development resources. **Congress should increase EDA’s annual authorized funding level to \$3 billion.**

Coalition Members:

International Economic Development Council (IEDC)
Main Street America
National Association of Counties (NACo)
National Association of Development Organization (NADO)
National Association of Regional Councils (NARC)
National League of Cities (NLC)
Rural Community Assistance Partnership (RCAP)

U.S. ECONOMIC DEVELOPMENT ADMINISTRATION (EDA): SUPPORT ESSENTIAL SEED CAPITAL/GAP FINANCING FOR LOCAL JOB CREATION

ACTION NEEDED:

Urge your members of Congress to support at least \$346 million in funding for the U.S. Department of Commerce's Economic Development Administration (EDA) as Congress finalizes funding for FY 2022. EDA funding is important to counties because it helps local communities achieve long-term economic growth based on local and regional priorities.

BACKGROUND:

The U.S. Economic Development Administration (EDA) is the only federal agency with a mission focused solely on private sector job creation in distressed areas. EDA has achieved an impressive track record of making strategic investments and building partnerships that help regions and communities respond to shifts in international markets, address severe unemployment challenges and recover from plant closures, major natural disasters and other chronic, sudden or severe economic hardships.

At a time when the nation must make the public sector investments necessary to compete in the global economy, the flexibility, partnership structure and accountability of EDA's programs should be at the forefront of the federal toolbox.

The agency's portfolio of economic development infrastructure, business development financing, regional innovation strategies and public-private partnerships are tailored to support the unique needs of each region.

EDA-funded projects are awarded on a competitive basis and typically require a 50 percent local match and significant private sector investment, helping to ensure projects have local support and are part of a broader regional strategy.

EDA received \$346 million in FY 2021, \$13 million above the FY 2020 level. The American Rescue Plan Act provided an additional \$3 billion for EDA in FY 2021, 25 percent of which was reserved to assist communities

EDA IS IMPORTANT TO COUNTIES
BECAUSE IT SERVES AS A
CATALYST IN HELPING LOCAL
COMMUNITIES ACHIEVE LONG-
TERM ECONOMIC GROWTH

EDA GRANTS ARE PARTICULARLY
CRITICAL FOR RURAL AREAS,
WHERE RESOURCES FOR
ECONOMIC DEVELOPMENT ARE
SCARCE

EDA GRANTS ARE ESSENTIAL FOR
COUNTY ECONOMIC
DEVELOPMENT, PARTICULARLY IN
LIGHT OF THE COVID-19 PANDEMIC

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that suffered economic injury as a result of job losses in the travel, tourism or outdoor recreation sectors related to the COVID-19 pandemic.

NACo members are encouraged to contact their members of Congress to support at least level funding for EDA as they finalize FY 2022 appropriations.

KEY TALKING POINTS:

- EDA focuses solely on private sector job creation and economic growth. EDA investments promote high quality jobs, especially in advanced manufacturing, science and technology and emerging knowledge-based industries and sectors.
- EDA's infrastructure investments are targeted at essential facilities and assets like water and wastewater systems, middle mile broadband networks, workforce training centers, business incubators, intermodal facilities and science and research parks.
- EDA's grants are awarded on a competitive basis, based on regional comprehensive economic development strategies (CEDs), and are developed and prioritized by local communities. This helps to ensure that projects have significant local support and are part of a broader regional plan, rather than isolated, uncoordinated local projects.
- Under federal law, EDA projects typically require a 50 percent local cost share and significant private sector investment, ensuring that local leaders and businesses are committed to the project's success.
- EDA grants are critical for county economic development, particularly in light of the COVID-19 pandemic. They are also particularly important for rural areas, where such economic development resources are often scarce.

COMMITTEES OF JURISDICTION

HOUSE COMMERCE, JUSTICE, SCIENCE AND RELATED AGENCIES

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FEDERAL ADVOCACY 2022 ISSUE UPDATE

Building Sustainable and Resilient Infrastructure

Infrastructure investment is essential to moving America forward and recovering from the pandemic. As part of the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law (BIL), Congress passed the biggest investments in our nation's transportation, water and broadband networks. Local governments are ready to partner with Congress and the Administration to support implementation of these programs and to make additional strategic investments in our infrastructure that can help us rebuild and support a stronger economy.

In 2022, NLC will urge Congress to:

- Support water infrastructure grant programs, which were authorized under the infrastructure bill but not funded, including for lead pipe replacement, alternative water source projects, sewer overflow and stormwater reuse, septic systems, and low-income water assistance programs.
- Reauthorize and increase funding for the Energy Efficiency and Conservation Block Grant (H.R. 425) to help local governments promote energy efficiency and advance renewable energy projects, thereby increasing energy independence and reducing greenhouse gas emissions.
- Pass the Outdoors for All Act (S. 2887/H.R. 5413) to codify and establish a dedicated funding source for the Outdoor Recreation Legacy Partnership program, a competitive grant that helps communities create and improve parks and other outdoor recreation areas to improve public access, particularly in disadvantaged or low-income communities.

Advancing Workforce Readiness

The success of our nation's investments in infrastructure hinges on having a workforce ready to build and maintain that infrastructure. Yet, hiring for infrastructure jobs is a significant challenge – [the median infrastructure job takes 20% more time to fill than a non-infrastructure job](#). Local leaders have an opportunity to make a difference in a short amount of time: [60% of infrastructure jobs require only 6 months of training](#)

[or less](#). With federal funding for workforce development cut by nearly 40% over the last two decades, the U.S. invests less in workforce training than nearly every other advanced economy. While local leaders are not waiting for Congress and are starting to think strategically about how to get workforce programs started today that can be supported in the future by federal workforce investments, it remains critical that Congress invest at-scale in workforce programs.

In 2022, NLC will urge Congress to:

- Invest at least \$40 billion in workforce development, as passed by the House in the Build Back Better Act, as a first step to ensuring workers have the skills they need to access the millions of good jobs currently going unfilled.
- Pass H.R. 2037/S. 864 the Jumpstart Our Businesses by Supporting Students Act of 2021 (JOBS Act), which makes high-quality, shorter-term education and training programs eligible for federal Pell Grants, which is also contained in the America COMPETES Act of 2022.
- Reauthorize the Workforce Innovation and Opportunity Act (WIOA) to provide certainty in program delivery and increase funding to WIOA programs across all titles to ensure a robust investment in skills training, business engagement and increased economic development in communities across America.

Increasing Fair and Affordable Housing

Cities, towns and villages across the country are facing a crisis in housing and homelessness. Housing instability is increasingly recognized as one of the biggest barriers to economic prosperity for American families. Due to gaps in pay, rising real estate prices, prohibitive lending standards and regulatory obstacles, housing has become an outsized cost for more and more families and individuals. For those who lose their housing – as a result of foreclosure, eviction, family emergency, health crisis, or countless other threats to housing stability – records of that loss will follow them for years and, unfortunately, put recovery out of reach for many. The housing crisis is driving homelessness to levels that are overwhelming local governments and service providers working at the intersection of mental health, substances use disorder and homelessness. Congress must prioritize making housing more affordable and accessible – because a safe and stable home is the first step to a safe and stable life.

In 2022, NLC will:

- Help local governments meet the housing needs of their residents. The best way to do that is to provide new funding for:
 - federal housing vouchers,
 - rehabilitation of public housing, and
 - the Housing Trust Fund (HTF)

- These familiar programs will directly help state and local elected officials improve the availability of housing for the lowest income households with the greatest needs, while maintaining and expanding units of workforce housing.
- All three are essential to support an equitable recovery.

Reimagining Public Safety and Health

One of the top priorities of local, state and federal leaders has always been the health and safety of America's residents. However, from arrests to convictions to incarcerations to a de-emphasis on mental health, the nation's approach to public safety and policing has often resulted in racial bias and discrimination, permeating all facets of the criminal justice system. The COVID-19 pandemic has exacerbated this disparity by endangering the health and economic well-being of many individuals across America's communities. Despite the ever-expanding and oversized role of police, cities, towns and villages have long prioritized investment in public safety infrastructure and wrap-around supports to improve health and safety outcomes. Federal leaders must prioritize reforming and reimagining public safety, policing and healthcare access in America. Local leaders stand ready to work with Congress and the administration on the best long-term solutions around addressing disparities in health and safety of American residents.

In 2022, NLC will urge Congress to:

- Increase funding and technical assistance to support the recommendations of NLC's Reimagining Public Safety Task Force.
- Provide additional resources to local governments to train, retain and recruit a more diversified public safety workforce.
- Work in partnership with NLC to advance policies that help local governments ensure equity in the local, state and federal criminal justice system.

Stabilizing Local Government Operations

NLC celebrates the one-year anniversary of the American Rescue Plan Act becoming law and will continue to focus on the positive impact that the State and Local Fiscal Recovery Funds (SLFRF) program has had on cities, towns and villages. This program has been a lifeline for municipalities of all sizes, allowing them to tackle the public health emergency, stabilize local government operations, help vulnerable residents, and pave the way for a more equitable community.

In 2022, NLC will:

- Work with the Treasury Department to produce documents and resources geared towards the more than 27,000 Non-entitlement Units.
- Work with the Treasury Department to make sure that they understand that many smaller communities are struggling with the reporting portal that will be used on April 30, 2022, and do

everything that NLC and partner organizations can do to support these smaller communities, including asking for a delay to the April 30 deadline.

- Support local governments on the responsible implementation of these funds and their positive community impact.
- Advocate to protect the funds from risk of claw backs which would be a major step backward in the road to recovery for communities across the country.

Digital Equity

Access to reliable, affordable high-quality broadband for homes, businesses, and community organizations became more important than ever during the COVID-19 pandemic. Congress made historic investments to close the digital divide in the bipartisan infrastructure law, with more than \$65 billion dedicated to building broadband infrastructure, funding digital inclusion programming, and assisting households with their broadband bills. However, work remains: Congress can still remove federal and state restrictions on local broadband authority to maximize local broadband investments and extend the funding available for the Emergency Connectivity Fund.

In 2022, NLC will urge Congress and the Administration to:

- Prioritize local decision-making and local access to the broadband infrastructure and digital equity grant funds from the Bipartisan Infrastructure Law through Administration rulemaking and technical assistance;
- Pass the Community Broadband Act (H.R. 1631/S. 1460), which would overrule state preemption of municipal broadband authority and ensure communities in every state can compete directly for broadband infrastructure funds;
- Pass the Protecting Community Television Act (H.R. 6219/S. 3361) to reverse Federal Communications Commission restrictions on local cable franchises and protect local public, educational, and governmental channel budgets; and
- Extend funding for the Emergency Connectivity Fund, which provided schools and libraries with assistance for remote connectivity for students and library patrons.

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
DHS	Building Resilient Infrastructure and Communities (BRIC) Program	\$1 billion	Competitive	Sub applicant through state	
DHS	Flood Mitigation Assistance Program	\$3.5 billion	Competitive	Sub applicant through state	
DHS	Safeguarding Tomorrow Through Ongoing Risk Mitigation (STORM) Act	\$500 million	Competitive	Counties are eligible to apply for loans through state disaster revolving loan funds once established	
DHS	State and Local Cybersecurity Grant Program	\$1 billion over four years	Formula	Subgrantee of state	
DOC	Coastal Resilience Assistance	\$491 million		Apply directly to NOAA	Funding is for certain activities, a specific program
DOC	Community Based Restoration Program for Fishery and Coastal Habitats	\$400 million	Competitive	Apply directly to NOAA	15% of grants must go to tribes
DOC	Enabling Middle Mile Broadband Infrastructure Program	\$1 billion in FY 2022	Competitive	Apply directly to NTIA	
DOC	Marine Debris Program	\$150 million	Competitive	Apply directly to NOAA	
DOC	National Oceans and Coastal Security Fund	\$492 million	Competitive	Apply to National Fish and Wildlife Foundation	
DOE	Battery Manufacturing and Recycling Grant Program	\$3 billion	Competitive	Apply directly to DOE	
DOE	Battery Material Processing Grant Program	\$3 billion	Competitive	Apply directly to DOE	
	Battery Recycling Research				

Counties are eligible to apply for loans through state disaster revolving loan funds once established			State match of 10% of federal award	Provides capitalization grants to states to establish revolving loan funds for projects designed to reduce risks from disasters, natural hazards and other related environmental issues
Subgrantee of state			90% (100% for multi-entity); lowered by 10% each FY; match is waivable	Supports the strengthening of state and local cybersecurity infrastructure
Apply directly to NOAA	Funding is for certain activities, not a specific program			Provides grants, contracts and cooperative agreements for restoring marine, estuarine, coastal, or Great Lakes ecosystem habitat, or constructing or protecting ecological features that protect coastal communities from flooding or coastal storms
Apply directly to NOAA	15% of grants must go to tribes	Up to 100%		Provides funding and technical assistance for restoration projects that ensure fish have access to high-quality habitat
Apply directly to NTIA		70%		Supports expanding and extending middle mile infrastructure to reduce the cost of connecting unserved and underserved areas to the internet backbone
Apply directly to NOAA		50% (local match requirement may be waived or reduced)		Supports actions to reduce debris in our ocean, including clean up and response needed as a result of severe marine debris events
Apply to National Fish and Wildlife Foundation		50% (local match requirement may be waived or reduced)		Provides funding for nature-based infrastructure efforts and project planning, design and implementation
Apply directly to DOE				Provides grants for battery component manufacturing and recycling projects, or to construct/modify existing battery component manufacturing or recycling facilities
Apply directly to DOE				Provides grants for processing battery material projects, to construct commercial battery material processing facilities, or modify existing facilities
Apply directly to DOE				Provides grants to states and units of local government to assist in the establishment or enhancement of state battery collection, recycling, and reprocessing programs.
Apply directly to DOE	Projects must equal or exceed \$100 million, and contracting process must begin within 90 days of federal obligation			Provides funding for common carrier carbon dioxide transportation infrastructure or associated equipment; structured similarly to TIFIA

PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIFIC REQUIREMENTS
Carbon Utilization Grant Program	\$310 million	Competitive	Apply directly to DOE	
Clean Hydrogen Manufacturing and Recycling Grants	\$500 million	Competitive		
Electric Drive Vehicle Battery Recycling and Second-Life Applications Program	\$200 million	Competitive		
Energy Efficiency and Conservation Block Grant: Competitive	\$11 million in FY 2022	Competitive	Apply directly to DOE	Competitive for local gov quality base make an award with local government
Energy Efficiency and Conservation Block Grant: Formula	\$539 million in FY 2022	Formula	Distributed based on formula for sustainability, climate and community resilience projects	
Energy Improvement in Rural or Remote Areas	\$1 billion	Competitive	Financial assistance provided at the discretion of USDOT	Must be an award with population
Program Upgrading Our Electric Grid and Ensuring Reliability and Resiliency	\$5 billion	Competitive	Apply directly to DOE	
Rural and Municipal Utility Advanced Cybersecurity Grant and Technical Assistance Program	\$250 million	Competitive	Locally owned utilities or rural electric cooperatives are eligible to apply	
State and Local Battery Collection, Recycling and Reprocessing Grant Program	\$50 million	Competitive	Apply directly to DOE	
Weatherization Assistance Program	\$3.5 billion in FY 2022	Formula	Certain counties may be eligible for suballocation of funds	Households with 200% of the area median income guidelines of 100%

			development
Apply directly to DOE	Competitive funds are set-aside for local governments that do not qualify based on population, or to make an award to a consortium of local governments		Supports the implementation of strategies to reduce fossil fuel emissions created as a result of activities within the jurisdictions of eligible entities in a manner that is environmentally sustainable and that maximizes local and regional benefits; to reduce the total energy use of the eligible entities; and to improve energy efficiency
Distributed based on formula for sustainability, climate and community resilience projects			Supports the implementation of strategies to reduce fossil fuel emissions created as a result of activities within the jurisdictions of eligible entities in a manner that is environmentally sustainable and that maximizes local and regional benefits; to reduce the total energy use of the eligible entities and to improve energy efficiency
Financial assistance provided at the discretion of USDOT	Must be an unincorporated area with population <10,000		Supports improving the resilience, safety, reliability and availability of energy, as well as the environmental protection from adverse impacts of energy generation
Apply directly to DOE		80%	Supports the coordination and collaboration with electric sector owners and operators to demonstrate innovative approaches to transmission, storage, and distribution infrastructure to harden and enhance resilience and reliability and to demonstrate new approaches to enhance regional grid resilience
Locally owned utilities or rural electric cooperatives are eligible to apply			Provides grants and technical assistance to, and enter into cooperative agreements with, eligible entities to protect against, detect, respond to and recover from cybersecurity threats
Apply directly to DOE		50%	Provides grants to state and local government to establish or enhance state battery collection, recycling and reprocessing programs
Certain counties may be eligible for suballocation of funds from state departments of energy	Households must be at or below 200% of the poverty income guidelines or be recipients of Supplemental Security Income or Aid to Families with Dependent Children		Supports eligible projects that reduce energy costs for low-income households by improving energy efficiency
Submit a request for assistance to the U.S. Army Corps of Engineers		65% for construction costs	Provides grants for projects to restore aquatic ecosystems for fish and wildlife

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
DOI	Multi-Benefit Watershed Health Program	\$100 million in FY 2022	Competitive	Apply through Bureau of Reclamation	
DOI	National Fish Passage Program	\$200 million	Competitive	Contact local Fish and Wildlife Conservation Office	
DOI	Slip-On Tanker Units Pilot Program	\$50 million in FY 2022		Not specified	
DOI	Small Water Storage and Ground Water Storage Grants	\$100 million in FY 2022	Competitive	Apply through Bureau of Reclamation	Project must store between 2, 30,000 acre feet
DOI	WaterSMART Grant Program	\$400 million in FY 2022	Competitive	Apply through Bureau of Reclamation	Local public authorities located in one of 19 western states (outlined in NOFO) made up of officials with "water and/or power delivery authority" are eligible
EPA	Brownfields Projects	\$1.2 billion	Competitive	Apply through EPA or regional EPA office	
EPA	Clean School Bus Program	\$5 billion	Competitive	Apply directly to EPA	50% of grants must be used for zero-emission buses; 50% may be used for clean school buses and zero-emission buses
EPA	Clean Water State Revolving Loan Fund: Emerging Contaminants	\$1 billion	Formula		
EPA	Clean Water State Revolving Loan Fund: Existing Program	\$11.7 billion	Formula	Apply to state clean water state revolving loan fund office	

Not specified			Provides grants to local governments to acquire slip-on tanker units to establish a fleet that can be converted to fire engines
Apply through Bureau of Reclamation	Project must store between 2,000-30,000 acre feet	Lesser of 25% or \$30,000,000	Grants to non-federal water project sponsors for ground or surface water storage of 2,000-30,000 acre feet
Apply through Bureau of Reclamation	Local public authorities located in one of 19 western states (outlined in NOFO) made up of officials with "water and/or power delivery authority" are eligible	50% - 75%	Provides funding to state, Indian tribe, irrigation district, water district, other organizations with water or power delivery authority, or nonprofit conservation organizations to improve water conservation
Apply through EPA or regional EPA office		100% for certain activities	Provides grants for Brownfields projects and cleanups through the comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)
Apply directly to EPA	50% of grants must be used for zero-emission buses; 50% must be used for clean school buses and zero-emission buses	Up to 100%	Provides grants to state and local governments to purchase and/or replace school buses that are clean, zero-emission, alternative fuel vehicles, charging or fueling infrastructure for these buses or fueling and maintenance costs
		State must use entirety of its funding to provide eligible recipients with agreements with 100% principal loan forgiveness or grants or a combination of the two	Provides grants and loans to address emerging contaminants
Apply to state clean water state revolving loan fund office		90% in FY 2022 and FY 2023, 80% thereafter (state must use 49% of total funding to provide eligible recipients with 100% principal loan forgiveness or grants or a combination of the two)	Provides grants and loans for water infrastructure projects
Owner/operator of a POTW that assists low-income or moderate-income individuals can apply directly to EPA	County must own or operate a POTW and assist disadvantaged households; 15% of grants must go to owners or operators of POTW that serve fewer than 3,300 people		Provides grants to local governments that own or operate Publicly Owned Treatment Works (POTW) to connect low to moderate income households to POTW

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
EPA	Consumer Recycling Education and Outreach Program	\$75 million	Competitive	Apply directly to EPA	20% of grants must go to low-income, rural and Native American communities
EPA	Drinking Water State Revolving Fund: Emerging Contaminants	\$4 billion	Formula	Apply to the state drinking water state revolving fund office	
EPA	Drinking Water State Revolving Fund: Existing Program	\$30.7 billion	Formula	Apply to the state drinking water state revolving fund office	
EPA	Drinking Water State Revolving Fund: Lead Service Line Replacement	\$15 billion	Formula	Apply to the state drinking water state revolving fund office	
HHS	Low Income Home Energy Assistance Program (LIHEAP)	\$500 million	Formula	Local county agencies in 13 states are eligible as subgrantees of the state and either fully or partially administer the program	
USDA	Community Wildfire Defense Grant	\$1 billion	Competitive	Work with local Forest Service or BLM offices	
USDA	Ecosystem Restoration: Good Neighbor Agreements	\$200 million	Competitive	Submit project proposals to the Forest Service/BLM	Agencies are required to submit lists of approved projects to Congress on annual basis
USDA	Ecosystem Restoration: Stewardship Contracts	\$200 million	Competitive	Submit project proposals to the Forest Service/BLM	Agencies are required to submit lists of approved projects to Congress on annual basis
USDA	Emergency Watershed Protection Program	\$300 million in FY 2022	Competitive	Apply through state Emergency Watershed Protection Program Manager	Counties must have legal interest in or responsibility for areas threatened by watershed emergency
USDA	Rural ReConnect Program	\$1.9 billion in FY 2022	Competitive	Apply directly to USDA	Counties within an eligible proposed service area where >90% households lack sufficient access to broadband are eligible to apply directly to USDA (sufficient access is defined in NOFO as a rural or

water state revolving fund office		2023, 80% thereafter	loans for states to address lead service line replacement, emerging contaminants with a focus on PFAS chemicals
Apply to the state drinking water state revolving fund office		100%	Provides capitalization grants and 100% forgiveness loans to address lead service line replacement needs
Local county agencies in 13 states are eligible as subgrantees of the state and either fully or partially administer the program		100%	Supports initiatives that assist families with energy costs
Work with local Forest Service or BLM offices		Between 10% - 25%; cannot be less than \$250,000 or more than \$10,000,000; may be waived for underserved communities	Provides funding to communities to update Community Wildfire Protection Plans (CWPP) and carry out activities prescribed under a CWPP
Submit project proposals to the Forest Service/BLM	Agencies are required to submit lists of approved projects to Congress on annual basis		Provides funding through both DOI and USDA for cross-boundary forest restoration work to reduce fuel loads, improve wildlife habitat, strengthen watershed health, remove invasive species and maintain infrastructure
Submit project proposals to the Forest Service/BLM	Agencies are required to submit lists of approved projects to Congress on annual basis		Provides funding for entering into contracts to restore ecological health on >10,000 acres of federal land
Apply through state Emergency Watershed Protection Program Manager	Counties must have legal interest in or responsibility for areas threatened by watershed emergency	75% - 100%	Provides funding to repair damages to the waterways and watersheds resulting from natural disasters
Apply directly to USDA	Counties within an eligible proposed funded service area where >90% of households lack sufficient access to broadband are eligible to apply directly to USDA (sufficient access is defined in NOFO as a rural area where households have access to fixed, terrestrial broadband service of at least 100mbps downstream and 20mbps upstream)	Varies by NOFO funding category	Provides loans, grants and combinations of the two to facilitate broadband deployment in rural areas
Request funding assistance through NRCS		65%	Provides technical and financial assistance through cooperative agreements to sponsors including counties for dam rehabilitation

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
DOT	Local and Regional Project Assistance (Rebuilding America's Infrastructure with Sustainability and Equity [RAISE] Grant Program)	\$15 billion	Competitive	Apply directly to USDOT	
DOT	Airport Infrastructure Grants: Competitive	\$20 million (up to \$100 million of unobligated formula funds)	Competitive	Apply directly to USDOT as an airport sponsor	Sponsored airport must have approved operational tower and receive a benefit-cost ratio of least 1.0 from the FAA
DOT	Airport Infrastructure Grants: Formula	\$14.98 billion	Formula	Airports that receive an allocation from USDOT must submit a project proposal	Airports eligible under the Airport Improvement Program (AIP) are eligible to receive an allocation under the program
DOT	Airport Terminal Program	\$5 billion	Competitive	Apply directly to USDOT as airport sponsor	
DOT	All Stations Accessibility Program	\$1.75 billion	Competitive	Apply directly to USDOT	Only inaccessible legacy stations are eligible for funding
DOT	Bridge Investment Program	\$12.5 billion	Competitive	Apply directly to USDOT	
DOT	Buses and Bus Facilities Program: Grants for Buses and Bus Facilities	\$1.97 billion	Competitive	Apply directly to USDOT	County must operate fixed route bus service and be eligible for funding under 49 U.S.C. 5307 (Urbanized Area grants) and 49 U.S.C. 5311 (Rural Area grants)
DOT	Buses and Bus Facilities Program: Grants for Buses and Bus Facilities	\$3.16 billion	Formula	Funding flows to designated recipient	County must operate fixed route bus service and be eligible for funding under 49 U.S.C. 5307 (Urbanized Area grants) and 49 U.S.C. 5311 (Rural Area grants)
DOT	Buses and Bus Facilities Program: Low or No Emissions Grants	\$5.62 billion	Competitive	Apply directly to USDOT	County must operate fixed route bus service and be eligible for funding under 49 U.S.C. 5307 (Urbanized Area grants) and 49 U.S.C. 5311 (Rural Area grants)

Airports that receive an allocation from USDOT must submit a project proposal

Apply directly to USDOT as airport sponsor

Apply directly to USDOT

Apply directly to USDOT

Apply directly to USDOT

Funding flows to designated recipient

Apply directly to USDOT

Apply directly to USDOT

Airports eligible under the Airport Improvement Program (AIP) are eligible to receive an allocation under the program

Only inaccessible legacy stations are eligible for funding

County must operate fixed route bus service and be eligible for funding under 49 U.S.C. 5307 (Urbanized Area grants) and 49 U.S.C. 5311 (Rural Area grants)

County must operate fixed route bus service and be eligible for funding under 49 U.S.C. 5307 (Urbanized Area grants) and 49 U.S.C. 5311 (Rural Area grants)

County must operate fixed route bus service and be eligible for funding under 49 U.S.C. 5307 (Urbanized Area grants) and 49 U.S.C. 5311 (Rural Area grants)

Projects must meet unique set of requirements and undergo multi-year, multi-step development process

Generally 75%

80% for large and medium-sized airports; 95% for small and nonprimary airports

80%

50% - 80%

80%

80%

80% - 90%

Generally 80%

Provides funding for airport infrastructure, including runways, taxiways, safety and sustainability projects, as well as terminal, airport-transit connections and roadway projects

Provides funding for projects to replace aging terminals and airport-owned towers, increase terminal energy efficiency and accessibility, and more

Provides federal financing for capital projects to upgrade access for legacy rail fixed guideway public transit systems for people with disabilities

Provides funding projects to replace, rehabilitate, preserve, or protect one or more bridges on the National Bridge Inventory, as well as projects to replace or rehabilitate culverts to improve flood control and habitat connectivity for aquatic species

Provides funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low- or no- emission vehicles or facilities; includes both formula and competitive funding components

Provides funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low- or no- emission vehicles or facilities; includes both formula and competitive funding components

Provides funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low- or no- emission vehicles or facilities; includes both formula and competitive funding components

Provides funding for fixed-guideway investments, including new and expanded rapid rail, commuter rail, light rail, streetcars, bus rapid transit and ferries

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
DOT	Charging and Fueling Grant Program	\$2.5 billion	Competitive	Apply directly to USDOT	50% of total program funds will be awarded through Community Grants in each FY to carry out projects, including the installation of EV and alternative fueling infrastructure on public roads, schools, and in other publicly accessible locations
DOT	Congestion Relief Program	\$250 million	Competitive	Apply directly to USDOT	Project must be located in an urbanized area with a population >1 million
DOT	Consolidated Rail Infrastructure and Safety Improvements (CRISI) Grant Program	\$5 billion	Competitive	Apply directly to USDOT	
DOT	Construction of Ferry Boats and Ferry Terminal Facilities Program	\$912 million	Formula	Funding is allocated to states based on statutory formula and then suballocated to ferry systems	County must own/operate ferry system
DOT	Federal State Partnership for Intercity Passenger Rail	\$42.5 billion	Competitive	Apply directly to USDOT	
DOT	Formula Grants for Rural Areas	\$4.58 billion	Formula	Local government authorities that already receive funds through a designated recipient are eligible as sub-recipients of the state	
DOT	Grants for the Enhanced Mobility of Seniors and Individuals with Disabilities	\$2.19 billion	Formula	Funding flows to designated recipient	Local entity operating public transit service is directly eligible; local government authorities are eligible as subrecipients from state departments of transportation; for areas under 200,000, funding will go to state DOTs; for areas above 200,000, the state will designate recipient
DOT	Healthy Streets Program	\$500 million	Competitive	Apply directly to USDOT	

Apply directly to USDOT	Project must be located in an urbanized area with a population of >1 million	80%	Provides funding for projects to advance innovative, integrated and multimodal solutions to congestion relief in the nation's most congested metropolitan areas
Apply directly to USDOT		80%	Provides funding for projects that improve the safety, efficiency, and reliability of intercity passenger and freight rail
Funding is allocated to states based on statutory formula and then suballocated to ferry systems	County must own/operate ferry system	80%	Provides funding for the construction of ferry boats and terminal facilities
Apply directly to USDOT		80%	Provides funding for capital projects to repair, replace or rehabilitate qualified railroad assets to reduce the state of good repair backlog and improve intercity passenger rail performance
Local government authorities that already receive funds through a designated recipient are eligible as sub-recipients of the state		50% for operating costs; 80% for capital costs	Provides capital, planning and operating assistance to states and federally recognized Indian tribes to support public transportation in rural areas with populations less than 50,000
Funding flows to designated recipient	Local entity operating public transit service is directly eligible; local government authorities are eligible as subrecipients from state departments of transportation; for areas under 200,000, funding will go to state DOTs; for areas above 200,000, the state will designate a recipient	50% for operating costs; 80% for capital costs	Provides funding for transportation services planned, designed and executed to accommodate special transportation needs of seniors and individuals with disabilities
Apply directly to USDOT		80% - 100%	Provides funding for projects to install cool and/or porous pavements or to expand tree cover with the goal of reducing urban heat centers and improving air quality with a focus on underserved communities
Apply directly to USDOT		80%	Provides funding for projects that replace, remove or repair culverts that would improve or restore fish passage for certain fish, with a priority given those species who are endangered or at risk of becoming endangered, or projects that address fresh-water runoff that impact certain marine life

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
DOT	Nationally Significant Freight and Highway Programs (Infrastructure for Rebuilding America [INFRA] Grant Program)	\$14.01 billion	Competitive	Apply directly to USDOT	Project costs must reasonably be expected to equal or exceed \$100 OR, for a project located in one state, costs must equal or exceed 30% of the state's highway apportionment in the most recently completed FY; for a project located in multiple states, costs must equal or exceed 50% of the state with the largest highway apportionment in the most recently completed FY
DOT	Pilot Program for Transit-Oriented Development Planning	\$68 million	Competitive	Apply directly to USDOT	Projects must meet certain requirements
DOT	Port Infrastructure Development Program	\$2.25 billion	Competitive	Apply directly to USDOT	
DOT	Projects of National or Regional Significance ("Mega Projects")	\$15 billion	Competitive	Apply directly to USDOT	Project costs must reasonably be expected to fall between \$100 million - \$500 million or to exceed \$500 million
DOT	Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) Program: At-Risk Coastal Infrastructure Grants	\$140 million	Competitive	Apply directly to USDOT	Counties must be located in a state that borders the ocean, Gulf of Mexico, Long Island Sound or one or more of the Great Lakes
DOT	PROTECT Program: Community Resilience and Evacuation Routes Grants	\$140 million	Competitive	Apply directly to USDOT	
DOT	PROTECT Program: Planning Grants	\$140 million	Competitive	Apply directly to USDOT	
DOT	PROTECT Program: Resilience Improvement Grants	\$980 million	Competitive	Apply directly to USDOT	
DOT	Railroad Crossing Elimination Program	\$5.5 billion	Competitive	Apply directly to USDOT	
DOT	Reconnecting Communities Program:	\$750 million	Competitive	Apply directly to USDOT	Must be the owner of an eligible facility (defined as one that creates barriers to mobility and accessibility)

or exceed 50% of the state with the largest highway apportionment in the most recently completed FY

Apply directly to USDOT	Projects must meet certain requirements	80%	Provides funding for efforts associated with eligible transit projects, including site-specific planning, for which a sponsor is seeking funding through the Capital Investment Program
Apply directly to USDOT		Generally 80% (can be increased for rural areas and/or small ports)	Provides funding for improvements to ports and port facilities
Apply directly to USDOT	Project costs must reasonably be expected to fall between \$100 million - \$500 million or to exceed \$500 million	80%	Provides single or multi-year grants at \$2 billion annually over five years to carry out expensive, complex projects, referred to as "mega projects", that have the potential to generate national or regional economic mobility or safety benefits
Apply directly to USDOT	Counties must be located in a state that borders the ocean, Gulf of Mexico, Long Island Sound or one or more of the Great Lakes	Generally 80%	Supports projects that strengthen, stabilize, hardening, elevating, relocating and enhancing the resilience of highway infrastructure that is subject to disaster
Apply directly to USDOT		Generally 80%	Provides funding for projects to strengthen and protect critical evacuation routes
Apply directly to USDOT		100%	Supports technical capacity building and general evacuation planning and preparation activities
Apply directly to USDOT		Generally 80%	Provides funding for projects to protect surface transportation assets by enhancing resiliency
Apply directly to USDOT		80%	Provides funding for projects that improve, relocate and/or close at-grade rail highway crossings
Apply directly to USDOT	Must be the owner of an eligible facility (defined as one that creates barriers to mobility and accessibility or one that is no longer justified by travel demand)	50%	Provides funding for eligible projects that will restore community connectivity
Apply directly to USDOT		80%	Supports planning activities for projects to restore community connectivity
Apply directly to USDOT		80%	Supports projects that reduce port emissions, including the advancement of port electrification

AGENCY	PROGRAM	FUNDING LEVEL*	TYPE OF FUNDING	HOW CAN COUNTIES ACCESS?	SPECIAL ELIGIBILITY REQUIREMENTS
DOT	Restoration & Enhancement Grant Program	\$250 million	Competitive	Apply directly to USDOT	Counties must be outside of an urbanized area with population over 200,000
DOT	Rural Surface Transportation Block Grant Program	\$2 billion	Competitive	Apply directly to USDOT	
DOT	Safe Streets for All Grant Program	\$6 billion	Competitive	Apply directly to USDOT	
DOT	State of Good Repair Grant Program: Competitive Grants for Rail Vehicle Replacement	\$1.5 billion	Competitive	Local government authorities are eligible to apply directly to USDOT	USDOT will determine NOFC criteria
DOT	State of Good Repair Grant Program: Formula	\$22.86 billion	Formula	Designated recipient for the urbanized area where the transit system operates is eligible for formula funds	Must be a local government authority located in an urban area with fixed guideway and intensity motorbus systems that have been in operation for at least seven years
DOT	Stopping Threats to Pedestrians Grant Program	\$25 million	Competitive	Apply directly to USDOT	
DOT	Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program	\$1 billion	Competitive	Apply directly to USDOT	
DOT	Technical Assistance and Workforce Development Grants	\$62 million	Competitive	Apply directly to USDOT	
DOT	Transportation Alternatives Program (set-aside within Surface Transportation Block Grant)	\$7.2 billion	Competitive	Apply to state department of transportation or MPO, who are responsible for establishing and carrying out competitive process	
DOT	Urbanized Areas Formula Grants	\$33.5 billion	Formula	For urbanized areas over 200,000, local officials designate a recipient; for areas under 200,000, states designate	Must be located in an incorporated area with population of 50,000 or more (state will be apportioning funds for areas under 200,000 designated recipients are eligible)

The EUROPEAN
CONSERVATIVE

ESSAY

World's Largest Economy on the Brink

America's economy is on the threshold of a fiscal meltdown the size of which the world has never seen. It is impossible to predict when it will happen, at least with any meaningful probability estimate, but the fiscal dynamite is in place and all we are waiting for is the spark that will ignite the fuse.

When the fiscal meltdown happens, it will send enormous shockwaves through a country where politicians, taxpayers, and voters have gotten used to getting something for nothing with their breakfast eggs. They are in for a rude awakening: an American fiscal crisis—which does not even have to be of Greek proportions relative to the economy—could bring down the world's largest economy and end America as you have come to know her.

The match that lights the fuse

The American federal government has run budget deficits for more than 50 years. Except for four years under President Clinton in the 1990s, the U.S. treasury has been borrowing every year since 1969 to fund part of its current expenditures.

After outrageous levels of borrowing during the recent pandemic, the federal government now owes \$30.3 trillion. This equals 126% of current-price GDP—which, keep in mind, has been ballooned by inflation close to 8%.

Although the budget deficit is returning to “normal” levels, this is still \$1-1.2 trillion of annual borrowing, just to keep funding the deficit. This is unsustainable; to demonstrate how close the federal government is to a debt meltdown, let us look at just one scenario that could light the

fuse. It starts in the war in Ukraine, where the government in Kyiv has moved closer to Russian demands. This includes scrapping the plans to join NATO.

If Ukraine agrees to Russia's terms, and if Russia leaves Ukraine as a result, Vladimir Putin will get a significant boost in global credentials, not because he will be liked, but because he fought and won a war (no matter how morally unjust) and because he did it while defying Western sanctions.

Here is where the Ukrainian situation connects to a U.S. fiscal crisis. As one measure to circumvent the sanctions, Russia made a trade deal with India that is independent of the U.S. dollar. According to New Delhi Television, NDTV, the sanctions-evading deal would technically rely on Russian banks opening accounts with state-owned Indian banks. The *Times of India* explains that foreign trade would be cleared without the involvement of the dollar.

A Russian victory in Ukraine would stretch out across the sanctions and give Moscow a reason to expand its India trade model to other countries. It would be a way for Putin to retaliate against America for the sanctions. While Russia secures its foreign economic relations, it cuts demand for the dollar in the bargain.

It would not be relevant for Russia to dethrone the dollar as preferred global currency. All it takes is a big enough movement away from the dollar, to cause a deep dive in the value of the U.S. currency.

When international investors, including central banks, sell off a big chunk of their holdings in a currency, it causes a large excess supply of that currency. This manifests itself in two ways: a decline in its value vs. other currencies—the same 100 euros cost more in dollars—and a rise in interest rates in the currency's home country. When foreign investors in U.S. stock and treasury securities see the dollar plunge, they sell in order to take home their money as fast as possible.

Since payments on treasury securities are of the fixed coupon kind, a treasury price plunge causes a rise in interest rates.

The fuse that lights the dynamite

When interest rates rise for negative reasons, such as in this case, rates will tick up way beyond what is healthy for the economy. The Federal Reserve would normally accommodate this with monetary expansion, but that is not possible in a scenario where there already is excess supply of dollars in the economy. This pushes the responsibility for solving the crisis onto Congress. They, and the U.S. treasury, will have a much harder time borrowing money.

This is where the fiscal crisis begins.

The government of the United States has been running budget deficits for more than half a century; the only time since 1969 that it has run a surplus was in President Clinton's second term. Figure 1 reports the deficits quarterly, as percent of government spending:

Of the \$28.4 trillion that the U.S. government owed at the end of its 2021 fiscal year, 80% is the result of borrowing since the turn of the millennium. One fifth of the current debt is due to borrowing in the past two fiscal years alone.

Since fiscal year 2021 ended on September 30th last year, the debt has grown by an astounding \$1.85 trillion. This pace of debt growth will not continue—in the 2021 calendar year the budget deficit fell by roughly \$200 billion per quarter—but even under “normal” fiscal circumstances the deficit runs up toward \$1 trillion per year. Given changes to federal spending during the recent pandemic, that figure may very well be higher going forward.

At the end of fiscal year 2021, foreigners owned almost 30% of the debt. Even a moderate sell-off among them would rapidly become a major problem for the U.S. treasury. During the pandemic it shifted its borrowing toward shorter-term securities, which has lowered the interest cost on the debt, from 2.5% in 2019 to 1.7% in 2021. At the same time, it means that the treasury has to borrow quite a bit of money just to renew its already outstanding debt.

The dynamite explodes

When interest rates are rising, for every new round of borrowing, the treasury has to pay more just to keep its current debt afloat. On top of that comes the cost for increasing the debt, due to current budget deficits. This adds up to a rapid rise in the cost to Congress for maintaining the debt. A return to the debt-cost level for 2019 would force Congress to spend \$242.2 billion more per year. However, thanks in good part to the Federal Reserve tightening monetary policy recently, interest rates on U.S. treasury securities have increased noticeably in recent weeks:

A run on the dollar, per the “Russian” scenario, would likely more than double these rates, but they would also rise quickly. Therefore, it is not unreasonable to estimate a cost for the U.S. debt at 3.5-4% per year—even if the bulk of the debt is in short-term maturities.

At a 4% average, the treasury would need \$1.2 trillion per year just to honor its debt cost obligations. This would make the national debt the costliest regular item in the federal budget, surpassing the social security retirement system by about \$40 billion (in estimated 2022 figures). The cost for maintaining the federal debt would be 150% higher compared to 2021.

The increase, \$726 billion, is almost exactly equal to the 2021 cost for Medicare, the federal health-insurance program for retirees. It is within a hair of the total cost for the American military.

In other words, a fiscal crisis would force U.S. Congress into uncharted territory. Never in modern history has this legislative body been forced to be austere with its resources. When spending has outpaced revenue, they have borrowed money. When the cost and size of government have weighed down the private sector, Congress has cut taxes (under presidents Reagan, Bush Jr., and Trump); the resulting boost in economic growth gives Congress some more time before its inevitable debt default.

The fallout

That route is now closed. Tax cuts do not work anymore, and you certainly cannot cut taxes when your creditors are running away from your debt. There are only two options:

1. Spending cuts, or
2. Tax hikes.

With a “permanent” budget deficit of approximately \$1 trillion and increased debt costs of at least \$700 billion, any fiscal measures to close the deficit will only stop the debt from rising. This makes the budget balancing even more urgent: measures to close the deficit will have to go into effect within a year, two tops.

For this reason, deficit reduction will be extremely difficult. Tax hikes equal to \$1.7 trillion are unthinkable, especially in one year. They would force Congress to raise personal federal income taxes by almost 50%: for every \$1,000 a taxpayer paid in 2021 they would have to pay \$1,500 under this scenario. Payroll taxes would go up by 36%.

The only option for Congress is an austerity pact between the Democrats and the Republicans. Among other things, this would allow them to overcome the so-called filibuster threshold in the Senate, according to which most legislation must win support from 60 of the 100 senators. To make this austerity pact work, the two parties would have to agree to a 50/50 split between tax hikes and spending cuts.

Federal income taxes would still have to go up by 25%, a very sharp increase in the burden on the American economy. It would be enough to hurl the economy into a deep recession.

Just like austerity crippled the Greek economy.

Things would get even tougher on the spending side, with \$850 billion to be cut in one year. Congress is notorious for protecting its “pet programs” against any measures that *do not increase spending* fast enough. To ask the elected officials on Capitol Hill to agree to spending cuts is worse than trying to herd cats: it is like sitting down with a bunch of alligators and asking them to go on a diet.

Compared to the spending in the 2022 fiscal year, \$850 billion is a 14% reduction. In one year. These are levels that approach what the Greek government did during its austerity years in 2009-2014, but the difference is that the Greeks knew what “cut spending” meant. American lawmakers have no clue. Congress operates under the premise that “spending cut” means that spending is not increased fast enough. Federal appropriations are made according to a “base line increase,” where an increase below the base line is defined as a reduction in spending.

The idea of actual reductions in outlays is so alien to members of Congress that they would rather believe the Earth is flat than actually cut spending. If they did cut spending, some 70% of the reductions would hurt low-to-moderate income families, and retirees. The moral outcry among voters would be unprecedented, especially if taxes went up sharply at the same time.

How likely is it that Congress could maintain an austerity pact? Consider the aftermath of the terrorist attacks on September 11th, 2001. The unity behind the wars in Afghanistan and Iraq lasted one election cycle. In a fiscal crisis like the one considered here, voter dissatisfaction would be far more apparent, enticing opportunistic politicians to defect from the austerity pact and resume promising silver spoons and green lawns to all voters.

It is genuinely impossible to predict where a fiscal crisis would take America. What we can say, though, is that the unthinkable suddenly becomes thinkable, even plausible. The most frightening scenario, which is equiprobable with the best outcome, is that American politics is radically destabilized in either ideological direction. Whichever way the chips would fall, it would open new pathways in politics that are alien to the common American voter.

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