



PROPOSED GOALS AND OBJECTIVES 2022-2023

Goal Setting Session
January 10, 2022 at 9 A.M.

Draft Goals Approved
January 18, 2022 at 6:00 P.M.

Comments Received Through
March 1, 2022

Public Hearing and Adoption of Goals
March 7, 2022 at 6 PM

Mission Statement: The City of Newport pledges to effectively manage essential community services for the well-being and public safety of residents and visitors. The City will encourage economic diversification, sustainable development, and livability.

CITY OF NEWPORT FISCAL YEAR 2022-2023 Draft Proposed Goals

GREATER NEWPORT AREA VISION 2040

In 2040, Greater Newport is the heart of the Oregon Coast, an enterprising, livable community that feels like home to residents and visitors alike. We live in harmony with our coastal environment - the ocean, beaches and bay, natural areas, rivers, and forests that sustain and renew us with their exceptional beauty, bounty, and outdoor recreation. Our community collaborates to create economic opportunities and living-wage jobs that help keep the Greater Newport Area dynamic, diverse, and affordable. We take pride in our community's education, innovation, and creativity, helping all our residents learn, grow and thrive. Our community is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, support those in need, and work together as true partners in our shared future.

On January 10, 2022, the City Council met from 9 AM to 3:15 PM to identify various Council goals and objectives for the Fiscal Year 2021-2022 and beyond. The goal setting process focused on the six focus areas, and the strategies identified as part of the 2040 Vision and Strategic Plan adopted by Council on November 20, 2017.

City administration drafted a preliminary report on goals and objectives identifying items to be carried over from the Fiscal Year 2021-2022, and subsequent actions taken by the Council through the course of the year. The Council reviewed and modified this report and identified additional ideas to consider for prioritization. Additional ideas identified by four or more Council members were added to the draft report.

In addition, departmental and advisory committee goals and objectives for 2022-2023 were reviewed by the Council and are included in this report.

Understanding the References in the 2022-2023 Council Goal Report.

The Council goals and objectives for this next fiscal year are organized by the six focus areas identified in the Greater Newport Area Vision 2040 Plan. The 2040 Vision Plan can be found at the following link:

https://newportoregon.gov/dept/cdd/documents/Vision2040/Vision2040_Final_Draft.pdf

For purposes of this report, a **goal** is typically broader in scope than an objective. A goal identifies intended outcome concerning one or more functions for an organization.

Objectives help translate goals into actionable items with specific deliverables, and typically would be tied to budget resources necessary to achieve that goal.

Strategies are identified with each goal and objective, and relate to the strategies included in the Greater Newport Area Vision 2040 Plan.

Additional Ideas are concepts that were identified by the City Council at the January 10 Goal Setting session, but not prioritized as a goal or objective. They are included for informational purposes only.

Each of the Council goals are followed by specific objectives for Fiscal Year 2022-2023. These objectives are the actionable items that Council desires to be implemented in this next twelve-month period. The objectives will be specifically addressed in the budget proposed by the City Manager for Fiscal Year 2022-2023.

The description from the 2040 Vision for each focus area is included in this report. The description is followed by the goals and objectives identified by the City Council through this year's goal setting process.

The status of the 2021-2022 Council, Committees, and Department goals can be found at <https://goals.newportoregon.gov>. Fiscal Year 2022-2023 goals will be updated at various points through the next fiscal year.

2022-2023 Goals and Objectives

A. ENHANCING A LIVABLE REGION

In 2040, the Greater Newport Area is an enterprising, livable community that feels like home to residents and visitors alike. We have carefully planned for growth with well-maintained infrastructure, affordable housing for all income levels, robust public transportation, diverse shopping opportunities, and distinct, walkable districts and neighborhoods.

Council Goals

A-1 Invest in upgrades to the City's water distribution and storage tank systems. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

A-1(a) Secure grant funding through FEMA for the replacement of the City's two main water storage tanks with two new seismically sound water tanks. (Vision Strategy A1)

A-1(b) Secure grant funding through FEMA for the replacement of the 54th Street pump station. (Vision Strategy A1)

A-1(c) Update the Water Master Plan. (Vision Strategy A1)

A-2 Improve maintenance activities of the City street system. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

A-2(a) Evaluate and implement the use of a system to proactively identify and potholes for repair in city streets. (Vision Strategy A1)

A-3 Prepare the North Side Transportation Plan in collaboration with the Oregon Department of Transportation. (Vision Strategy A10) 1 year

Objectives for 2022-2023

A-3(a) Develop a strategic plan for the revitalization of the City's central business district. (Vision Strategy A10)

A-3(b) Identify, in the planning process, a gathering spot as part of the City Center revitalized strategies. (Vision Strategy A5)

A-4 Increase supplies of affordable and workforce housing, including rentals for the community. (Vision Strategy A2) 5+ years

Objectives for 2022-2023

A-4(a) Develop bilingual educational materials to promote and encourage homeowners to consider building accessory dwellings on their principal homestead properties as allowed by law with information being available electronically on the City website. (Vision Strategy A2)

A-5 Complete pedestrian safety amenities throughout the community. (Vision Strategy A11) 5+ years

Objectives for 2022-2023

A-5(a) Conduct feasibility and develop preliminary costs for infilling sidewalk from Don Davis Park to Government Street along Elizabeth Street. (Vision Strategy A11)

A-5(b) Complete design for a pedestrian walkway on US 101 from 25th Street to 36th Street utilizing URA funding for the project. (Vision Strategy A11)

A-5(c) Construct a pedestrian crosswalk at Highway 20 and Eads Street. (Vision Strategy A11)

A-5(d) Initiate planning with ODOT for the bike and pedestrian improvements from NE 36th Street to NE 60th Street. (Vision Strategy A11)

A-6 Establish a Trolley to move visitors, employees, and residents between Nye Beach, the Bayfront and Downtown. (Vision Strategy A16) 2.5 years

Objectives for 2022-2023

A-6(a) Evaluate information that was compiled in the parking study and report findings to the City Council. (Vision Strategy A16)

A-6(b) Meet with Lincoln County Transit, ODOT and others to determine feasibility costs of operating a trolley or shuttle. (Vision Strategy A16)

A-7 Acquire property in the Big Creek Reservoir watershed. (Vision Strategy A1) 5+years

Objectives for 2022-2023

A-7(b) Develop plans for acquisition of reservoir properties. (Vision Strategy A1)

A-8 Improve the intersection, including a turn lane, on US 101 at NE 58th Street and the movie theater driveway (Vision Strategy A10) 5+years

Objectives for 2022-2023

A-8(a) Meet with ODOT to discuss improvements in safety at this intersection (Vision Strategy A10)

A-8(b) Seek funding for preliminary engineering to identify options for redesigning the intersection at US 101 and NE 58th Street (Vision Strategy A10)

B. PRESERVING & ENJOYING OUR ENVIRONMENT

In 2040, the Greater Newport Area lives in harmony with its coastal environment. Our ocean, beaches and bay, natural areas, rivers, and forests sustain and renew us with their exceptional beauty, bounty and outdoor recreation. We retain our connection to nature, protecting our land, air, water, natural habitats, and promoting more sustainable ways of living.

Council Goals

B-1 Invest in upgrades to the City's sanitary sewer collection system. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

B-1(a) Proceed with Phase 1 of the North side pump station headworks. (Vision Strategy B1)

B-1(b) Replace the Minnie Street lift station. (Vision Strategy B1)

B-2 Invest in upgrades to the City's storm sewer collection system (Vision Strategy A1) 5+ years

Objectives for 2022-2023

B-2(a) Fund the replacement of the storm sewer on Hatfield. (Vision Strategy B4)

B-2(b) Fund the replacement of the storm sewer running under the fire hall and through Betty Wheeler Park. (Vision Strategy B1)

B-3 Modernize and upgrade the waste water treatment plant. (Vision Strategy A1.) 2-5 years.

Objectives for 2022-2023

B-3(a) Fund and complete the Wastewater Treatment Plant Master Plan identifying replacement/upgrades necessary for effective treatment of waste water. (Vision Strategy B1)

B-4 Review and implement cost-effective priorities from the Parks and Recreation Master Plan for implementation. (Vision Strategy B3.) 2.5 years

Objectives for 2022-2023

B-4(a) Parks and Recreation will reactivate a foundation to provide a source of funding for parks equipment and scholarships. (Vision Strategy B3)

B-4(b) Pursue negotiations with State Parks for a new soccer field. (Vision Strategy B3)

B-4(c) Provide funding for the construction of outdoor fields at Agate Beach Wayside. (Vision Strategy B3)

B-5 Evaluate the implementation of a dark sky lighting plan for the City. (Vision Strategy B5) 2-5 years

Objectives for 2022-2023

B-5(a) Determine the feasibility of utilizing the energy savings through the use of LED fixtures and more efficient placement of outdoor lighting to help expedite implementation of the dark sky street lighting system for the City. (Vision Strategy B3)

B-5 (b) Consider development of Dark Sky regulations for private outdoor lighting in the city. (Vision Strategy B5)

B-6 Develop a long-term climate action plan for the City of Newport. (Vision Strategy B9) 2-5 years

Objectives for 2022-2023

B-6(a) Develop educational materials and meet with heavy industrial users of water to discuss the implementation of water conservation practices. (Vision Strategy B6)

B-6(b) Further develop and implement sustainability information on measure the City can implement in our day-to-day operations to reduce environmental impacts. (Vision Strategy B9)

B-7 Promote gray water diversion and home storage rainwater. (Vision Strategy B1) 1 year

Objectives for 2022-2023

B-7(a) Review existing ordinances to determine current provisions that need to be amended to promote gray water diversion and rainwater storage and use. (Vision Strategy B1)

B-7(b) Explore other ordinances and policies regarding gray water diversion and rainwater storage and uses and report back to Council at a future work session. (Vision Strategy B1)

C. CREATING NEW BUSINESSES & JOBS

In 2040, the Greater Newport Area collaborates to create economic opportunities and living-wage job that help keep Newport dynamic, diverse, and affordable. Our economy is balanced and sustainable, producing living-wage jobs in the trades and professions, while supporting new start-up companies and small businesses based on local talent, entrepreneurship, ideas, and resources.

COUNCIL GOALS

C-1 Develop opportunities for buildable lands and utilization of existing structures for creating new businesses and jobs. (Vision Strategy C9) 5+ years

Objectives for 2022-2023

C-1(a) Update the City's commercial/industrial buildable lands inventory. (Vision Strategy C3)

C-1(b) Pursue implementation of a plan for repurposing the South Beach URA property. (Vision Strategy C4)

C-2 Support business growth, development, and financial sustainability at the Airport. (Vision Strategy C4) 5+ years

Objectives for 2022-2023

C-2(a) Evaluate development of a solar farm on Airport property. (Vision Strategy B8)

D. LEARNING, EXPLORING, & CREATING NEW HORIZONS

In 2040, the Greater Newport Area takes pride in our community's education, innovation, and creativity, helping all our resident learn, grow, and thrive. Our schools are appropriately funded through diverse means of support to meet the highest standards of educational achievement. Our college and university prepare students for rewarding lives and productive careers. The arts and opportunities for creative expression and learning are high quality, diverse, and available and accessible to everyone.

Council Goals

D-1 Provide sufficient funding to support public arts. (Vision Strategy D3) 5+years

Objectives for 2022-2023

D-1(a) Provide an annual appropriation of funding to support the acquisition of public art for the city. (Vision Strategy D3)

E. IMPROVING COMMUNITY HEALTH & SAFETY

In 2040, the Greater Newport Area is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, and support those in need. Our community's physical, environmental, social, and economic assets allow all of our residents, including families and children, young people, and seniors to live healthy lives and find the support and services they require, including excellent, affordable, and accessible healthcare and childcare.

Council Goals

E-1 Replace the Big Creek Dam. (Vision Strategy E5) 5+years

Objectives for 2022-2023

E-1(a) Develop information to inform the Greater Newport Area of the critical need to replace the Big Creek Dams. (Vision Strategy E5)

E-1(b) Proceed with design and permitting for the replacement dam for Big Creek. (Vision Strategy E5)

E-1(c) Conduct emergency preparedness planning regarding the dam failure. (Vision Strategy E5)

E-1(d) Continue efforts at identifying funding for dam replacement. (Vision Strategy E5)

E-1(e) Secure a grant agreement from the State of Oregon for the \$14 million appropriation of lottery bonds. (Vision Strategy E1)

E-2 Continue with efforts with Listos Training. (Vision Strategy E5) 2-5 years

Objectives for 2022-2023

E-2(a) Renew LISTOS training. (Vision Strategy E5)

E-3 Implement recommendations from the Homelessness Task Force. (Vision Strategy E7) 2-5 years

Objectives for 2022-2023

E-3(a) Determine the feasibility of developing a program using homeless individuals for litter and trash clean up in return for financial assistance. (Vision Strategy E7)

E-3(b) Participate in the Affordable Housing Partners meetings to discuss strategies on managing homelessness. (Vision Strategy E7)

E-3(c) Identify areas where campsites would be permitted in the city with portable toilets and garbage disposal. (Vision Strategy E7)

E-3(d) Explore the future installation of Portland loos in key locations throughout the community. (Vision Strategy E-7)

E-3(e) Request that the organized faith-based community coordinate services offered by local churches and other faith-based groups. (Vision E-7)

E-3(f) Pursue efforts to create a more permanent overnight shelter. (Vision Strategy E-7)

E-3(g) Identify needs and advocate for financial support on health-related issues, including mental health, physical health, and drug and alcohol abuse issues for homeless populations. (Vision Strategy E-7)

E-3(h) Determine the impact of affordable housing on homelessness. (Vision Strategy E-7)

E-4 Evaluate Fire Service needs for the community. (Vision Strategy E6) 2-5 years

Objectives for 2022-2023

E-4(a) Evaluate the feasibility of consolidating the City Fire Department with the Rural Fire District. (Vision Strategy E6)

E-4(b) Increase the number of active Fire Department volunteers. (Vision Strategy E6)

E-5 Re-establish the position of school resource officer (Vision Strategy E6) 1 year

Objectives for 2022-2023

E-5(a) Explore funding this position in the Fiscal Year 2022-2023 (Vision Strategy E6)

E-6 Enhance coordination among social services, non-profits, and local government to collaborate in all actions to guide creation of a healthier community. (Vision Strategy E4) 5+ years

Objectives for 2022-2023

E-6(a) Participate in the Quarterly Community Health Improvement Plan meetings and/or the Health Integration Network meetings to discuss opportunities to collaborate with health organizations to create a healthier community. (Vision Strategy E4)

F. FOSTERING COLLABORATION & ENGAGEMENT

In 2040, the Greater Newport Area's local governments and public agencies, schools and higher educational institutes, businesses, local employers, nonprofits, community groups, faith-based institutions, and residents work together as true partners in our shared future. Governments reach out to engage and listen to residents, involve them in important plans and decisions, and collaborate for a better community in a rapidly changing world.

Council Goals

F-1 Utilize the Greater Newport Area Vision 2040 strategies as a foundational document for ongoing public processes, planning and decision making. (Vision Strategy F2) 5+ years

Objectives for 2022-2023

F-1(a) Develop a plan to sustain active coordination of the Greater Newport Vision beyond the funding provided by the Ford Family Foundation.) (Vision Strategy F2)

F-2 Increase involvement of younger generations in community issues. (Vision Strategy F9) 5+ years

Objectives for 2022-2023

F-2(a) Work collaboratively with the school district to establish a youth council. (Vision Strategy F9)

F-3 Foster an inclusive organization and community that embraces diversity in ethnicity, race, age, gender identity, sexual orientation, self-identity, and perspectives consistent with our slogan “The Friendliest”. (Vision Strategy F5) 5+years

Objectives for 2022-2023

F-3(a) Conduct outreach for prospective candidates to diversify City staff as well as membership on City committees, boards, and panels to ensure that all community voices are represented in discussions in City policies.

F-3(b) Support and seek out opportunities to collaborate with local partner organizations on cultural programming by collaborating on these programs during the fiscal year.

F-3(c) Develop and publicize a process to address complaints of bias or discrimination relating to the City of Newport. The City commits to develop a specific protocol, or set of protocols, to investigate and respond to grievances with the goal of eliminating systemic bias within our organization.

F-4 Promote the development of Neighborhood Associations (Vision Strategy F4) 5+ years

Objectives for 2022-2023

F-3(a) Consider funding to support staffing and financial support for neighborhood associations In the 2022-2023 budget.

G. OTHER ORGANIZATIONAL ISSUES

As part of the goal setting process, the City Council establishes goals that do not fall directly in line with specific Vision Strategies. The goals are specific to the operational issues for the City of Newport.

Council Goals

G-1 Address long-term financial sustainability planning for the City of Newport. 2-5 years

Objectives for 2022-2023

G-1(a) Review the Five-Year Financial Sustainability Plan as part of the 2022-2023 Preliminary Budget Committee Meeting.

G-1(b) Consider a grant writer position in the 2022-2023 budget.

G-2 Implement purchasing procedures to reduce costs and improve accountability and transparency of these expenditures. 1 year

Objectives for 2022-2023 Objectives

G-2(a) Examine opportunities to consolidate purchases that are currently done on a department-by- department basis to reduce overall costs for those purchases. The City administration needs to be mindful that any new processes to centralized these activities have time and expenses in themselves. It will be important to determine the cost benefit of those specific actions. A report will be provided to the City Council by December 31, 2021 on these efforts.

G-3 Improve methods for revenue collection. 2-5 years

Objectives for 2022-2023

G-3(a) Implement procedures to improve the collection of miscellaneous fees, fines and other revenues that help support various City services.

G-3(b) Implement a centralized process of monitoring leases and provisions within those leases, expiration of leases, and other activities that need to be done on a consolidated basis.

G-3(c) Develop a routine practice to regularly place liens on properties for unpaid property-related bills.

G-3(d) Evaluate new collection procedures with the goal reducing uncollectable accounts considering the costs and benefit of the procedures.

G-4 Continue to expand access to city services through the use of technology. 5+years

Objectives for 2022-2023

G-4(a) Take necessary steps to provide public access to specific components of the City's GIS system.

G-5 Build a strong and healthy work place culture within the City organization 2-5 years

Objectives for 2022-2023

G-5(a) Purchase or secure housing for use by new employees to the City of Newport.

G-5(b) Develop a policy providing use of the Recreation Center by City Council elected officials as is provided for City employees.

H. ADDITIONAL IDEAS NOT PRIORITIZED

During the January 10, 2022 Goal Setting session, the Council generated a number of ideas that were categorized as part of the goal setting process. This report includes all of the ideas that were generated by the City Council during the Goal Setting session. Please note that these ideas are in addition to approximately 55 draft objectives that served as a starting point for developing the priorities for the next fiscal year. The number shown in parentheses following the various ideas for goals and objectives indicates the number of

Council members that prioritized that particular concept. If there is no number included in the parentheses following the idea, then the idea was generated by a Council member, but not prioritized for moving forward at this time by any Council members. The ideas shown in bold are those ideas that have been incorporated in the previous section of this report as a goal and/or objective for Fiscal Year 2022-2023.

A. ENHANCING A LIVABLE REGION

- **Establish a trolley to move visitors around from Nye Beach to the Bayfront to down town (6)**
- **Improve the intersection, including a turn lane, into the movie theatre at NW 58th Street (6)**
- **Develop a walkway from Walmart to 60th Street (4)**
- Construct a pedestrian crossing light at US 20 and Eads (3)
- Build the crosswalk on NE 60th Street near the Surf View Apartments (3)
- Renovate City Hall grounds (1)
- Purchase EASSPAPON (1)
- Provide a year-round covered pavilion for the Farmers Market (1)
- Wrap downtown windows of vacant buildings
- Address downtown blight
- Reconstruct Golf Course Drive
- Promote mixed-use of residential/commercial multistory buildings within the Deco District

B. PRESERVING & ENJOYING OUR ENVIRONMENT

- **Amend the code to provide for gray water diversion and home storage of rain water (4)**
- Develop an east side park in the Agate Beach area (2)
- Seek consulting services for urban forestry management (2)
- Create an incentive program for green businesses (2)
- Conduct upgrades to the wastewater plant (1)
- Add more dog parks (1)
- Transition to a more paper-free and smart device access with using QR Codes for things such as Council agendas and paying water bills (1)
- Develop a multi-use path from Agate Beach to Yhona (1)
- Reduce fuels on City-owned land including watershed parcels (1)
- Educate the public regarding the blue carbon value of wetlands as carbon sinks
- Explore curbside collection of recycled glass
- Enhance the trail systems for multi-purpose use in South Beach
- Continue to develop the orchard project
- Implement the City's tree plan system including the use of tree plotter software at a cost of \$15,600
- Participate in the County Solid Waste Advisory Council

- Continue scotch Broom and Ivy eradication at the airport
- Enforce no litter laws at construction sites

C. CREATING NEW BUSINESSES & JOBS

- Participate in the job fair to recruit students to City positions providing information in both English and Spanish (2)
- Encourage fiber internet on a city-wide basis (1)
- Survey downtown building owners on what their plans are regarding their facilities
- Develop bi-lingual educational materials to promote and encourage the construction of accessory home units

D. LEARNING, EXPLORING, & CREATING NEW HORIZONS

- Develop an “Art Newport” project similar to Toledo (1)
- Pursue an “arts” district for the PAC, VAC, and Nye Beach area (1)
- Increase the art budget to light up the bridge
- Place murals on City pump stations

E. IMPROVING COMMUNITY HEALTH & SAFETY

- **Restore a school officer (4)**
- Protect Big Creek watershed (3)
- Continue developing a community orchard (3)
- Hire another Community Services Officer (2)
- Develop plans for a permanent warming shelter (2)
- Fund additional Fire positions (1)
- Pursue a new Public Safety building
- Improve the intersection at Moore/Harney and US 20
- Pursue a fire boat for the Fire Department
- Implement red light cameras at US 101 and US 20

F. FOSTERING COLLABORATION & ENGAGEMENT

- **Establish a City of Newport youth council (4)**
- **Staff and fund support to develop neighborhood associations (4)**
- Hire a young and experienced webmaster to promote the use of social media
- Place an ‘I Love Newport’ sign at Nye Beach

G. OTHER ORGANIZATIONAL ISSUES

- **Create a grant writer position (6)**
- **Provide access to the Recreation and 60+ Centers for Council elected officials as is done for employees (4)**
- **Purchase or secure housing for use of new employees on a temporary basis (4)**
- Collaboratively develop culturally competent and inclusive communications (3)

- Dedicate funding for building maintenance (3)
- Provide computers for Planning Commission members (2)
- Create an Assistant HR position (2)
- Increase rates for commercial users of the airport (1)
- Develop education materials on land use processes for the community (1)
- Re-fund Police positions (1)
- Improve auditing for room tax
- Improve communications between Finance and citizens
- Establish minimum standards for supervision for department heads
- Review late payment policy to determine any adjustments
- Lobby Salem on room tax percentages
- Contract right-of-way cleaning and striping until Public Works can catch up with these tasks
- Privatize the airport
- Conduct an annual meeting for all City committees and City Council
- Continue efforts to improve addressing complaints regarding vacation homes relating to the number of people, cars, boats, and noise
- Develop a strategic recruitment plan for employees
- Develop materials to assist the citizens in understanding the City's financial status and the services provided by the City
- Designate parking spaces as compact only where appropriate
- Review various City employee benefits regarding medical, vacation, etc.
- Develop and execute innovative strategies to bring new and former community members and volunteers to the 60+ Activity Center
- Install a DEI action plan and ensure follow-through across departments and committees
- Develop a metric measure increases in cultural competency
- Develop a promotional video regarding living and working in the City of Newport
- Plan for accommodating climate and fire refugees who will be relocating to areas such as the Oregon Coast
- Plan street closures for no-car areas to hold public celebrations and festivities
- Improve the City on-line jobsite with the City mission statement, links to the Vision 2040, and other strategies to encourage people to work for the City of Newport
- Find a fixed base operator for the airport
- Expand City Hall campus
- Improve the City website to discuss various benefits and incentives such as the recreation pass for City employees
- Create intern programs for high school and community college students
- Provide bi-lingual and bi-cultural culture and staff support
- Provide pay differentials for bi-lingual employees

- Work on a satisfaction survey for City employees then use the information on retention improvements
- Participate in employee fairs, including an open house once a year
- Create a full-time staff hiring position
- Seek support with DEI training
- Develop a multimedia narrative describing operations and benefits to residents and benefits to tourists

60+ Advisory Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Partnering with Samaritan Health Services and Department of Public Health to promote electronic health inquiry and provide information to patients about local evidenced based programs.	2-5 Years		E1 E4 323	Identify other Parks and Recreation Departments to partner with in the State of Oregon to offer evidenced based programs.
5	Seek out opportunities to increase diversity, equity and inclusion for the 60+ community	Ongoing		F5 328 327 329	Create collateral material in both English and Spanish. Develop a strategy to identify bilingual/multicultural volunteers. Identify outreach strategies to underserved community members, including low income families, the homeless and indigenous tribes.
25	Form a workgroup to focus on 60+ Activity Center policies and procedures.	Ongoing		336 334 335	Create a manual specifically for 60+ Activity Center policies and procedures. Review all current 60+ Activity Center policies and procedures. Update and replace current 60+ Activity Center policies and procedures as necessary.
26	Encourage all members of the 60+ Advisory Committee to become members of the Association	Ongoing		447	On a quarterly basis, encourage members to join the association at the Committee meetings (January, April, July and October 2022).Committee members should try to report on their involvement.
27	Community Engagement	Ongoing		472	Develop and execute innovative strategies to bring new and former community members and volunteers to the 60+ Activity Center

Audit Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Continue issuance of a Comprehensive Annual Financial Reports (CAFR) for the fiscal year audits	Ongoing		119 audits	Continue issuance of a Comprehensive Annual Financial Reports (CAFR) for the fiscal year
2	Develop and document internal controls with continuous review	Ongoing		286	Review and approve internal controls - annually.
3	Develop a Purchasing System	Ongoing			
4	Room Tax Auditing Program	Ongoing		122	Investigate and possibly engage via an Intergovernmental Agreement with State of Oregon to administer the Room Tax program, includes filing enforcement, collections, and auditing.
5	Develop a Popular Annual Financial Report (PAFR)	Ongoing		123	Develop a Popular Annual Financial Report (PAFR)

Bicycle and Pedestrian Advisory Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
37	Safety	Ongoing	Work to make Newport's transportation modes safer	A1 A3 A10 A11 A12 A15 B4 E4 E6 E13 F1 F7	423 Report new safety hazards directly to Public Works 424 Work with City Council, Newport Police Department and ODOT to gather informative crash data involving active transportation. 425 Inform City Council on Vision Zero and other crash-reduction programs and policies that might work for Newport (if asked)
38	Funding	Ongoing	Help City Council identify active transportation funding sources	A1 A3 A5 A10 A11 A12 A13 A15 A16 A17 B3 B4 B9 E13	426 Maintain an "Active Transportation Grant Opportunities" spreadsheet with key deadlines
39	Community	Ongoing	Work with local groups, agencies and organizations, especially active transportation groups, to promote active transportation in Newport	A3 A10 A11 A12 A13 B2 B3 B4 C6 C8 C10 C13 D10 E13 F1 F4 F7 F11	427 Stock bike maps throughout town 428 Promote and participate in National Bike to Work Day (May) 429 Work with schools and other groups to promote National Bike/Walk to School Day (October) 430 Possibly begin actions toward a Bicycle-Friendly Business program in Newport 431 Promote a signage system that links bike and pedestrian routes to city trails, programs and/or events, especially the Ocean-to-Bay and Lighthouse-to-Lighthouse trails. 435 Be the catalyst for, promote and participate in a new citywide active-transportation event
40	Relationships	Ongoing	Maintain positive working relationships with the City Council, advisory committees and commissions, and City staff to implement BPAC active transportation goals	B2 B3 B4 B5 B9 E13 F1 F4 F7	432 Invite key staff members for Q-and-A sessions (as needed) 433 Hold joint meetings with other advisory committees on matters of mutual interest (as needed) 434 Continue to liaison one-on-one with select advisory committees and commissions (read their minutes, go to a meeting or meetings, report to BPAC possible joint endeavors)

Library Board

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
6	Library Policy Development and Review	Ongoing	Library Policy Development and Review	F1 F2 F3 F9 F10 F11 422	Library Advisory Committee will review development of library policies and review existing library policies under an EDI lens. The board will continue to review 1-3 policies per meeting until all of the policies have been reviewed, and revised if necessary.

Parks and Recreation Advisory

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Monitor and support implementation of the Parks Master Plan	Ongoing	B2 B3 B6	250 252 448	Liaison(s) provide updates to committee and council once per year Work with city staff and parks foundation to identify funding sources for focus project(s) Follow up as necessary on FY 2021-2022 projects: South Beach Marina Non-motorized Boat Launch & Access Improvements, North Newport Neighborhood Park 500 Follow up as necessary on FY 2020-2021 projects: Completion of the Ocean to Bay Trail
				501 502	Determine 1-3 "focus projects" for which the committee will undertake advocacy and identify funding avenues Appropriate committee liaison(s) meet with city planner and parks director 1-2 times to review tracking spreadsheet to determine progress on PMP projects
3	Work with City staff to revitalize the Parks and Recreation Foundation	Ongoing	B3	135 134	Work with City staff to identify processes for grant writing Work with the Foundation to identify priority projects that need grant funding and match those with potential sources of grant funds 503 Partner with the Foundation to identify potential sources of funds, including charitable gifts, fundraising events, and grants
4	Develop a diversity, equity and inclusion plan for the committee	Ongoing	F4 F5	248 504 505	Provide feedback to City staff in development of the departmental DEI Plan Diversify committee membership as seats open up on the committee Explore coordination with the Lincoln County Coastal Equity and Inclusion Committee on furthering DEI goals for the committee, possibly including DEI training. 506 Either via agenda items of the full committee or an ad hoc subcommittee, explore additional steps the committee might take, including potential trainings and review and evaluation of departmental policies and procedures.
7	Coordinate with other committees on items of mutual interest	Ongoing	B3 F7	255 507	Meet once a year with the advisory committee of the Bicycle and Pedestrian on issues of joint concern Determine if similar coordination should be taking place with other city committees and develop plans for supporting their work via advocacy or other means. Possibilities include NEWTS, SOLV, CCSA, community garden advocates, the Lincoln County Coastal Equity and Inclusion Committee and others. 508 Develop two to four committee agendas inviting representatives of priority groups identified above to meet and discuss items of mutual interest.
8	Upgrade the city's Tree City USA activities and ensure the committee is prepared in its role as the city's Tree Board.	Ongoing	B6	261 260 259	Apply for growth award when renewing the TCUSA designation this year. Review TCUSA Growth Award requirements six months before the application renewal is due to the Arbor Day Foundation (July). If additional activities are needed for growth award, develop and implement a plan to accomplish them. Work with staff to hold an Arbor Day celebration and tree planting in the spring, within COVID guidelines and restrictions at the time. 509 Support efforts to gain urban forestry expertise in the city to undertake critical projects such as conducting a tree inventory for the city and developing an urban forestry plan.
33	Explore ways the committee and the department can better support the city's 60+ community.	Ongoing	B3 E4 E10 F10	510 511	Invite 60+ Center coordinator to join Parks & Recreation Committee meetings at least quarterly in order to ensure the committee and the department are meeting the needs of this segment of the community. Working with the 60+ Center and board, solicit additional feedback from the 60+ community on how we can better serve their needs via a survey.
34	Review department's new business and plan and support its	Ongoing	B3	512 513	Hold one meeting at which the committee is briefed on the new business plan Review recommendations in the plan related to reducing departmental reliance on the city's general fund and, with staff and city council, propose a plan for moving ahead.

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
	implementation				

Planning Commission

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
3	Lay the groundwork for a set of regulations and incentives to pair with the Transportation System Plan update that will facilitate revitalization of the US 101 / 20 corridors, including the City Center area.	Ongoing		A3 A4 A5 A6 F4	473 Conduct business outreach and market analysis. 474 Recruit advisory committee. 475 Develop an adoption ready set of plan/code amendments and a framework for a business facade improvement program.
5	Initiate updates to Newport commercial / industrial buildable lands inventory.	Ongoing		A1 A4 C3	104 Initiate updates to Newport commercial / industrial buildable lands inventory.
6	Update off-street parking requirements in line with Parking Study or related recommendations adopted by the City Council.	Ongoing		A14 C1 C8	105 Update off-street parking requirements in line with Parking Study or related recommendations adopted by the City Council.
9	Implement recommendations from the Homelessness Taskforce that rely upon revisions to City land use regulations.	Ongoing		A2	108 Implement recommendations from the Homelessness Taskforce that rely upon revisions to the City land use regulations.
42	Implement Recommendations from US 101 Corridor Refinement Plan	Ongoing		A3 A14	266 Pursue annexation of unincorporated "island properties" to normalize the city limits, if found to be feasible. 265 Revise commercial and industrial zoning as recommended by the code audit.
43	Initiate any Needed Refinements to Historic Nye Beach Design Review Overlay	Ongoing		A6 F4	353 Examine the feasibility of a neighborhood visioning process for Nye Beach as part of a review of any needed updates to the Design Review Overlay. 268 Initiate refinements to the Historic Nye Beach Design Review Overlay, as needed.
44	Initiate Newport Housing Needs and Buildable Lands Update	Ongoing		A2 A7 A9 A14 F4	271 Develop an RFP, select consultants through a competitive selection process, and initiate work on the project. 476 Recruit advisory committee. 477 Complete the plan in line with agreed upon scope of work and adopt recommended ordinance changes.
45	Update the citys Erosion Control and Stormwater Management Standards for Private Development	Current FY		B1 B5	478 Identify stormwater management options that include boilerplate systems for small scale development projects. 479 Develop standards that can reasonably be implemented at existing staffing levels. 480 Prepare an adoption ready set of revisions by the end of the fiscal year.
46	Support City Council Dark Sky Lighting Initiatives	2-5 Years		B6	481 Initiate project after City Council puts in place a plan for retrofitting street lights and lights at city facilities. 488 Develop outdoor lighting standards for new commercial and residential construction that conform to dark sky requirements. 489 Prepare informational materials to inform the public about the Citys requirements and where dark sky compliant fixtures can be purchased.
47	Update Commercial/Multi-Family Code to Include More Bike Racks and Covered Bike Storage	Current FY		A11 A15	490 Identify best practices and provide Commission with options. 496 Coordinate changes with Parking Advisory Committee. 497 Prepare adoption ready set of amendments for Council consideration.
48	Identify Opportunities to Normalize City Limits	2-5			499 Engage with ODOT to identify opportunities to annex US US 101 and US 20 rights-of-way in

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
		Years			cases where the city limits border both sides of the road.

Police Advisory

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Enhance Community Relations	Current FY	E6	449 450 451 452 453	Complete, analyze, develop and recommend an action plan from the results of the 2021 Newport Community Police Survey. Hold a public meeting to solicit public input regarding police services, conduct and programs. Review the resident complaint process protocols, and provide recommendations to build trust, transparency and responsiveness. Staff a booth at community event such as County Fair and/or National Night Out. Create a Police Advisory Committee brochure.
2	Committee Education	Current FY	E6	454	Participate in training to learn about policing procedure. Promote public awareness of the City's police services and programs, including, but not limited to business and residential crime prevention programs, safety, training and domestic violence intervention. the Police Officer Recruitment Process. yearly supplemental training.
				455 456 457	Review Officer Orientation and
3	Analyze police response to Lincoln County Schools	Current FY	E6	458	Review police activity at LCSD schools. available resource and alternative to police response to schools. Review school district/police and community programming.
				459 460	Review
4	Review Police response to mental health crisis	Current FY	E4 E6	461 462	Review police response to mental health crises in schools and in the community. Explore feasibility of re-establishing a collaborative response unit between Lincoln County Mental Health, Lincoln County Sheriffs Department, and local police agencies.

Public Arts Advisory

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Continue Efforts Toward Making Newport an Arts and Cultural Destination	Ongoing	A1 D12	109 marketing efforts. interest in collaborating on arts opportunities in the City of Newport. 463 Work with the Greater Newport Chamber of Commerce to collaborate on promoting arts opportunities in the City of Newport. 464 465 Work with local artists and local art communities to engage them in this goal.	Work with the Destination Newport Committee to collaborate on promoting arts opportunities, in the City of Newport, through its marketing efforts. 463 Work with local companies to determine their 464
2	Continue Expanding and Upgrading the Arts Footprint in Newport	Ongoing	D12	466 Revise art brochures for the city. communitys art footprint for idea generation. Beach Urban Renewal District to create public art and wayfinding. 467 Continue mural projects. 470 and schedule for public art. 471 exchange program with Newports Sister City, Mombetsu, Hokkaido, Japan.	467 Review other 468 Work with the South 469 Develop a maintenance policy, program, Pursue an international mural

Retirement Trustees

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
7	Annual funding for Retirement fund	Ongoing	F1	275	Retirement trustee has recommended sufficient funding in order to have the fund fully funded within 10 years. For the 2021-22 Fiscal Year \$396,143 been recommended.

Sister City Advisory

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Work on 55th Anniversary Exchanges	Ongoing		F7 F9 F10 308 307 306	Create monthly meetings between Newport and Mombetsu staff. Create more regular meetings between the Sister City Committee and Mombetsu International Committee. Plan and prepare for adult and youth exchanges to celebrate the 55th anniversary of the Sister City relationship with Mombetsu.

Vision 2040 Advisory Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Analyze and adjust for long-term Vision Advisory Committee Sustainability	Ongoing		F1 F2 F3 F4 F6 F7	310 Ensure all 6 Work Groups have a non-Program Coordinator Lead. 313 Explore alternative funding or stakeholder partnerships for continuing Vision 2040 Staff support. 311 Increase inclusive opportunities for feedback and participation of City Staff and current Vision Advisory Committee members in order to streamline current practices and identify unsustainable volunteer committee tasks. 445 Complete Vision Advisory Committee Bylaw Development & Adoption 446 Funding resources/staff in the Community whether public, private, nonprofit or a combination thereof to facilitate ongoing efforts of the Vision 2040 Advisory Committee
2	Collaboratively develop culturally competent & inclusive communication	Ongoing		E8 F1 F2 F3 F4 F5 F6 F7	315 Research and model successful culturally competent stakeholder community engagement methods, such as those identified in the Juntos en Colaboracion Needs Assessment
3	Improve sustainability of Vision 2040 Committee Expectations and Projects	Ongoing		F1 F2 F3 F4 F5 F6 F7	318 Create and approve an annual Vision Advisory Committee implementation plan, including all the identified volunteer sustainable annual committee tasks and the annual expectations of voting Committee members. 316 Work with The Ford Family Foundation network & Community Stakeholders to create & launch a standalone Vision 2040 Website.

City Manager's Office

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
17	Develop Inclusive Outreach Materials	Ongoing		F4 F5	46 Develop bilingual (English and Spanish) documents utilized regularly by the CRO, including special event permit applications, committee applications
19	Continue City-Wide Beautification	Ongoing		A4	49 Continue working with the city's Landscaping Technician and the Ad-Hoc Beautification Committee on identifying at least one major landscaping project annually. 50 Continue promoting the use of climate appropriate landscaping in public areas. 528 Addition of bee pollinator gardens. 529 Develop volunteer corps to assist in minor landscaping projects.
20	Create a Plan to Assist in the Access to Healthy Food	Ongoing		E12	51 Work with appropriate city staff to determine the location(s) of official community garden(s) to assist citizens in urban farming and the provision of healthy food. 534 Work with appropriate staff on processes and procedures for community garden(s).
21	Refine Processes and Procedures	Ongoing		F6	532 Complete work on a citywide policy manual (excluding human resources and departmental policy manuals). 533 Develop, in coordination with other staff, templates for commonly used documents, i.e., agreements, ordinances, resolutions, etc.
22	Develop and Implement More Robust Electronic Outreach	Ongoing			626 Establish regular schedule for E-Blast use of social media to include twitter and other outlets. that all electronic outreach is available in both English and Spanish. 627 Expand 628 Ensure

Community Development

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
51	Establish a set of land use regulations and incentives to complement the Transportation System Plan update and facilitate revitalization of the US 101 / 20 corridors, including the City Center area.	Ongoing		A3 A4 A5 A6 F4	429 Coordinate with funding partners to get consultants under contract and initiate project. 644 Conduct business outreach and recruit advisory committee. 645 Develop draft updates to the City codes to support downtown redevelopment. 646 Create framework for an urban renewal funded business facade improvement program.
53	Implement Parking Study recommendations adopted by the City Council.	Ongoing		A14 C1 C8	261 Recruit and empanel a Parking Advisory Committee to provide recommendations to policymakers and staff regarding city parking policy and programs. 262 Initiate refinements to the Historic Nye Beach Design Review Overlay, as needed. 263 Prepare a Request for Proposals for installation of meters and related improvements (target spring 2021 for implementation). 264 Develop draft ordinance changes to lift Bayfront off-street parking standards that serve as an impediment to development/redevelopment (to be implemented concurrent with metering). 430 Initiate discussions with Nye Beach businesses on alternatives for managing parking in a sustainable manner.
54	Facilitate Provision of Additional Housing Opportunities within the City	Ongoing		A2 A6 A7	265 Incorporate "skinny" public street options into subdivision and zoning ordinances to reduce costs that may be an impediment to development. 266 Adjust exaction requirements to ensure they are equitable, particularly for small scale residential projects. 267 Initiate refinements to the Historic Nye Beach Design Review Overlay, as needed. 269 Assist policy-makers in identifying a location and, in the permitting of, an overnight homeless shelter.
57	Partner with DOGAMI and DLCD on Tsunami Resiliency Initiatives	Ongoing		A13 E5 F4	647 Pursue grant funding to implement beach access resiliency recommendations.
58	Initiate work on HB 2003 Mandated Housing Needs and Buildable Lands Update	Ongoing		A2 A7 A9 A14 F4	448 Develop an RFP, select a consultant(s) through a competitive review process, and initiate work on the project. 648 Recruit project advisory committee. 649 Develop adoption ready housing capacity analysis and production strategy.
59	Support Development of STR Ordinance Implementation Work Group Recommendations	Ongoing		A8 A9 F1 F4	449 Assist Work Group in understanding how City Administration implements ordinance implementation through the summer of 2021 via a series of quarterly meetings. 450 Provide the Work Group with requested information and options for addressing identified issues. 451 Develop ordinance amendments or potential administrative procedural changes at the request of the Work Group for presentation to the City Council.
60	Assist BLM and FHWA on Lighthouse Drive Transportation Study	Ongoing		A10 A11 B2 F4	452 Assist BLM, FHWA, ODOT, and consulting team with development of study, including background data and recommendations from Newport TSP Update and public outreach. 453 Provide feedback to BLM/FHWA regarding community priorities for infrastructure investment and incorporate recommendations as an amendment to the Newport TSP. 650 Incorporate recommendations into City TSP.

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
					651 Coordinate with BLM/FHWA on project refinement of Lighthouse to Lighthouse trail connection if FLAP funds are awarded (2024/25 federal funding cycle).
61	Facilitate Acquisition of Additional Land in Big Creek Watershed	Ongoing		A13 B1 B6	456 Contact ownership interests within the watershed to ascertain interest in participating in land sales and/or exchanges. 457 Consult with OCCFA and Sustainable Northwest and prepare application to secure USDA, OWEB or other grant funds to supplement city resources for land acquisition. 652 Initiate Big Creek Watershed Forest Assessment if OWEB grant application is approved (April 2022 award timeframe).
62	Yaquina Bay Estuary Management Plan Update	Ongoing		B6 C1 C5 F4 F7	458 Participate on taskforce to update the plan, providing technical expertise and background data relevant to portions of the estuary within the city limits of Newport. 459 Conduct work sessions with City policy-making bodies to keep them informed of the proposed amendments, and assist DLCD with public outreach. 460 Initiate updates to the estuary management chapter of the Newport Comprehensive Plan and Corresponding chapter of the zoning ordinance.
63	Update Newport Unsafe Building Codes	Ongoing		E5	461 Coordinate with Police Departments Code Enforcement staff and State Building Codes Division to develop draft amendments. 462 Conduct work sessions with policymakers to review amendments and update based upon feedback. 463 Initiate ordinance amendment process.
64	Identify Funding Partnerships for TSP Project Priorities	2-5 Years		A3 A10 A11 A15 A16	653 Coordinate with ODOT, private developers, and other potential partners to identify joint funding opportunities.
65	Implement Recommendations from US 101 Corridor Refinement Plan	Ongoing		A1 A3	654 Update the City's development codes in line with the recommendations from the code audit. 659 Advance priority urban renewal projects. 660 Initiate annexation of unincorporated islands in South Beach.

Disaster Preparedness

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives	
16	Move the City forward toward greater preparedness and resiliency.	Ongoing		E5	635 636 637	Survey current staff training levels and develop training plan to comply with National Incident Management System requirements. Survey complete by June 2022 and training plan complete by September 2022. Develop a work plan by July 1 2022 that address updating COOP plans for every City Department. Implement After Action Recommendations from June Cascadia rising community exercise.
17	Update Emergency Operation Plan	Ongoing	Current plan was updated in 2016 and it is required to be updated every 5 years.	E5	629 630 631	Apply and obtain grant funding to update EOP by June 2022. Have contractor selected and contracted by December 2022. Updated and expand Pandemic Response, Mass Evacuations, and any other needed sections.
18	Implement Emergency Preparedness and Outreach Programs	Ongoing	These programs will be to the whole community and include minority populations.	E5 F5	632 633 2022.	Provide public education for hazard risk mitigation on an ongoing basis. Provide outreach to the whole community including minority populations and restarting LISTOS by June 2022. 634 Develop awareness campaign to educate home and business owners on the benefits of seismic retrofit.

Finance Department

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
14	Create and implement GFOA Recommended Financial Polices	Ongoing	F1	243	Continue creating recommended polices, minimum of three

Fire Department

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives		
21	Merge or Consolidate with Newport Rural Fire Protection District	Ongoing		E6 F7	145 347 Complete a 190 IGA with the Fire District.	Review results and make a presentation to Council with options and recommendations. Complete feasibility study Objective	348
22	Obtain new pumper	Ongoing		E6	148 149 622	Sign agreement with apparatus manufacturer Place new apparatus into service and surplus old unit Consider adopting a standard pumper spec consistent with neighboring agencies.	
25	Bring newly hired Assistant Chief/Fire Marshal up to speed	Ongoing	Acclimating our newly hired Assistant Chief/Fire Marshal.	E6	623 624 625 months.	Complete Hiring process in a timely manner. Our goal is to have the position filled by August 1. Develop 60 day and 6 month work plan for new hire before their start date. Implement workplan on Day 1. Conduct weekly check-in meetings and formal monthly reviews for first 6	

Human Resources

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
15	Implement a Revised Employee Handbook	Ongoing			54 Incorporate City Manager changes and complete formatting Forward to Department Heads, Union, and CIS for final review and feedback Review feedback - incorporate changes where appropriate handbook and formatting (management, employee, and volunteer) online 58 Develop rollout communications 59 Print hard copies and place 60 Compile volunteer packets 61 Load handbook on SafePersonnel for all employee distribution 62 Obtain signed acknowledgement forms from all employees 63 Obtain Calendar 517 meetings with City Manger for handbook review
16	Implement Cultural Competency Audit/Results/ Action Plan (Internal focus)	Ongoing	F5		71 Begin Phase II - External Focus external feedback 72 Develop survey to obtain 73 Compile survey results 74 Determine objectives based on survey results 75 Develop 76 Determine resources needed for rollout of action plan(s) 77 Develop rollout timeline 78 Develop rollout communications 79 Implementation begins
17	Implement a Revised Citywide Performance Management Process	Ongoing			84 Phase II - Implementation new process and forms employees 109 Implement 86 Train management staff on Rollout communications to management and
18	Implement a Revised Safety Handbook	Ongoing			111 Calendar meetings with Safety Officer through August 2020 to complete review of the draft handbook sections 112 Finalize handbook (management, employee, and volunteer) online 113 Develop rollout communications 114 Print hard copies and place 115 Load handbook on SafePersonnel for all employee distribution 117 Obtain signed acknowledgement forms from all employees
20	Implement a Revised Citywide Safety Program	Ongoing			128 Phase II - Implementation new process and forms 129 Train management staff on

Information Technology

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
22	Customer Service	Ongoing		F1	464 Improve website accessibility level to AA standards 581 Add two wide-range public Wi-Fi access points to city buildings. 582 Provide three tech-talks throughout the year
23	Innovative Technology	Ongoing	Transform the City of Newport workplace by enabling end user capabilities through access to data and services anywhere and anytime.		7 Optimize the end user experience with data, access, and services, providing cost efficiencies and workforce productivity. 89 Implement workflow technologies to facilitate internal and external processes. 90 Advance the implementation of the City of Newport information sharing environment by developing highly-available, automated systems. 91 Enable secure end-to-end delivery of mobile solutions that enhance enterprise-wide mobile computing capabilities for successful mission outcomes.
24	Connectivity	Ongoing	Deliver a strong, connected and resilient network.		92 Develop Network modernization plans Cloud Smart assessment 101 530 Provide fully-redundant internet connectivity 583 Achieve greater than 95% uptime over the year 97 Business Resilience
25	Cybersecurity	Ongoing	Protect City of Newport networks, systems, functions and data. Continuously mature the City of Newport cybersecurity posture.		105 Implement cyber defense measures Assessment of data security 106 security 108 107 Mobile device Cybersecurity standards

Library

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
6	Customize programs and services for our Latinx population	Ongoing	A1 A4 A13 A18 B6 C3 C6 C7 C8 C9 C10 D2 D3 D6 D8 D9 D10 D11 D12 E4 E5 E7 E8 E13 F1 F2 F3 F4 F5 F6 F7 F8 F9 F10 F11	212 214 221 222 225 227 228 588 589	<p>Recruit, hire and appropriately deploy Spanish-speaking staff</p> <p>Establish a staff liaison and library project team to collaborate with community and literacy agencies, English as a Second Language provides, the school district, and tutors to track collaborative efforts.</p> <p>Increase Spanish-Language and bilingual collections for the Library by 5%.</p> <p>Develop programming targeting our Latinx community. We will have 4 Latinx Programs this year.</p> <p>Establish consistent bilingual signage throughout the library at the service points, on the library shelf ends, signage throughout the library.</p> <p>Cultivate partnerships with schools, colleges, literacy agencies, and other relevant organizations to coordinate adult literacy tutoring and ESL classes.</p> <p>Cultivate partnerships for adult literacy and ESL instruction, space sharing, and off-site programming and services.</p> <p>Perform a EDI Collection Development and Diversity Audit</p> <p>Create a Spanish-language version of the NPL website, translate press releases, library signage, marketing materials, and library policies. We are aiming to have 30% of our library publicity translated into Spanish in FY22-23.</p>
7	Increase access to Technology Resources to the	Ongoing	A1 A18 C3 C8 C9 D2 D8 D9 D10 D11 E4 E7 F3 F4 F7	342 343	<p>Add 5 laptops to the library collection for library cardholders to check out</p> <p>Add 5 tablet devices to the library collection for library cardholders to</p>

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
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Community

check out
 346 Library will provide a pop-up outreach program in the community 6 times throughout the year for Wi-Fi access, access to library materials, and ask a librarian tech questions.

661 Participate in the State Library of Oregon's 2022 Edge Programs (digital inclusion and action cohort and data fluency cohort). This program is designed to build public libraries' capacity and skill to collect, analyze and communicate data and demonstrate the vital role of public libraries in advancing digital equity in their communities. Participation is free for public libraries in Oregon.

Parks and Recreation

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
21	Rebuild and expand department services, programs, classes, events, and activities.	Ongoing	E13 F4 F6 F8 F9 F10		<p>405 PARKS - Promote, utilize, and implement a community volunteer program to assist with beautification of the Park System. 417</p> <p>ADMIN, REC CENTER, AQUATICS - Evaluate, improve, and implement upon the existing scholarship program and policy 600 ALL - Achieve staffing levels to meet programming, operational, and budgetary needs and constraints.</p> <p>601 ALL - Evaluate current and past programs and activities through budget and community input to improve services 603 AQUATICS - Implement 3 new family-oriented special events and restructure the swim lesson program</p> <p>604 SPORTS - Implement 3 new special events or programs for youth and adults</p> <p>606 REC CENTER - Evaluate the feasibility of current and additional youth programming, i.e. childcare, teens, SAC, and SO.</p>
22	Begin implementation of the Park Master Plan	Ongoing	A3 A4 A11 A12 B2 B3 B4 E13 F7 F8 F9 F10 F11		<p>274 ADMIN, PARKS - Identify partnerships and funding sources.</p> <p>407 ADMIN - Develop a community garden policy.</p> <p>607 ADMIN, PARKS - Educate department heads and city staff about the PMP. Engage with stakeholders about achievable projects within the PMP.</p> <p>608 ADMIN, PARKS - Identify and implement achievable projects for FY22-23.</p> <p>609 ADMIN, PARKS - Complete capital projects from FY21-22.</p>
23	Reduce environmental impact through department facilities, operations, and programs and activities.	Ongoing	A1 B3 B5 B8 B9 C10 F7 F8 F9 F10 F11		<p>277 ALL - Evaluate each facility's current infrastructure and operations to identify where improvements can be made. 278</p> <p>ALL - Implement 3 environmental action items within each Parks and Recreation facility related to operations.</p> <p>279 AQUATICS - Explore the viability of an Aquatic Center UV system</p> <p>280 ADMIN, PARKS, REC CENTER - Support the Bee City and Tree City Programs through obtaining a Growth Award in 2021. 281 ADMIN, REC CENTER, PARKS - Identify and partner with 3 organizations to provide community education programs through the Recreation Center and Parks Maintenance.</p>
24	Improve safety, security, and operational function of all department facilities to enhance a livable region.	Ongoing	A1 B3		<p>408 REC CENTER - Complete installation of side and rear entry doors and locking system.</p> <p>610 AQUATICS, REC CENTER, 60+ - Review, update, and implement the facility maintenance plan for all 3 facilities 611 ADMIN, PARKS - Complete the install of the new lighting system at Betty Wheeler Park.</p> <p>612 PARKS - Complete and implement a park maintenance plan.</p> <p>613 REC CENTER, 60+, AQUATICS - Complete the modification of the emergency action plan to include infectious disease guidelines. 614</p> <p>ADMIN, REC CENTER, 60+, AQUATICS - Research and train staff on community disaster response.</p> <p>615 ALL - Develop and/or update a Standard Operating Procedure Manual for all divisions</p> <p>616 AQUATICS, REC CENTER - Complete major repairs to facilities that effect operational function, i.e. roof leaks, mechanical room failures, pool cracks, etc.</p>
25	Develop a comprehensive	Ongoing	A1 A16 F5 F6 F7 F8 F9 F10		<p>287 ADMIN - Consult with stakeholders and organizations for assistance and community engagement. 288 ALL - Evaluate</p>

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
	Equity, Diversity, and Inclusion Plan				existing programs and activities to ensure inclusivity. 617 ADMIN - Complete management DEI training to develop and implement a DEI department action plan. 618 ALL - Expand the online registration process to make it more accessible for all community members
26	Evaluate the department to build a strong and cohesive organization	Ongoing	F1 F2 F3 F4		291 ALL - Engage staff and volunteers in identifying priorities and future needs through regular training and teambuilding opportunities. 619 ALL - Create a teambuilding plan to encourage department staff to learn from and collaborate with each other.
27	Review and Implement the Recreation Business Plan	Ongoing	A1 B3 E8 E9 E10 E13 F4 F7 F8 F11		620 ALL - Review and educate department management and stakeholders on recommendations outlined in the plan. 621 ALL - Identify action items and begin implementation, i.e. marketing plan, partnerships, program development, fee analysis and cost recovery, etc.

Police Department

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives	
32	Improve Department diversity and community outreach	Current FY	E6	518 595	Work with newly formed Police Advisory Committee to conduct two outreach events. Meet all legislative police reform measures. Establish a tuition reimbursement program to further staff development through education.	597
33	Conduct 2-3 pedestrian/vehicle safety events	Current FY	E6	137 138 139 140	Publish media event, detailing the pedestrian/vehicle safety operation Utilize traffic safety grant to conduct 1 spring event and 1 summer event annually for pedestrian safety Utilize traffic safety grant to conduct 2 high visibility DUII enforcement operations. Utilize traffic safety grant to conduct 2 distracted driving enforcement operations.	
35	Maintain Police Certification Requirements	Ongoing	E6	520	All officers receive 8 hours force response staff receive 3 hours ethics training annually advanced supervision training. hours de-escalation training.	522 526 521 All Supervisors receive 8 hours All officers receive 4
37	Obtain 2022 Police Re-Accreditation	Current FY	E6	593	Complete all Oregon Accreditation standards Successfully achieve Re-Accreditation through the Oregon Accreditation Alliance	594

City of Newport, OR :: Goals

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives	
35	Zero Sanitary Sewer Overflows Throughout City	Ongoing	541	Replace broken sanitary sewer collections piping preventative maintenance standard operating procedure checklists for our collections crew	544	Create
			546	Improve the northside pump station awareness program to teach people what is good and bad to put in our collections system.	577	Create public
			578	Identify and mitigate bacterial sources within City to below State standards at City storm drain outfalls.		
			638	Develop Sanitary Sewer Master Plan (both collection system and treatment facility) to guide short and long-term wastewater planning and project development. Update regularly (5-year cycle).		
36	Provide Resilient Water Supply and Distribution to Residents	Ongoing	547	Design and build a replacement Dam on Big Creek.	548	
				Execute flushing of all City distribution piping transmission main through City as seismic proof backbone of the City's water system	549	Install resilient HDPE
			550	Install master meter for underbay crossing	551	Inspect
				underbay crossing	552	Construct redundant underbay crossing
			553	Remodel SE 40th St pump station for generator enclosure	567	
				Implement tank cleaning program where every City water storage tank gets cleaned and inspected annually.		
			568	Integration of all major distribution system appurtenances onto SCADA monitoring		
			569	Maintain raw water pipeline access for entire pipeline.	639	
37	Increase Public Works Operations Employment	Ongoing	554	Develop an effective plan to attract future employees.	555	
				Review divisions of public works for areas overburdened with high overtime hours and expand public work force due to the aging system needing more and more maintenance.	566	Create crossover training program for utility workers to be able to assist other divisions when others are short staffed or in case of emergency.
38	Improve Public Works - Shops Workplace Environment	Ongoing	556	Create teambuilding plan for crews to learn to depend on each other and work together as a team.		
			557	Implement debriefing meetings with senior utility workers on a weekly basis to address in-progress incident status, review of work done, personnel deployment strategies, etc, and effectively manage incident response and maintenance quality and timeliness		
			558	Create new hire training process for specific in-house services and specific work that is required per each division. (e.g. equipment use, maintenance, cleaning, work place etiquette)	559	Implement a conflict resolution process where decisions can be made in a collaborative manner.
				Create safety and collaborative work incentive program Wellness Incentive Program. This will increase healthy habits and improve employees personal and private lives.	561	Create Culture of
41	Engineering Department Efficiency	Ongoing	572	Publish City of Newport Engineering Design and Construction Guidelines and Standards		
			573	Develop a program for recording and updating City GIS System with all City Improvements, whether they are by public works staff, private ROW permitted work, Capital projects, or developers. All work shall be documented recorded and archived with reference links to our GIS database	574	Create digital interdepartmental document tracking system.
				We need to expedite processing documents through different departments without getting held up or lost in the process.		
			575	Centralize and digitalize all Public Works documents. We have archives at the WWTP, WTP, City Shops and Engineering Department. We have digitalized documents in the Engineering Department but need to compile all available resources.		
			576	Process easements for all City utilities crossing private property.	640	

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
					Match staffing levels to workload. (Replace vacant positions and determine right size of department to provide City with needed Engineering/Project/Contract Management. 641 Define roles of Engineering and Public Works to maximize efficiency and coordination of tasks. 642 Define City responsibility and baseline levels of infrastructure and support education relating to best practices of public works infrastructure.
43	City Facility Resiliency	Ongoing	579	Seismic resiliency of all City buildings integration into the CMMS program	580 Facility services 643 Establish and maintain an overall master planning approach to infrastructure systems (water, storm sewer, sanitary sewer, roads) and maintain current (5-years or newer) plans to guide the City's capital improvement processes.