



Library Centennial



Fire Training Exercise



Parks and Recreation Hike



Public Works Tree Installation



# 2020-2021

## GOALS

Goal Setting Session  
January 13, 2020 at 9:00 A.M.

Goals Proposed for Adoption  
March 2, 2020 at 6:00 P.M.

Public Hearing and Adoption of Goals  
March 16, 2020 at 6:00 P.M.

**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 FY 2020-2021 Adopted 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 13, 2020, the City Council met from 9 AM to 3 PM to identify various Council goals and objectives for the 2020-2021 fiscal year and beyond. This year, 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. It is my hope that this process, as initiated this year, will help guide the Council and City administration in developing longer-term strategic operation plans for the City of Newport. This would likely include incorporating Council and departmental goals into one comprehensive multiyear document under the framework of the 2040 Vision during this next fiscal year.

In addition, departmental and advisory committee goals and objectives for 2020-2021 are attached.

### Understanding the References in the 2020-2021 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](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.

Each of the Council goals are followed by specific objectives for the 2020-2021 fiscal year. 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 the 2020-2021 fiscal year.

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.

## **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 2020-2021

A-1(a) Complete the design and bid the replacement of the City's two main water storage tanks with two new seismically sound water tanks. (Vision Strategy A1.)

A-1(b) Complete the design and bid the replacement of the 54<sup>th</sup> Street pump station. (Vision Strategy A1.)

A-1(c) Partner with the hospital to build a seismically stable water storage facility that could serve the hospital in the event of an emergency. (Vision Strategy A1.)

A-1(d) 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 2020-2021

A-2(a) Develop a reporting system to proactively identify and repair potholes in City streets (Vision Strategy A1.)

A-2(b) Restripe the pedestrian crosswalks (Vision Strategy A11.)

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

Objectives for 2020-2021

A-3(a) Promote extension community engagement in the planning process. (Vision Strategy A10.)

A-3(b) Develop a revitalization plan for the US 101 and US 20 corridors as a gateway to Newport. (Vision Strategy A10.)

A-3(c) Develop a strategic plan for the revitalization of the City's central business district. (Vision Strategy A5.)

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

A-3(e) Determine the feasibility of constructing a walkway from 36<sup>th</sup> Street to the Surfview Apartments. (Vision Strategy A11.)

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

Objectives for 2020-2021

A-4(a) Update the City's buildable land inventory. (Vision Strategy A14.)

A-4(b) Work in partnership with Lincoln County and cities in Lincoln County on reinitiating a housing rehab program to keep people in their houses. (Vision Strategy A2.)

A-4(c) Develop bilingual educational materials to promote and encourage homeowners to consider building accessory dwellings on their principal homestead properties as allowed by law. (Vision Strategy A2.)

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

Objectives for 2020-2021

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) Continue discussions with ODOT to develop a preliminary concept and seek permitting for a pedestrian walkway on US 101 from 25<sup>th</sup> Street to 36<sup>th</sup> Street utilizing URA funding for the project. (Vision Strategy A11.)

**A-6 Promote City-wide beautification (Vision Strategy A4.) 5+ years**

Objectives for 2020-2021

A-6(a) Evaluate hiring a landscape architect for at least three-quarters time for the City. (Vision Strategy A4.)

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

Objectives for 2020-2021

A-7(a) Deposit any revenues from the sale of an easement to the Central Lincoln PUD into a land reserve fund for acquisition of property located in the Big Creek Reservoir watershed. (Vision Strategy A1.)

A-7(b) Explore great funding opportunities for the acquisition of reservoir properties. (Vision Strategy A1.)

**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 2020-2021

B-1(a) Complete the Agate Beach lift stations and force main sanitary sewer project to address compliance issues with the DEQ. (Vision Strategy B1.)

B-1(b) Rehabilitate the Northside pump station headworks. (Vision Strategy B1.)

B-1(c) 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 2020-2021

B-2(a) Complete the design and bid the replacement of the storm sewer on Hatfield. (Vision Strategy B4.)

B-2(b) Design and replace 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 2020-2021

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

B-3(b) Replace the biosolids belt at the wastewater treatment plant. (Vision Strategy B1.)

**B-4 Review and implement cost-effective priorities from the Parks and Recreation Master Plan for implementation. (Vision Strategy B3.) 5+ years**

Objectives for 2020-2021

B-4(a) The Parks and Recreation Advisory Committee, along with the Parks and Recreation Director and staff, develop a 5-year strategic plan for implementing various recommendations found in the Parks and Recreation Master Plan. (Vision Strategy B3.)

B-4(b) The Parks and Recreation Department will look at the status of a foundation to support City Parks and Recreation programs and provide a report on activating a foundation to the City Council. (Vision Strategy B3.)

B-4(c) The Parks and Recreation Department should evaluate the sale of bricks, or other methods, to offset costs to repave the entrance to the Recreation Center. (Vision Strategy B3.)

B-4(d) The Parks and Recreation Department shall pursue a collaborative agreement with the NEWTS in the Big Creek Reservoir for trail development. (Vision Strategy B4.)

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

Objectives for 2020-2021

B-5(a) Meet with Central Lincoln PUD to discuss and identify issues that need to be addressed to proceed with a dark sky outdoor lighting plan for the City. (Vision Strategy B5.)

B-5(b) Explore funding opportunities 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 outdoor lighting system for 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 2020-2021

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) Develop a plastic reduction policy/ordinance for the City for review and possible implementation by Council. (Vision Strategy B7.)

B-6(c) Refine the initial sustainability report on measure the City can implement in our day-to-day operations to reduce environmental impacts. (Vision Strategy B9.)

**B-7 Develop a policy for the City's role in producing and/or providing electrical vehicle charging stations for the public and/or employee use. (Vision Strategy B8.) 1 year**

## **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 C3.) 5+ years**

Objectives for 2020-2021

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

C-1(b) Address adequate fire flows to allow for commercial development at the Municipal Airport. (Vision Strategy C4.)

**C-2 Encourage small business development for the Greater Newport Area. (Vision Strategy C2.) 5+ years**

Objectives for 2020-2021

C-2(a) Modify the Newport Municipal Code eliminating restrictions for the operation of food carts. (Vision Strategy C9.)

## **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 2020-2021

D-1(a) Provide a draft ordinance addressing inconsistencies in the One Percent for the Arts program for City Council review and potential approval. (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 2020-2021

E-1(a) Continue efforts to educate and identify funding to assist in the replacement of the Big Creek Dam. (Vision Strategy E5.)

E-1(b) Continue with efforts to proceed with preliminary design and permitting for the replacement dam for Big Creek (Vision Strategy E5.)

E-1(c) Conduct emergency preparedness planning for the Greater Newport Area. (Vision Strategy E5.)

**E-2 Continue to build, on a regional basis, efforts with Listos Training. (Vision Strategy E5.) 2-5 years**

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



Objectives for 2020-2021

E-3(a) Review the status of the year one goals from the Homelessness Task Force and present a report to Council. (Vision Strategy E7.)

E-3(b) Review the priorities established for the second year of Council priorities from the Homelessness Task Force and develop a plan for implementing those recommendations. (Vision Strategy E7.)

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

Objectives for 2020-2021

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 Support technology in addressing the growth and changing community Police needs. (Vision Strategy E6.) 5+years**

Objectives for 2020-2021

E-5 Purchase additional radar speed signs for additional use throughout the community. (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 2020-2021

E-6(a) Participate in discussions on opportunities to collaborate with health organizations to identify opportunities 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 2020-2021

F-1(a) Hire and support a Vision Coordinator to work with the City and other stakeholders to keep the Vision as a living plan to guide decision making (Vision Strategy F2.)

**F-2 Collaborate with other local government entities in the Greater Newport Area (Vision Strategy F7.) 5+ years**

### Objectives for 2020-2021

F-2(a) Meet jointly with the Port of Newport, biannually, in a work session. (Vision Strategy F7.)

**F-3 Increase involvement of younger generations in community issues. (Vision Strategy F9.) 5+ years**

### Objectives for 2020-2021

F-3(a) Work collaboratively with the school district to establish a youth council. (Vision Strategy F9.)

## **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 issues for the City of Newport.  
2-5 years.**

### Objectives for 2020-2021

G-1(a) Review and implement recommendations from the City of Finance Work Group identified for the 2020-2021 fiscal year for possible implementation as part of the budgeting process.

G-1(b) Consider the implementation of a restaurant tax with a portion of the funding to support road surfacing.

# DEPARTMENTAL GOALS 2020-2021

## CITY OF NEWPORT CITY RECORDER'S OFFICE GOALS AND OBJECTIVES FOR THE 2020/2021 FISCAL YEAR

### GOAL - Develop Inclusive Outreach Materials (F5)

#### Objectives:

1. Work on providing the city's e-blast in both English and Spanish.
2. Develop bilingual (English and Spanish) documents utilized regularly by the CRO, including special event permit applications, committee applications,

### GOAL - Continue Expanding Transparency and Communication (F1)

#### Objectives:

1. Develop a system for submitting public records requests electronically to allow ease for consumers and staff in tracking requests.
2. Continue placing information on the city's website, including agendas, minutes, audio files of all standing Committee meetings, ordinances, resolutions, agreements, and more.

### GOAL - Continue City-Wide Beautification (A4)

#### Objectives:

1. Continue working with the city's Landscaping Technician and the Ad-Hoc Beautification Committee on identifying at least one major landscaping project annually.
2. Continue promoting the use of climate appropriate landscaping in public areas.

### GOAL - Create a Plan to Assist in the Access to Healthy Food (E12)

#### Objectives:

1. 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.

# City of Newport

## 2020-2021 Report on Goals and Objectives

Department: Human Resources  
Submitted by: Barb James

### Goal 1.0 Implement a Revised Employee Handbook

Time Period: 1 year  
Vision Strategy: N/A

#### Objectives for 2020-21

- 1.1 Calendar meetings with City Manager through August 2020 to complete review of the remaining handbook sections
- 1.2 Incorporate City Manager changes and complete formatting
- 1.3 Forward to Department Heads, Union, and CIS for final review and feedback
- 1.4 Review feedback - incorporate it where appropriate
- 1.5 Finalize handbook and formatting
- 1.6 Develop rollout communications (management, employee, and volunteer)
- 1.7 Print hard copies and place online
- 1.8 Compile volunteer packets
- 1.9 Load handbook on SafePersonnel for all employee distribution
- 1.10 Communicate rollout and distribute handbook to employees
- 1.11 Obtain signed acknowledgement forms from all employees

### Goal 2.0 Implement Cultural Competency Audit/Results/Action Plan (Internal focus)

Time Period: 1-2 years  
Vision Strategy: Tier II F5

#### Objectives for 2020-21

- 2.1 Phase I - Compile employee survey results
- 2.2 Determine objectives based on survey results
- 2.3 Develop action plan(s)
- 2.4 Determine resources needed for rollout of action plan(s)
- 2.5 Develop rollout timeline
- 2.6 Develop rollout communications
- 2.7 Implementation begins

#### Objectives for 2021-22

- 2.1 Begin Phase II - External Focus
- 2.2 Develop survey to obtain external feedback
- 2.3 Compile survey results
- 2.4 Determine objectives based on survey results
- 2.5 Develop action plan(s)
- 2.6 Determine resources needed for rollout of action plan(s)
- 2.7 Develop rollout timeline

- 2.8 Develop rollout communications
- 2.9 Implementation begins

### **Goal 3.0 Implement a Revised Citywide Performance Management Process**

Time Period: 1-2 years  
Vision Strategy: N/A

#### Objectives for 2020-21

- 3.1 Phase I - Design and Process
- 3.2 Determine competencies for all positions that are critical for the organizations success
- 3.2 Determine performance standards for rating scale for competencies
- 3.3 Develop review format for management and non-management staff
- 3.4 Review employee self-evaluation form for any needed changes
- 3.5 Present draft process/procedures
- 3.6 Gather feedback from management staff
- 3.7 Implement feedback from management
- 3.8 Finalize forms and procedures

#### Objectives for 2021-22

- 3.1 Phase II - Implementation
- 3.2 Train management staff on new process and forms
- 3.3 Rollout communications to management and employees
- 3.4 Implement

# City of Newport

## 2020-2021 Report on Goals and Objectives

Department: Safety  
Submitted by: Barb James

### Goal 1.0 Implement a Revised Safety Handbook

Time Period: 1 year  
Vision Strategy: N/A

#### Objectives for 2020-21

A Draft is already completed and in the process of review

- 1.1 Calendar meetings with Safety Officer through August 2020 to complete review of the draft handbook sections
- 1.2 Finalize handbook
- 1.3 Develop rollout communications (management, employee, and volunteer)
- 1.4 Print hard copies and place online
- 1.5 Load handbook on SafePersonnel for all employee distribution
- 1.6 Communicate rollout and distribute handbook to employees
- 1.7 Obtain signed acknowledgement forms from all employees

### Goal 2.0 Train New Safety Officer

Time Period: 1 year  
Vision Strategy: N/A

#### Objectives for 2020-21

- 2.1 Confirm hire for Safety Officer position
- 2.2 Onboard Safety Officer
- 2.3 Meet with Safety Officer weekly for first 30-60 days to confer on training and development
- 2.4 Determine short-term and long-term goals and objectives for the position
- 2.5 Determine timelines for completion of goals
- 2.6 Meet monthly to review status of goals and objectives

### Goal 3.0 Implement a Revised Citywide Safety Program

Time Period: 1-2 years  
Vision Strategy: N/A

#### Objectives for 2020-21

- 3.1 Phase I - Design and Process
- 3.2 Determine components of the safety program

- 3.2 Determine what forms and process/procedures need to be developed to support the program
- 3.3 Develop forms, policies, procedures
- 3.4 Present draft forms, process, and procedures to management
- 3.5 Gather feedback from management staff
- 3.6 Implement feedback from management
- 3.7 Finalize forms and procedures

Objectives for 2021-22

- 3.1 Phase II - Implementation
- 3.2 Train management staff on new process and forms
- 3.3 Rollout communications to management and employees
- 3.4 Implement

# City of Newport

## 2020-2021 Report on Goals and Objectives

Department: Police  
Submitted by: Chief Jason Malloy

Goal 1.0 Improve Department diversity and community outreach  
Time Period: 1-2  
Vision Strategy: C8, C6

### Objectives for 2020-21

- 1.1 Host 2 community event annually, inviting less represented community members.
- 1.2 Coffee with a cop
- 1.3 Host Citizen's Academy
- 1.4 Participate in family day at the Children's Advocacy Center
- 1.5 Prepare a report to City Council, outlining members served and accomplishments.

Goal 2.0 Conduct 2-3 pedestrian/vehicle safety events  
Time Period: 1-2  
Vision Strategy: XX, XX

### Objectives for 2020-21

- 2.1 Publish media event, detailing the pedestrian/vehicle safety operation
- 2.2 Utilize traffic safety grant to conduct 1 spring event and 1 summer event annually for pedestrian safety
- 2.3 Utilize traffic safety grant to conduct 2 high visibility DUII enforcement operations.
- 2.4 Utilize traffic safety grant to conduct 2 distracted driving enforcement operations.

Goal 3.0, Fill current Detective vacancy  
Time Period: 1 year  
Vision Strategy: XX, XX

### Objectives for 2020-21

- 3.1 Advertise and conduct detective selection process in FY 20/21
- 3.2 Train and assign selected detective for full time general detective duties.



# City of Newport

## 2020-2021 Report on Goals and Objectives

**Department: Fire**

**Submitted by: Rob Murphy**

**Goal 1.0 Merge or Consolidate with Newport Rural Fire Protection District**

Time Period: 2-5 years

Vision Strategy: E6, F7

**Objectives for 2020-21**

1.1 Complete feasibility study.

1.2 Review results and make a presentation to Council with options and recommendations.

1.3 Develop a plan for next steps based on Council decisions.

**Goal 2.0 Obtain new pumper**

Time Period: 1 year

Vision Strategy: E6

**Objectives for 2020-21**

2.1 Find and sign up for desired group purchasing agreement

2.2 Sign agreement with apparatus manufacturer

2.3 Place new apparatus into service and surplus old unit

**Goal 3.0, Purchase and place into service a rapid response vessel**

Time Period: 2-5 years

Vision Strategy: E6, B6

**Objectives for 2020-21**

3.1 Continue pursuing funding sources including state and federal grants

3.2 Document local fundraising pledges

3.3 Prepare grant proposal for submittal

# City of Newport

## 2020-2021 Report on Goals and Objectives

**Department: Emergency Preparedness**  
**Submitted by: Rob Murphy**

Goal 1.0 Ensure continuity of the City's Emergency Preparedness Program  
Time Period: 1 year  
Vision Strategy: E5

### Objectives for 2020-21

- 1.1 Complete hiring process and make a hiring decision
- 1.2 Conduct a thorough and systematic evaluation process for new employee.
- 1.3 Provide oversight and support to ensure success of new Emergency Preparedness Coordinator.

Goal 2.0 Build upon the successes of our outreach to the Latino Community  
Time Period: 1-2 years  
Vision Strategy: E5, D8

### Objectives for 2020-21

- 2.1 Utilize grant funding to expand the LISTOS Program
- 2.2 Find a champion in the Latino Community to help coordinate efforts
- 2.3 Host 2 LISTOS Classes, and One Spanish Language CERT Class

Goal 3.0, City employees will be better prepared for disasters through improved resiliency, training and communication  
Time Period: 1-2 years  
Vision Strategy: E5

### Objectives for 2020-21

- 3.1 Equip all City Facilities with the ability to communicate with the Emergency Operations Center (EOC) during a disaster.
- 3.2 Ensure all City Facilities have emergency supplies for all their employees
- 3.3 Provide employees training on disaster procedures and emergency planning for their families.



# Memo

**To:** Spencer Nebel, City Manager and City Council  
**Department:** Newport Public Library  
**Submitted by:** Laura Kimberly, Library Director  
**Date:** February 2020  
**Subject:** Department Goals and Objectives for FY 2020-2021

## **Goal 1.0 Start and complete a Strategic Plan for the Newport Public Library**

Time Period: 1 year

Vision Strategy: A13, A18, B6, C3, C6, C7, C8, C9, C10, D2, D3, D6, D8, D9, D10, D11, D12, E4, E5, E7, E13, F1, F2, F3, F4, F5, F6, F7, F8, F9, F10, F11

Objectives for 2020-2021:

Library Strategic Plan is supposed to be revised and updated every 5 years. The current Library Strategic Plan expires in December 2019.

- 1.1 Notify the Library Board and staff of strategic planning facilitation
- 1.2 Create a strategic planning project team consisting of library staff and library board members
- 1.3 Communicate RFP process expectations for strategic planning facilitation, which would include clear expectations for expenses and timeline.
- 1.4 Distribute a RFP for strategic planning facilitation
- 1.5 Over the next three months, I will be writing grants to the Oregon State Library, the Meyers Memorial Trust and the Oregon Community Foundation seeking funds to help fund the strategic planning process. I won't know before our next budget is due if the grants will be awarded, but we should put \$5,000 into a budget line for the City's share of the cost for the strategic planning process.
- 1.6 Evaluate submitted RFPs with project team and follow up with bidders
- 1.7 Select RFP for strategic planning facilitation
- 1.8 Publicize the contract award to promote the planning process

- 1.9 Complete the Edge 2.0 Assessment
- 1.10 Complete the Public Library Division Standards Assessment
- 1.11 Board Presentation
- 1.12 Provide List of Community Questions
- 1.13 Select and Gather Responses to Community Questions
- 1.14 Create Staff Meeting Agenda(s)
- 1.15 Distribute Meeting Materials to Staff
- 1.16 Staff Meeting
- 1.17 Second Staff Meeting
- 1.18 Create Stakeholder's Meeting Agenda(s)
- 1.19 Create Director's Presentation
- 1.20 Create Stakeholders Meeting
- 1.21 Provide Goals and Objectives Template
- 1.22 Follow-up with Library Director
- 1.23 Check-in with Library Director
- 1.24 Final Draft Reviewed/Approved

These tasks will take place over the course of the next year by the chosen library consultant, Library Director, library staff, community, Library Foundation Board, and Library Advisory Committee board.

**Goal 2.0 Complete a Newport Public Library Facilities Assessment**

Time Period: 2-5 years

Vision Strategy: A1, A4, A13, A18, B5, B6, C3, C6, C7, C8, C9, C10, D2, D3, D6, D8, D10, D12, E4, E7, E13, F1, F2, F3, F4, F5, F6, F7, F8, F9, F10, F11

Objectives for 2020-2021:

- 2.1 Complete the Library Strategic Plan
- 2.2 Notify the Library Board and staff of a facilities assessment
- 2.3 Create a library facilities project team consisting of library staff and library board members
- 2.4 Communicate RFP process expectations for library facilities assessment, which would include clear expectations for expenses and timeline.
- 2.5 Distribute a RFP for facilities assessment

2.6 At the beginning of the next fiscal year FY2021-22, I will write grants to the Oregon State Library, the Meyers Memorial Trust and the Oregon Community Foundation seeking funds to help fund the facilities assessment. I won't know before our next budget is due if the grants will be awarded, but we should put \$5,000 into a budget line for the City's share of the cost for the facilities assessment. The facilities assessment wouldn't include structural building issues, but how the building is used and laid out. The City of Newport will be conducting a separate city-wide facilities assessment for structural building issues.

- 2.7 Evaluate submitted RFPs with project team and follow up with bidders
- 2.8 Select RFP for a facilities assessment
- 2.9 Public library space needs, utilization and alternative study
- 2.10 Basic allocations of space used
- 2.11 Complete library needs assessment
- 2.12 Develop an equipment and furnishings maintenance and replacement plan
- 2.13 Board Presentation
- 2.14 Provide List of Community Questions
- 2.15 Select and Gather Responses to Community Questions
- 2.16 Create Staff Meeting Agenda(s)
- 2.17 Distribute Meeting Materials to Staff
- 2.18 Staff Meeting
- 2.19 Second Staff Meeting
- 2.20 Create Stakeholder's Meeting Agenda(s)
- 2.21 Create Director's Presentation
- 2.22 Create Stakeholders Meeting
- 2.23 Provide Goals and Objectives Template
- 2.24 Follow-up with Library Director
- 2.25 Check-in with Library Director
- 2.26 Final Draft Reviewed/Approved

These tasks will take place in FY2021-22 through FY2022-23 by the chosen library consultant, Library Director, library staff, community, Library Foundation Board, and Library Advisory Committee board.

### **Goal 3.0 Customize programs and services for our Latinx population**

Time Period: 2-5 years

Vision Strategy: A1, A4, 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

Objectives for 2020-2021:

- 3.1 Recruit, hire and appropriately deploy Spanish-speaking staff
- 3.2 Notify the Library Board and staff of translation services
- 3.3 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.
- 3.4 Communicate RFP process expectations for translation services, which would include clear expectations for expenses and timeline.
- 3.5 Distribute a RFP for translation services
- 3.6 At the beginning of the next fiscal year FY2021-22, I will be writing grants to the Oregon State Library, the Meyers Memorial Trust and the Oregon Community Foundation seeking funds to help fund translation services.
- 3.7 Evaluate submitted RFPs with project team and follow up with bidders
- 3.8 Select RFP for translation services
- 3.9 Reconfigure the Spanish-Language area
- 3.10 Acquire additional Spanish-Language and bilingual collections for the Library.
- 3.11 Develop programming targeting our Latinx community.
- 3.12 Conduct staff training for better service to our Latinx-patrons.
- 3.13 Create a Spanish-language version of the NPL website, translate press releases, library signage, marketing materials, library policy, and more.
- 3.14 Establish consistent bilingual signage throughout the library
- 3.15 Incorporate culturally appropriate elements in the library facilities
- 3.16 Cultivate partnerships with schools, colleges, literacy agencies, and other relevant organizations to coordinate adult literacy tutoring and ESL classes.
- 3.17 Cultivate partnerships for adult literacy and ESL instruction, space sharing, and off-site programming and services.

# City of Newport

## 2020-2021 Report on Goals and Objectives

Department: Finance  
Submitted by: Mike Murzynsky

### Goal 1.0 Implement an Audit Program for Room Tax Collections

Time Period: 1-2 years  
Vision Strategy: F1

#### Objectives for 2020-21

1.6 Review existing municipal code and state law to determine where changes in municipal code would be necessary.

#### Objectives for 2021-22

1.7 Develop the scope of the room tax audit program with the Audit Committee.  
1.8 Present a report and recommendations to Council.

### Goal 2.0 Implement a Citywide Procurement and Purchasing System using Caselle

Time Period: 1-2 years  
Vision Strategy: F1

#### Objectives for 2020-21

2.1 Create new Citywide Purchasing policy with city staff and adopt new approval matrix  
2.2 Review existing municipal code and state law to determine where changes in municipal code would be necessary.  
2.3 Roll out Purchase Order System with one department.

#### Objectives for 2021-22

2.4 Complete the Roll out of the PO system by end of calendar year end 2022.  
2.5 Present a report to Council if necessary

### Goal 3.0 Create and implement GFOA Recommended Financial Polices

Time Period: 1-3 years  
Vision Strategy: F1

#### Objectives for 2020-21

3.1 Review existing municipal code to determine where changes in municipal code would be necessary  
3.2 Review list of recommended policies (eight as this time) with Audit Committee.  
3.3 Create a minimum of three recommended policies.

#### Objectives for 2021-22

3.4 Continue creating recommended polices, minimum of three

#### Objectives for 2022-23

3.4 Continue creating recommended polices, minimum of three

**Goal 4.0 Create and document Internal Control for each Finance functions**

Time Period: 1-3 years

Vision Strategy: F1

Objectives for 2020-21

4.1 Review existing municipal code, federal and state law, and GFOA to determine where changes in municipal code would be necessary

4.2 Create Budget for resources to begin the process

Objectives for 2021-22

4.3 Begin meetings with Finance staff to document their respective function

4.4 Create Progress Report for Audit Committee, if possible.

Objectives for 2022-23

4.5 Continue meetings with Finance staff to document their respective function

4.6 Create Progress Report for Audit Committee, if possible.



# City of Newport

## 2020-2021 Report on Goals and Objectives

**Department:** Community Development  
**Submitted by:** Derrick I. Tokos, AICP, Director

**Goal 1.0** Update the Newport Transportation System Plan (Joint City/ODOT Project).  
Time Period: 2-5 years  
Vision Strategy: A3, A10, A11, A15, A16, F4

### Objectives for 2020-21

- 1.1 Complete future transportation system condition forecasts to inform outreach and decision making
- 1.2 Engage the community through design charrettes and other forums to identify needs and options for improving the transportation system
- 1.3 Evaluate potential transportation solutions and refine them into a set of preferred alternatives
- 1.4 Develop an updated set of transportation standards and financing options for priority capital projects
- 1.5 Prepare a draft Transportation System Plan
- 1.6 Initiate Transportation System Plan adoption process

**Goal 2.0** 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.  
Time Period: 2-5 years  
Vision Strategy: A3, A4, A5, A6, F4

### Objectives for 2020-21

- 2.1 Secure funding to supplement city resources to update land use regulations and put in place development incentives to complement desired streetscapes identified in the Transportation System Plan update
- 2.2 Develop a scope of work to modernize commercial/residential zoning standards and establish a framework for business façade improvements, which includes meaningful opportunities for public input
- 2.3 Coordinate with funding partners to get consultants under contract and initiate project

**Goal 3.0**, Develop a Refinement Plan for South Beach Commercial / Industrial areas to inform the South Beach urban renewal district's final project phase.  
Time Period: 2-5 year  
Vision Strategy: A1, A3

#### Objectives for 2020-21

- 3.1 Prepare a Request for Proposal defining scope of work in consultation with the Urban Renewal Agency
- 3.2 Select consultant, refine scope of work, and execute consulting contract
- 3.3 Engage community to reprioritize final phase of urban renewal projects and identify parameters for future use of 2.3 acres at NE corner of 35<sup>th</sup> and US 101
- 3.4 Amend South Beach Urban Renewal Plan to reflect agreed upon changes

#### Goal 4.0, Implement Parking Study recommendations adopted by the City Council.

Time Period: 2-5 year

Vision Strategy: C1, C8, A14

#### Objectives for 2020-21

- 4.1 Coordinate with Parking Advisory Committee on final refinements for the Bayfront metering, timed parking, and permit parking plan
- 4.2 Prepare a Request for Proposals for installation of meters and related improvements (target spring 2021 for implementation)
- 4.3 Develop draft ordinance changes to lift Bayfront off-street parking standards that serve as an impediment to development/redevelopment
- 4.4 Initiate discussions with Nye Beach businesses on alternatives for managing parking in a sustainable manner

#### Goal 5.0, Facilitate Provision of Additional Housing Opportunities within the City

Time Period: 2-5 years

Vision Strategy: A2, A6, A7

#### Objectives for 2020-21

- 5.1 Incorporate “skinny” public street options into subdivision and zoning ordinances to reduce costs that may be an impediment to development
- 5.2 Adjust exaction requirements to ensure they are equitable, particularly for small scale residential projects
- 5.3 Initiate program to distribute construction excise tax funds to eligible affordable housing projects
- 5.4 Engage the community on how best to implement HB 2001 (2019), including whether or not the City wants to allow more than duplexes in low density residential areas
- 5.5 Assist policy-makers in identifying a location and, in the permitting of, an overnight homeless shelter

# City of Newport

## 2020-2021 Report on Goals and Objectives

Department: Parks & Recreation  
Submitted by: Mike Cavanaugh

Goal 1.0 - Reinforce and expand department services, programs, classes, events, and activities.

Time Period: 1 years

Vision Strategy: E13, F4, F6, F8, F9, F10

Objectives for 2020-21

- 1.1 Develop a Parks & Recreation Department Business Plan.
  - 1.2 Develop a Parks & Recreation Department Marketing Plan.
  - 1.3 Obtain accreditation for 60+ Center with the National Institute of Senior Centers.
- 

Goal 2.0 - Begin implementation of the Park Master Plan

Time Period: 5-10 years

Vision Strategy: A3, A4, A11, A12, B2, B3, B4, E13, F7, F8, F9, F10, F11

Objectives for 2020-21

- 2.1 Educate staff, community, and stakeholders about the Park Master Plan.
  - 2.2 Identify partnerships and funding sources.
  - 2.3 Develop a tracking system for project progression.
  - 2.4 Identify and implement achievable projects for FY20-21.
- 

Goal 3.0 - Reduce environmental impact through department facilities, operations, and programs and activities.

Time Period: 1-5 years

Vision Strategy: A1, B3, B5, B8, B9, C10, F7, F8, F9, F10, F11

Objectives for 2020-21

- 3.1 Evaluate each facility's current infrastructure and operations to see where improvements can be made with outside environmental professionals.
  - 3.2 Begin implementing 2-3 recommendations to facilities and day-to-day operations.
  - 3.3 Explore the viability of an Aquatic Center UV system
  - 3.4 Support the Bee City and Tree City Programs through expansion and community outreach.
  - 3.5 Partnering with organizations to provide community education programs.
- 

Goal 4.0 - Improve safety, security, and operational function of all department facilities to enhance a livable region.

Time Period: 1-2 years  
Vision Strategy: A1, B3

Objectives for 2020-21

- 4.1 Develop and implement an Aquatic Center maintenance plan.
  - 4.2 Secure and implement a new lighting system and ballfield upgrades at Betty Wheeler Park.
  - 4.3 Complete exterior entryway enhancement at the 60+ Center on the north side of the facility.
  - 4.4 Modify the lifeguard room and aquatics office to improve patron accessibility.
  - 4.5 Complete installation of Recreation Center entry doors and locking system.
- 

Goal 5.0 - Develop a comprehensive Inclusion and Social Equity Plan

Time Period: 1-2 years  
Vision Strategy: A1, A16, F5, F6, F7, F8, F9, F10

Objectives for 2020-21

- 5.1 Consult with other organizations or collaborate with groups that can assist in developing a plan.
  - 5.2 Evaluate existing programs and activities to ensure accessibility.
  - 5.3 Explore the viability of a 60+ Center directed transportation program.
- 

Goal 6.0 - Evaluate the department to build a strong and cohesive organization

Time Period: 2-5 years  
Vision Strategy: F1, F2, F3, F4

Objectives for 2020-21

- 6.1 Department administration will complete a SWOT analysis.
- 6.2 Engage staff and volunteers in identifying priorities and future needs through regular training and teambuilding opportunities.

**City of Newport**  
**60+ Activity Center**  
**Goals – 2020-2021**

Vision Strategy: E1 and E4 Affordable and Accessible Healthcare and Improved Service Coordination

Goal: 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.

Goal number: 20-01

Objective(s): Add other evidenced based programs to what is currently being offered.

2-5 year goal – Ongoing/In process

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Vision Strategy: A17 Transit Reliability and Promotion

Goal: Create a 60+ volunteer driving program.

Goal number: 20-02

Objective(s): Explore the viability of a 60+ directed volunteer transportation program.

Assist 60+ Center in applying for a grant.

20-21 goal – Ongoing/In process

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Vision Strategy: A13 Strategic Investments and Partnerships

Goal: 60+ Center will continue to meet the needs of the growing aging population. (Focusing on physical structure)

Goal number: 20-03

Objective(s): Create an expansion plan for the physical building and services.

5+ year goal – Not started

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Vision Strategy: N/A

Goal: Have a member of the Advisory Committee on the Accreditation Committee

Goal number: 20-04

Objective(s):

20-21 goal – Not started

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Vision Strategy: F5 Culturally Competent and Inclusive Outreach

Goal: Seek out opportunities to increase diversity, equity and inclusion for the 60+ community

Goal number: 20-05

Objective(s): Revisit the mission statement to include the wording of “diversity, equity and inclusion”.

Develop a strategy to find bilingual/multicultural volunteers.

2-5 year goal – Not started

# City of Newport

## 2020-2021 Report on Goals and Objectives

Department: Public Works  
Submitted by: Tim Gross

Goal 1.0 Implement a Management and Supervisory Training Program  
Time Period: 2 years  
Vision Strategy:

Objectives for 2020-21

- 1.1 Identify curriculum or existing program that provides Management and Supervisory training
- 1.2 Establish milestones/training goals/training track that would be mandatory before staff can function in a managerial/supervisory role
- 1.3 Send appropriate staff to training or bring in training professionals. Ideally this would be at least three times over the years, spaced approximately 4 mos apart, so that staff can bring lessons learned or challenges to the next training to identify strategies for improvement.

Reasons for goal:

Public Works has a skills shortage in management and supervising. When personnel move on, standard practice has been to have management take over those vacant roles until a replacement can be found because subordinate staff do not have the skills/training to step up. This is an unsustainable practice leading to overwork and poor staff oversight and leadership and does not create opportunities for growth for subordinate staff. Regular management and supervisory training will create a pool of ready employees that can step up when inevitable vacancies become open.

## Information Technology Goals 2020-21

1. Customer Service - A workforce that possesses relevant skill sets, provides innovative IT solutions and works collaboratively to support organizational demands.
  - a. Time period: 1-2
  - b. Objectives
    - i. Attract, develop, and maximize retention, engagement, and productivity of a highly skilled IT professional workforce through investment in employee development.
    - ii. Identify areas for improved areas of customer service both internally and externally, and implement solutions.
    - iii. Foster innovative thinking and creativity through a systems approach to idea sharing and collaboration with City of Newport and its customers.
2. Innovative Technology - Transform the City of Newport workplace by enabling end user capabilities through access to data and services anywhere and anytime.
  - a. Time period: 1
  - b. Objectives
    - i. Optimize the end user experience with data, access, and services, providing cost efficiencies and workforce productivity.
    - ii. Implement workflow technologies to facilitate internal and external processes.
    - iii. Advance the implementation of the City of Newport information sharing environment by developing highly-available, automated systems.
    - iv. Enable secure end-to-end delivery of mobile solutions that enhance enterprise-wide mobile computing capabilities for successful mission outcomes.
3. Connectivity - Deliver a strong, connected and resilient network.
  - a. Time period: 1
  - b. Objectives
    - i. Develop Network modernization plans
    - ii. Cloud Smart assessment
    - iii. Business Resilience
    - iv. Operational Effectiveness
4. Cybersecurity - Protect City of Newport networks, systems, functions and data. Continuously mature the City of Newport cybersecurity posture.
  - a. Time period: 1
  - b. Objectives
    - i. Implement cyber defense measures
    - ii. Assessment of data security
    - iii. Mobile device security
    - iv. Cybersecurity standards



# ADVISORY COMMITTEE GOALS 2020-2021

## CITY OF NEWPORT AIRPORT COMMITTEE GOALS AND OBJECTIVES

### GOAL - Continue Airport Improvements

Objectives:

1. Facilitate the acquisition of commercial air service.
2. Encourage commercial/industrial development of airport property.
3. Identify fire hydrant locations.
4. Create a water distribution plan to increase fire flow rates at the airport.
5. Determine the cost of building hangars, and develop a fact sheet with cost estimates for different sized hangars and steps required for building hangars on airport property.
6. Implement the parking lot plan.
7. Begin discussions with the Oregon National Guard regarding the relocation of its Newport facility to the airport.

### GOAL - Begin Working on Renewable Energy

1. Research the possibility of a solar farm located at the airport.

## Planning Commission 2020-21 Goals

- Utilize extensive community engagement to update the City of Newport Transportation Plan in collaboration with the Oregon Department of Transportation.
- 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.
- Develop a Refinement Plan for South Beach Commercial / Industrial areas to inform the urban renewal district's final project phase.
- Initiate updates to Newport's commercial / industrial buildable lands inventory.
- Update off-street parking requirements in line with Parking Study or related recommendations adopted by the City Council.
- Identify and initiate any needed refinements to the Historic Nye Beach Design Review Overlay.
- Engage the community on how best to implement housing requirements of HB 2001.
- Implement recommendations from the Homelessness Taskforce that rely upon revisions to the City's land use regulations.

**CITY OF NEWPORT  
PUBLIC ARTS COMMITTEE GOALS AND  
OBJECTIVES**

**GOAL - Continue Efforts Toward Making Newport an Arts and Cultural Destination**

Objectives:

1. Work with the Destination Newport Committee to ensure that arts offerings are included in some of the marketing done by this Committee.
2. Work on a revised ordinance for the composition of the Destination Newport Committee to include a representative of the Public Arts Committee as a voting member of the Destination Newport Committee.

**GOAL - Continue Expanding and Upgrading the Arts Footprint in Newport**

Objectives:

1. Continue investing in improvements to the Visual Arts Center and Performing Arts Center.
2. Complete the required application to create a 501(c)(3) foundation for the arts.
3. Review other community's arts footprint for idea generation.
4. Incorporate appropriate landscaping with art installations.

**GOAL - Increase Art in Public Spaces**

Objectives:

1. Continue mural projects.
2. Work on becoming a "stop" on the Oregon Mural Trail.
3. Create an inventory of potential public art installation spaces.
4. Develop a maintenance policy, program, and schedule for public art.

## FY20-21 AUDIT COMMITTEE GOALS

1. Continue issuance of a Comprehensive Annual Financial Reports (CAFR) for the fiscal year audits.
2. Develop and document internal controls with continuous review.
3. Develop a Purchasing System
4. Develop a Room Tax Auditing Program
5. Develop a Popular Annual Financial Report (PAFR)

### COMPLETED GOALS:

FY18-19	Issuance of CAFR for FY17-18 Audit
FY18-19	Approve Master Calendar
FY18-19	Approve Written Federal Grant Policy

## **Parks and Recreation Advisory Committee, City of Newport**

### **GOALS for FY 2020-21**

#### **Mission of the Committee**

The Parks and Recreation Advisory Committee supports the mission of the Parks and Recreation Department, which is "...to help meet the recreation needs of residents and guests by providing quality facilities, trails, fields and open space. We strive to offer a variety of activities and environments that allow for personal, social, and economic benefits open to all people. Our goal is to provide leadership and coordination on projects and programs that enhance the livability and quality of life in Newport." Further, the charge to the committee includes, but is not limited to:

- Making recommendations to the City Council on matters related to parks, recreation, and related programming;
- Helping to develop proposed ordinances for use of parks properties;
- Offering citizen perspectives on needs and desires with respect to parks, recreation, and related programming;
- Fielding and transmitting to Council, as appropriate, public comment on relevant issues; and
- Monitoring departmental progress toward achieving its stated goals.

#### **A. Ongoing Goals**

In addition to the list above, the committee will:

- Serve as the city's Tree Board, which will "...approve or deny requests for public tree removal pursuant to Chapter 9.10 (Right-of-Way-Permits) and with the responsibility to study, investigate, develop Newport Municipal Code Index Page 22 and periodically update a written manual for the care, preservation, pruning, planting, replanting, removal and disposition of trees and plantings in parks, along public streets, and in other public places." (Newport Municipal Code 2.05.040; see the rest of the ordinance for other Tree Board-related duties.)
- Assist with Tree City and Bee City USA annual recertification and related activities such as the Arbor Day celebration

#### **B. Goals for FY 2020-2021**

- Support implementation of the Parks Master Plan
  - Develop list of feasible short-term projects based on the PMP Tier One project list (note: supports City Council goal 20.B.4)
  - Develop advocacy plan for those projects

- Develop and implement a protocol for tracking implementation of the Parks Master Plan
- Complete a memorial bench policy for the City of Newport
- Work with City staff to revitalize the Parks and Recreation Foundation (note: supports City Council goal 20.B.6)
  - Partner with the Foundation to identify potential grant sources
  - Work with the Foundation to identify priority projects that need grant funding and match those with potential sources of grant funds
  - Work with City staff to identify processes for grant writing
- Support and advocate for projects and activities that bolster diversity, equity and inclusion in all Parks and Recreation programs and initiatives
- Develop process for undertaking review of department programs with staff
- Meet once a year with the advisory committee of the Newport 60+ Center on issues of joint concern
- Meet once a year with the city Bike – Ped committee on issues of joint concern

In addition to these goals for the committee’s activities, the committee supports implementation of the following goals set by the City Council:

- From Vision 2040 plan: Develop an integrated trail system, accommodating multiple uses, that connects neighborhoods, visitor destinations, open spaces, and natural areas.
- From City Council goals:
  - 20.B.4 (B3): Identify priorities from the Parks and Recreation Master Plan for implementation
  - 20.B.6(B3): Establish a foundation to support City parks and recreation programs
  - 20.B.8(B4): Pursue the mountain bike collaborative agreement to develop trails with the NEWTS

**C. 2-5 Year Goals**

- Enhance Tree City USA program and activities to qualify for a TCUSA growth award
- Explore options for funding outlined in PMP like establishing a parks district etc.; make recommendation to City Council

**D. Projects generally supported by the committee for which further planning is needed**

- Develop a forest/open space management plan
- Support and promote a safe pedestrian bridge across Yaquina Bay
- Support a Newport trail connection to the C2C trail
- Improve and promote fishing opportunities at Big Creek Reservoir