

CITY OF NEWPORT FISCAL YEAR 2022-2023 Approved Goals

GREATER NEWPORT AREA VISION 2040

1. 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-5(e) Move forward with design, permitting, and if permitted, construction of a pedestrian-activated, signaled crosswalk at US 101 and NE 60th Streets. (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(a) Develop a watershed management plan that identifies property acquisition needs. (Vision Strategy A1)

A-8 Make safety improvements on US 101 at NE 57th Street and the movie theater driveway (Vision Strategy A10) 5+years

Objectives for 2022-2023

A-8(a) Meet with ODOT to discuss safety improvements, including a truck lane, 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 wastewater and assure that heavy users of wastewater services are paying their fair share. (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) Review model ordinances for the 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 would need to be amended to promote gray water diversion and rainwater storage and use with a report coming back at a future work session. (Vision Strategy B1)

B-8 Implement conservation methods to reduce the use of water within the Greater Newport Area. (Vision Strategy B9) 2-5 years

Objectives for 2022-2023

B-8(a) Initiate a work group to review methods to reduce drinking water use by residents and businesses. (Vision Strategy B9).

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 increase in the 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 (grass roots emergency preparedness program tailored to Spanish speaking communities) 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 to pay individuals experiencing houselessness for litter and trash clean-up. (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 E7)

E-3(e) Request that the organized faith-based community coordinate services offered by local churches and other faith-based groups. (Vision E7)

E-3(f) Pursue efforts to create a more permanent overnight shelter. (Vision Strategy E7)

E-3(g) Partner with the Lincoln County Harm Reduction team and advocate for financial support on health-related issues, including mental health, physical health, and drug and alcohol issues for individuals experiencing houselessness. (Vision Strategy E7)

E-3(h) Determine the impact of affordable housing on homelessness. (Vision Strategy E7)

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 to discuss opportunities to collaborate with health organizations to create a healthier community. (Vision Strategy E4)

E-7 Expand affordable and accessible childcare capacity in the Greater Newport Area. (Vision Strategy E9) 2-5 years

Objectives for 2022-2023

E-7(a) Coordinate a meeting to determine current efforts to expand childcare options for families in the Greater Newport Area. (E9)

E-7(b) Expand childcare services at the Recreation Center. (Vision Strategy E9)

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 including funding 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-2(b) Evaluate the possibility to add a position for youth on various City Advisory Committees. (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. (Vision Strategy F5)

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. (Vision Strategy F5)

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. (Vision Strategy F5)

F-3(d) Provide diversity, equity, and inclusion (DEI) training to employees and volunteers. (Vision Strategy F5)

F-3(e) Collaboratively develop means for culturally competent and inclusive communications. (Vision Strategy F5)

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

Objectives for 2022-2023

F-4(a) Consider funding to support staffing and financial support for neighborhood associations in the 2022-2023 budget. (Vision Strategy F4)

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, 2022 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 (Vision Strategy A2, F5) 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)**
- **Build the crosswalk on NE 60th Street near the Surf View Apartments (3)**
- Construct a pedestrian crossing light at US 20 and Eads (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 Diversity, Equity and Inclusion 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