



ADOPTED GOALS AND OBJECTIVES 2021-2022

Goal Setting Session
February 22, 2021 at 9:00 A.M.

Goals Proposed for Adoption
March 1, 2021 at 6:00 P.M.

Public Hearing and Adoption of Goals
March 15, 2021 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 FISCAL YEAR 2021-2022 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 February 22, 2021, the City Council met from 9 AM to 2 PM to identify various Council goals and objectives for the 2021-2022 Fiscal Year 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. It is my hope that this process, as initiated last year, will help guide the Council and City administration in developing longer-term strategic operation plans for the City of Newport.

City administration drafted a preliminary report on goals and objectives identifying items to be carried over from the 2020-2021 Fiscal Year, 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 three or more Council members were added to the draft report.

In addition, departmental and advisory committee goals and objectives for 2021-2022 were reviewed by the Council and are included in this report.

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

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 February 22 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 the 2021-2022 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 2021-2022 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.

2021-2022 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 2021-2022

A-1(a) Fund 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 for the replacement of the 54th 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 2021-2022

A-2(a) Evaluate the use of The Dude Solutions to develop a reporting system to proactively identify and repair potholes 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 2021-2022

A-3(a) Complete the North Side Transportation Plan. (Vision Strategy A10)

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

A-3(c) 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 2021-2022

A-4(a) Update the City's buildable land inventory. (Vision Strategy A2)

A-4(b) 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 2021-2022

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) Work with ODOT to plan a pedestrian crosswalk at Highway 20 and Eads Street. (Vision Strategy A11)

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

Objectives for 2021-2022

A-6(a) Implement addition to Parks Maintenance staffing including Landscaping expertise in accordance with the Finance Work Group recommendations. (Vision Strategy A4)

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

Objectives for 2021-2022

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) Apply for great funding for planning and for 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 2021-2022

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 2021-2022

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-2(c) Bid and construct storm sewer and sidewalk on Harbor Drive. (Vision Strategy B1)

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

Objectives for 2021-2022

B-3(a) 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.) 5+ years

Objectives for 2021-2022

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

B-4(c) Complete a business plan to maximize the efficiency of recreational programs, operations, and facilities. (Vision Strategy B3)

B-4(d) Identify a location for developing a new soccer field. (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 2021-2022

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 2021-2022

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) Implement a plastic, EPS foam 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

Objectives for 2021-2022

B-7(a) The City administration will identify locations within the Urban Renewal Districts where URA funds would be offered to incentivize charging station development from national companies and/or local businesses for charging stations located in the Urban Renewal boundaries. (Vision Strategy B8)

B-7(b) Develop a policy requiring departments to analyze the possibility of utilizing e-vehicles or hybrids for any vehicle purchases requested in the annual budget. (Vision Strategy B8)

B-7(c) Develop a plan for purchasing and installing electric vehicle charging stations. (Vision Strategy B8)

B-7(d) Develop a policy where employees can charge electric vehicles at worksites with a monthly payroll deduction established to offset electric use by those employees. (Vision Strategy B8)

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 2021-2022

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

C-1(b) Develop a plan for the repurposing at the South Beach URA property. (Vision Strategy C4)

C-2 Encourage small business development for the Greater Newport Area. (Vision Strategy C9) 5+ years

Objectives for 2021-2022

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

C-3 Support business growth, development, and financial sustainability at the Airport. (Vision Strategy C4) 5+ years

Objectives for 2021-2022

C-3(a) Evaluate the option to extend sewer services to serve the airport property. (Vision Strategy C4)

C-3(b) Evaluate development of a solar farm on Airport property. (Vision Strategy B8)

C-4 Foster economic development at the bayfront. (Vision Strategy C1) 5+ years

Objectives for 2021-2022

C-4(a) Explore the purchase of the NE corner of Bay Street and Bay Boulevard for a public/private redevelopment, including public parking and retain/service space. (Vision Strategy C1)

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 2021-2022

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 2021-2022

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

E-1(b) Proceed with preliminary 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-2 Continue with efforts with Listos Training. (Vision Strategy E5) 2-5 years

Objectives for 2021-2022

E-2(a) Renew LISTOS training when emergency coordinator position is filled. (Vision Strategy E5)

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

Objectives for 2021-2022

E-3(a) Determine with the Council's Excise Tax Work Group whether a portion of these funds can be committed to homelessness activities. (Vision Strategy E7)

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

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

Objectives for 2022-2023

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

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

E-3(g) Conduct a study on the economic impact of the cost of homelessness to property owners. (Vision Strategy E-7)

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

E-3(i) 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(j) 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 2021-2022

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 2021-2022

E-5(a) 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 2021-2022

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 2021-2022

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 Collaborate with other local government entities in the Greater Newport Area (Vision Strategy F7) 5+ years

Objectives for 2021-2022

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

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

Objectives for 2021-2022

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

F-4 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 F-5) 5+years

Objectives for 2021-2022

F-4(a) The City commits conducting outreach for prospective candidates to diversity 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-4(b) The City will support and seek out opportunities to collaborate with local partner organizations on cultural programming by collaborating on these programs during the fiscal year.

F-4(c) The City commits to 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.

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 2021-2022

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

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

2021-2022 Objectives

G-2(a) Complete and implement a new purchasing policy for the City including the use of purchase orders to help control City costs beginning with the July 1, 2021 Fiscal Year.

G-2(b) 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

2021-2022 Objectives

G-3(a) Implement procedures to improve the collection of miscellaneous fees, fines and other revenues that help support various City services. A report will be provided to the City Council on programs in November 2021.

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. This will be completed by December 2021.

G-3(c) Develop a routine practice to regularly place liens on properties for unpaid property-related bills. This is to be implemented by December 2021.

G-3(d) Evaluate new collection procedures with the goal reducing uncollectable accounts considering the costs and benefit of the procedure with a report being provided to the Council by March 2022.

G-4 Provide sustainable sources of revenue to support city services and maintain city facilities. 2-5 years

2021-2022 Objectives

G-4(a) Increase, by ordinance, the transient room tax by ordinance from 9.5% to 12% and identify how these funds will be specifically used to address the structural deficit currently existing with the City of Newport.

G-4(b) Place before the voters at the November election, an increase in the gas tax to five cents a gallon to fund a more robust road resurfacing program, and potentially assume responsibilities for right-of-way tree removal and brush maintenance from individual property owners.

G-4(c) Place before the voters a proposal to implement a 5% tax on prepared foods which would be implemented beginning July 1, 2022. Develop a clear plan as to how these funds will be utilized as part of this initiative.

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

2021-2022 Objectives

G-5(a) Take necessary steps to provide public access to specific components of the City's GIS system.

H. ADDITIONAL IDEAS NOT PRIORITIZED

During the February 22, 2021, Goal Setting session, the Council generated a number of ideas that were categorized as part of the goal setting process. These ideas are included for information purposes, and were in addition to the approximately 100 draft goals and objectives that served as a starting point for developing the priorities for the 2021-2022 Fiscal Year. Please note, that the number in parentheses are the number of times individual Council members prioritized that particular item as part of goal prioritization. If an item had three or more Council members supporting that as a priority, it has been included as a goal or objective in the previous section of the report. The balance of the ideas is included in this report for informational purposes only.

New ideas were generated at the February 22, 2021 Council Goal meeting. Items in bold have been included as a goal and/or objective:

A. ENHANCING A LIVABLE REGION

- **Create a pedestrian crossing with lights at the intersection of Highway 20 and Eads Street. (4)**
- Repair and relocate "The Ambassador" to City Hall property. (1)
- Conduct master planning for infrastructure/utilities and update every five years. (1)
- Coordinate art deco theme for downtown core including design standards.

- Conduct a city-wide citizen survey.
- Mill and repave SE Moore Drive.
- Work with Lincoln County Transit on scheduling for better use of the transit system by the local workforce.
- Strengthen the process for placement of tiny homes at the Presbyterian church.
- Pursue bike-ped trail development from lighthouse to lighthouse.
- Create a children’s playground area on the east side of Highway 101 for near Surf View Village Apartments.
- Explore the use of a trolley to move people from Nye Beach to downtown and the bayfront.
- Replace the clock tower at its original location.
- Place public murals on PUD utility boxes.
- Improve the citizen’s pothole reporting website and hotline with information as to when the hole is repaired.
- Right turn lane only on NE 20th Street and Highway 101.
- Purchase more permanent speed measuring signs at locations such as Oceanview Drive and school zones.

B. PRESERVING & ENJOYING OUR ENVIRONMENT

- **Identify a location for a community soccer field. (3)**
- Add additional off-leash dog parks. (2)
- Expand recreational opportunities for under-served populations. (1)
- Expand pollinator boxes in community garden sites. (1)
- Create more green areas within the city.
- Conduct the parking meter rollout in 2022.
- Like the Yaquina Bay Bridge create requirements for green spaces and new developments.
- Develop and “I love Newport” sign at the Nye Beach turnaround in the wire fence at the beach access.
- Provide a map of community gardens and offer opportunities to sign up for reserving a spot on the city’s website.
- Expand hours for a full-time city landscaper.
- Maintain weed-free sidewalks and road edges.
- Fix gutter at the back of Council Chambers.

C. CREATING NEW BUSINESSES & JOBS

- **Evaluate the potential of building sewer to the airport. (4)**
- **Explore the purchase of the cheese factory on the bayfront for parking and commercial development. (3)**
- **Pursue the research on an airport solar farm. (3)**
- Create an aggressive marketing plan for the city center renewal. (1)
- Survey downtown business owners on their plans for the use of their properties. (1)

- Create a city youth work volunteer group through Parks and Recreation.
- Hire a business marketing consultant to maximize opportunities for airport operations.
- Establish a goal for the airport to be more financially self-sufficient.
- Provide better community information as to the benefits and value of the airport to the taxpayers of Newport.
- Bring commercial air service back to Newport.
- Develop housing and commercial uses at the Lincoln County Commons/old animal shelter site.

D. LEARNING, EXPLORING, & CREATING NEW HORIZONS

- Continue efforts at disaster preparedness in the community. (1)
- Improve the wayfinding system in Newport. (1)
- Develop social media presence.
- Work to make the city's website accessible for all. (translation, large print, audio)
- Assess city for WI-FI availability to all areas.
- Support and help fund the restoration of the clay and ceramic studio at the Visual Arts Center.
- Replace the Oregon flag in front of City Hall.

E. IMPROVING COMMUNITY HEALTH & SAFETY

- Develop a conservation water plan in case of emergencies. (2)
- Create a Health and All Actions City Advisory Committee. (2)
- Add back Police positions. (2)
- Utilize natural and environmentally safer chemicals and cleaners and lubricants. (1)
- Establish a beach wheelchair rental. (1)
- Create a Botche Ball Courts. (1)
- Develop a plan to purchase the water shed. (1)
- Hold a celebration for the community when COVID-19 is over. (1)
- Revamp emergency supply caches city-wide. (1)
- Buy a mastic pothole patch/cracked-ceiling machine.
- Look for properties for new Fire and Police stations.
- Purchase kayaks for the Fire Department.
- Leverage purchase of fire boat for bayfront.

F. FOSTERING COLLABORATION & ENGAGEMENT

- Engage the Nazarene Church regarding the potential use of their unfinished building as a homeless outreach center.
- Encourage City staff to report maintenance issues when they see these when they are out and about. (potholes, trash, etc.)
- Live caption City Council meetings.

G. OTHER ORGANIZATIONAL ISSUES

- **Provide public access to the city's GIS system. (3)**
- Conduct a municipal equality index. (2)
- Replace Council iPads with bigger-screen technology. (1)
- Hire and train new staff before retirements occur. (1)
- Create an assistant city manager position.
- Increase percent of e-pay users through incentives.

60+ Activity Center

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
13	Assist local seniors in mitigating the negative impact of COVID-10 and social Distancing	Ongoing		349 361	Provide area seniors with internet connections and internet enabled devices Attain funding to purchase at least seven hot spots and iPads for seniors
14	Expand technical knowledge and access to virtual programming and resources among the 60+ Community	Ongoing		F4 350 354 355	Research current options for virtual programming meant to encourage social participation among seniors Cultivate community resources that support seniors well being during social distancing/isolation through research and feedback from partners. Conduct training programs for usage of hot spot and iPads Expand 60+s catalog of virtual programming and web-based content Offer at least 12 session on how to ZOOM Develop recommendations for enhancing social participation while using virtual programs for those who do not feel comfortable returning to in-person activities.
15	Connect homebound seniors with resources, social outlets and aid.	Ongoing		362	Continue to educate to provide homebound seniors with basic needs during the COVID-19 pandemic. Continue to promote the Friendship Brigade phone list Publicize available resources such as Meals on Wheels though PSAA, ads in local media, flyers, social media, email blast, phone calls and mailings.
16	Build Back Better	Ongoing	1. Increase member and volunteer numbers 2. Develop recommendations for the 60+ Activity Center to help support senior reintegration into the community when social distancing restrictions are no longer necessary 3.	367 368 388	Use promotion of expanded virtual programming, new trainings and other COVID-related outreach as an opportunity to recruit new member and volunteers. Increase number of volunteers and volunteer opportunities by establishing three new specific volunteer opportunities. Create new opportunities for intergeneration programming. Partner with Centro de Ayuda to provide programming that targets local Latnix communities and includes Spanish translation.

Airport

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
2	Air service - Developing Rural Air service working with the State of Oregon Department of Aviation	Ongoing	2. Air service - Developing Rural Air service working with the State of Oregon Department of Aviation.	A3 A8 A13 C4 C8 C9 C13 F4	309 514 working with airport committee to identify long term funding for air service. Reach out to small rural air carries if any might be interested in service.
3	Hangars - Explore ways of development of Hangars	Ongoing	3. Hangars - Explore ways of development of Hangars	A1 A6 A13 A14 A16 C4 C9	469 515 working with tenants through building process. completion of building two hangars.
4	Marketing - Come up with marketing strategies to promote more aircraft flying to Newport	Ongoing	4. Marketing - Come up with marketing strategies to promote more aircraft flying to Newport.	C6 C14	472 Work with airport committee for marketing of airfield for land leases and expanding market reach to GA pilots to visit Newport.
6	Maintenance - Maintaining the airfield to FAA grant assurance standards	Ongoing	6. Maintenance - Maintaining the airfield to FAA grant assurance standards.	A1 C4 F6	483 516 identify areas of of the field for grading and smoothing. Work with U.S.N.G to join the government IRT program. To use areas of airfield for training of local engineering unit.
9	FAA AIP grants - Finish Land Acquisition south of runway 34 Start Environmental Assessment for airport 38 pipe lining Pre-design for 38 pipe lining	Ongoing	1. FAA AIP grants - Finish Land Acquisition south of runway 34. Start Environmental Assessment for airport 38 pipe lining Pre-design for 38 pipe lining.	A1 A16 B1 B6 C4 E5	493 completion of storm pipe rehabilitation FAA AIP project.
17	Business - Market areas inside and outside the fence for business park development	Ongoing	3. Business - Market areas inside and outside the fence for business park development.	A6 A13 A14 C3 C4 C8 C9	503 work with community development director for urban renewal funds.

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
18	Continue Expanding Transparency and Communication	Ongoing	Staff is currently handling the majority of public records requests electronically. Due to the limited number of public records requests the city receives, specific software to accept and track public records requests is outside the budget at this time.	F5	47 Develop a system for submitting public records requests electronically to allow ease for consumers and staff in tracking requests.
19	Continue City-Wide Beautification	Ongoing	The Ad-Hoc Beautification Committee continues to meet occasionally. With the city's Landscaping Technician, the north side of the PAC was identified as a major landscaping project this past year. This work was completed, and due to reduced funding, the Landscaping Technician is working with the Parks and Public Works Departments, when available, on additional PAC landscaping efforts.	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.

Community Development

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
50	Update the Newport Transportation System Plan (Joint City/ODOT Project).	Current FY		A3 A10 A11 A15 A16 F4 389	Complete Transportation System Plan Adoption Process.
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.	2-5 Years		A3 A4 A5 A6 F4 255 429	Meet once a year with the advisory committee of the Bike & Ped on issues of joint concern Coordinate with funding partners to get consultants under contract and initiate project.
52	Develop a Refinement Plan for South Beach Commercial / Industrial areas to inform the South Beach urban renewal districts final project phase.	Current FY		A1 A3 259 260	Plan a City Tree Board training meeting Amend South Beach Urban Renewal Plan to reflect agreed upon changes.
53	Implement Parking Study recommendations adopted by the City Council.	2-5 Years		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	Current FY		A13 E5 F4 445	Complete the beach access assessments and utilize results to secure funding to implement recommended improvements.
58	Initiate work on HB 2003 Mandated Housing Needs and Buildable Lands Update	2-5 Years		A2 A7 A9 A14 F4 446	Prepare a scope of work, outreach plan, budget, and schedule in consultation with DLCD to confirm that the project will adequately address HB 2003 requirements. 447 Secure state technical assistance grant funds to hire a consultant(s) to help with plan preparation and outreach. 448 Develop an RFP, select a consultant(s) through a competitive review process, and initiate work on the project.
59	Support Development of STR Ordinance Implementation Work	Current FY		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.

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
	Group Recommendations				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	2-5 Years		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. 454 Work in consultation with BLM to develop a grant application to secure a Federal Lands Access Program grant to fund needed improvements.
61	Facilitate Acquisition of Additional Land in Big Creek Watershed	2-5 Years		A13 B1 B6	455 Coordinate with Central Lincoln PUD on valuation of the easement, including contributory value of the timber, and other steps outlined in the Council adopted MOU to complete the easement transaction. 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.
62	Yaquina Bay Estuary Management Plan Update	2-5 Years		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	Current FY		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.

Disaster Preparedness

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives	
13	Ensure continuity of the City's Emergency Preparedness Program	Ongoing		E5	153 Complete hiring process and make a hiring decision 155 Conduct a thorough and systematic evaluation process for new employee 155 Provide oversight and support to ensure success of new Emergency Preparedness Coordinator.	154
14	Build upon the successes of our outreach to the Latino Community	Ongoing		D8 E5	156 Utilize grant funding to expand the LISTOS Program Find a champion in the Latino Community to help coordinate efforts Host 2 LISTOS Classes, and One Spanish Language CERT Class	157 158
16	Move the City forward toward greater preparedness and resiliency.	Ongoing			540 Have new coordinator conduct preparedness survey of all relevant City Departments by end of FY 21/22 543 Have new Coordinator perform an assessment of exercise and training needs for City staff by end of FY 21/22 545 Have new Coordinator perform an inventory and needs assessment of all City Disaster supplies by end of FY 21/22	

Finance

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
12	Implement an Audit Program for Room Tax Collections	Ongoing	F1	232 233	Develop the scope of the room tax audit program with the Audit Committee. Present a report and recommendations to Council.
13	Implement a Citywide Procurement and Purchasing System using Caselle	Ongoing	F1	237 238	Complete the Roll out of the PO system by end of calendar year end 2022 Present a report to Council if necessary
14	Create and implement GFOA Recommended Financial Polices	Ongoing	F1	242	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	2-5 Years		E6 F7 145 347 348	Review results and make a presentation to Council with options and recommendations. Complete feasibility study Objective Complete a 190 IGA with the Fire District.
22	Obtain new pumper	Ongoing		E6 148 149 535	Sign agreement with apparatus manufacturer Place new apparatus into service and surplus old unit Work with neighboring agencies to develop a common set of specifications to make working with each other easier and more efficient.
24	Keep Fire Department Staffing full with pending retirements	Current FY	To keep our staffing levels up with potential near term retirements, we need to anticipate openings and be in the process of hiring before the position becomes vacant.	537 538 539	To keep the hiring process to a minimum, we must have all elements of the Firefighter hiring process completed and vetted by HR before the need to post. Work with HR to develop timely yet realistic hiring timelines for all anticipated opening. Develop a Fire Engineer hiring process that is complete and has been vetted by HR before an opening arises.

Human Resources

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
15	Implement a Revised Employee Handbook	Current FY			53 Calendar meetings with City Manager through August 2020 to complete review of the remaining handbook sections 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 Communicate rollout and distribute handbook to employees 63 Obtain signed acknowledgement forms from all employees
16	Implement Cultural Competency Audit/Results/Action Plan (Internal focus)	Ongoing	F5		64 Phase I - Compile employee survey results objectives based on survey results 65 Determine resources needed for rollout of action plan(s) 66 Develop rollout timeline 67 Implement action plan(s) 68 Implement feedback from management 69 Determine competencies 70 Develop rollout communications
17	Implement a Revised Citywide Performance Management Process	Ongoing			80 Phase I - Design and Process for all positions that are critical for the organizations success Determine performance standards for rating scale for competencies Develop review format for management and non-management staff Phase II - Implementation 81 Present draft process/procedures 82 Train management staff on new process and forms 83 Implement feedback from management 84 Finalize forms and procedures 85 Determine competencies 86 Present draft process/procedures 87 Finalize forms and procedures
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) 113 Develop rollout communications online 114 Print hard copies and place 115 Load handbook on SafePersonnel for all employee distribution 116 Communicate rollout and distribute handbook to employees 117 Obtain signed acknowledgement forms from all employees
19	Train New Safety Officer	Ongoing			118 Confirm hire for Safety Officer position 119 Onboard Safety Officer on training and development 120 Meet with Safety Officer weekly for first 30-60 days to confer System - terminated. 121 Review and approve City Purchasing Intergovernmental agreement with the State for the administration of Room Tax Collection and auditing. 122 Investigate and possibly engage via an 123 Meet monthly to review status of goals and objectives
20	Implement a Revised Citywide Safety Program	Ongoing			124 Phase I - Design and Process of the safety program need to be developed to support the program 125 Determine components 126 Determine what forms and process/procedures 127 Develop forms, policies,

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
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			procedures 129		Train management staff on new process and forms	128	Phase II - Implementation
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Information Technology

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
22	Customer Service	Ongoing	A workforce that possesses relevant skill sets, provides innovative IT solutions and works collaboratively to support organizational demands.	F1 464 581 582	Improve website accessibility level to AA standards Add two wide-range public Wi-Fi access points to city buildings. 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 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 97 Cloud Smart assessment Resilience 530 Business connectivity 583 Provide fully-redundant internet uptime over the year Achieve greater than 95%
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 106 Assessment of data security 107 Mobile device security 108 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	212 214 221 222 223 224 225 226 227 228	<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>Conduct Oregon Library Association EDI Antiracism Public Library Division (PLD) Toolkit Training and other staff training</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 FY21-22.</p> <p>Establish consistent bilingual signage throughout the library at the service points, on the library shelf ends, signage throughout the library.</p> <p>Incorporate culturally appropriate elements in the library facilities</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>
7	Increase	Ongoing	A1 A18 C3 C8 C9 D2 D8 D9 D10 D11 E4 E7 F3 F4 F7	341	Add 11 mobile hotspots to

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
	access to Technology Resources to the Community				<p>the existing mobile hotspot program in FY21-22.</p> <p>342 Add 5 laptops to the library collection for library cardholders to check out</p> <p>343 Add 5 tablet devices to the library collection for library cardholders to check out</p> <p>345 Library will provide 1 Tech Talk Program per quarter for educational instruction</p> <p>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.</p>

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	271 402 403 404 405	ADMIN - Develop a Parks & Recreation Department Marketing Plan ALL - Return programs and services to pre-COVID levels. AQUATICS & REC - Implement the new Independent Contractor/Specialty Instructor Policy to assist and expand community programs & services AQUATICS - Implement 3 new family-oriented special events PARKS - Promote, utilize, and implement a community volunteer program to assist with beautification of the Park System.
				417	ADMIN, REC CENTER, AQUATICS - Evaluate, improve, and implement upon the existing scholarship program and policy
22	Begin implementation of the Park Master Plan	Ongoing	A3 A4 A11 A12 B2 B3 B4 E13 F7 F8 F9 F10 F11	273 274 275 276 407	ADMIN - Educate staff, community, and stakeholders about the Park Master Plan. ADMIN, PARKS - Identify partnerships and funding sources. ADMIN, PARKS - Implement the tracking system for project progression. ADMIN, PARKS - Identify and implement achievable projects for FY21-22. ADMIN - Develop a community garden policy.
23	Reduce environmental impact through department facilities, operations, and programs and activities.	Ongoing	A1 B3 B5 B8 B9 C10 F7 F8 F9 F10 F11	277 280 281	ALL - Evaluate each facility's current infrastructure and operations to identify where improvements can be made. ALL - Implement 3 environmental action items within each Parks and Recreation facility related to operations. Explore the viability of an Aquatic Center UV system ADMIN, PARKS, REC CENTER - Support the Bee City and Tree City Programs through obtaining a Growth Award in 2021. ADMIN, REC CENTER, PARKS - Identify and partner with 3 organizations to provide community education programs through the Recreation Center and Parks Maintenance.
24	Improve safety, security, and operational function of all department facilities to enhance a livable region.	Ongoing	A1 B3	282 408 409 410	AQUATICS, REC CENTER, 60+ - Complete and implement a facility maintenance plan for all 3 facilities Secure and implement a new lighting system and ballfield upgrades at Betty Wheeler Park. REC CENTER - Complete installation of side and rear entry doors and locking system. PARKS - Complete and implement a park maintenance plan. REC CENTER - Complete the modification of the emergency action plan to include the COVID-19 guidelines.
25	Develop a comprehensive Equity, Diversity, and Inclusion Plan	Ongoing	A1 A16 F5 F6 F7 F8 F9 F10	287 413 416	ADMIN - Consult with stakeholders and organizations for assistance and community engagement. ADMIN - Develop an outline for the plan utilizing the information gathered from community meetings and facility/program evaluations ALL - Expand the online registration process to make more accessible for the LatinX community.
26	Evaluate the	Ongoing	F1 F2 F3 F4	290	ADMIN - Complete a SWOT analysis of the departments current position to identify what is

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
	department to build a strong and cohesive organization				<p>working and what needs improvement 291</p> <p>ALL - Engage staff and volunteers in identifying priorities and future needs through regular training and teambuilding opportunities. 414</p> <p>ADMIN - Evaluate the departments organizational structure and implement any necessary restructuring changes</p>

Police Department

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives	
32	Improve Department diversity and community outreach	Current FY		E6	518 Work with newly formed Police Advisory Committee to conduct two outreach events. 519 Conduct community survey. bilingual commonly used forms include adopted de-escalation and duty to intervene standards.	524 Identify needs 525 Update Field Training Manual to
33	Conduct 2-3 pedestrian/vehicle safety events	Current FY		E6	137 Publish media event, detailing the pedestrian/vehicle safety operation 138 Utilize traffic safety grant to conduct 1 spring event and 1 summer event annually for pedestrian safety 139 Utilize traffic safety grant to conduct 2 high visibility DUII enforcement operations. 140 Utilize traffic safety grant to conduct 2 distracted driving enforcement operations.	
35	Maintain Police Certification Requirements	Current FY		E6	520 All officers receive 8 hours force response staff receive 3 hours ethics training annually advanced supervision training. hours de-escalation training.	521 All Supervisors receive 8 hours 526 All officers receive 4
36	Update E-ticketing Printing Technology	Current FY		E6	523 Purchase 10 e-ticketing printers	

Public Works

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives		
35	Zero Sanitary Sewer Overflows Throughout City	Ongoing	Sanitary sewer discharges are happening throughout our system. The majority of spills are due to aging infrastructure.	541	Replace broken sanitary sewer collections piping	542	
					Establish state enforced point of compliance for wastewater effluent at our Wastewater Treatment Plant instead of our existing permit at the Northside Pump Station.	544	Create
				546	Improve the northside pump station	577	
					Create preventative maintenance standard operating procedure checklists for our collections crew		
36	Provide Resilient Water Supply and Distribution to Residents	Ongoing	Increase our water systems resiliency through a multitude of means that create a stable community over the long term.	547	Design and build a replacement Dam on Big Creek.		
				548	Execute flushing of all City distribution piping	549	
					Install resilient HDPE transmission main through City as seismic proof backbone of the Citys water system		
				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.		
571	Cathodic Protection training for water treatment staff. Training will remove our required contracted cathodic inspection labor on a regular basis.						
37	Increase Public Works Operations Employment	Ongoing	Over the Past five years, Public works has had a large number of employment vacancies. We need to attract and keep a skilled work force to run the City.	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	Public Works needs a workplace environment where people enjoy coming to work.	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.		560
					Create safety and collaborative work incentive program		561
41	Engineering Department Efficiency	Ongoing	Bring the Engineering Department into the 21st Century	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		

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
				reference links to our GIS database interdepartmental document tracking system. We need to expedite processing documents through different departments without getting held up or lost in the process.	574 Create digital 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.	
42	New Goal	Ongoing			
43	City Facility Resiliency	Ongoing	Creating resilient public works department and City facilities	579 Seismic resiliency of all City buildings Facility services integration into the CMMS program	580

60+ Activity Center 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	322 Add one more additional evidenced based program to what is being offered. 323 Identify other Parks and Recreation Departments to partner with in the State of Oregon to offer evidenced based programs. 324 Create presentation to be provided to other Oregon Parks and Recreation departments about lessons learned from Samaritan/NPRA/60+ partnership.
3	60+ Center will continue to meet the needs of the growing aging population. (Focusing on physical structure)	5+ Years		A13	127 Review Evaluation Plan. 325 Identify and contact new stakeholders and new partners within the community. 326 Obtain funding to: Option 1: Increase the size of the current physical building, or... Option 2: Purchase land to build a new building, or... Option 3: Purchase an existing building and complete a remodel
5	Seek out opportunities to increase diversity, equity and inclusion for the 60+ community	2-5 Years		F5	327 Develop a strategy to identify bilingual/multicultural volunteers. 328 Create collateral material in both English and Spanish. 329 Identify outreach strategies to underserved community members, including low income families, the homeless and indigenous tribes.
24	Create a 60+ volunteer driving program	Ongoing		A17	330 Explore the viability of a 60+ directed volunteer transportation program 331 Assist 60+ Center Friends Association in applying for a grant to purchase a van. 332 Create a policy manual for volunteer drivers.
25	Form a workgroup to focus on 60+ Activity Center policies and procedures.	Current FY			333 Identify workgroup members. 334 Review all current 60+ Activity Center policies and procedures. 335 Update and replace current 60+ Activity Center policies and procedures as necessary. 336 Create a manual specifically for 60+ Activity Center policies and procedures.

Airport Advisory Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Continue Airport Improvements	Ongoing	C4	99 Begin discussions with the Oregon National Guard regarding the relocation of its Newport facility to the airport. 96 Create a water distribution plan to increase fire flow rates at the airport. 97 Determine the cost of building hangars, and develop a fact sheet with cost estimates by identifying what the city can do to assist hangar builders. 94 Encourage commercial/industrial development of airport property by finalizing the listing agreement with Alan Wells. 93 Create a list of objectives that would reduce the overhead cost for air service 98 Identify locations for future parking lots 300 Complete the Small Community Air Service Development Program application 301 Assist the Community Development Department in outreach to properties adjacent to the airport for discussions on sewer services 302 Develop a map that identifies future sites for fire hydrants and illustrates 8-inch waterlines on the airport property to encourage industrial development at the airport 303 Research locations for additional signage at the airport 304 Assist in the completion of a new animal shelter at the airport	
2	Increase Use of Renewable Energy	Ongoing	A1 C4	100	Research the possibility of a solar farm located at the airport.
15	Increase Beautification at the Airport	Ongoing	A4	305	Create a list of areas for potential beautification on the airport property

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		121	Per Audit Committee - Purchasing system to be developed by City Staff.
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
31	An Informed City Council Regarding Active Transportation	Ongoing	Inform City Council on Newport active transportation matters.	A3 A10 A11 A12 A15 A16 A17	201 Maintain a prioritized "wish list" of active transportation infrastructure improvements (July 2021 if not already started) 202 Review infrastructure wish list annually (September 2021) 203 Submit memo to City Council regarding infrastructure wish list (October 2021) 204 Inform City Council regarding active transportation community concerns (as they come up) 234 Periodically report to the City Council regarding BPAC progress (through memo and/or City Council Liaison) 235 Host an event for City Council members that is within public meeting laws
32	Zero Active Transportation Collisions in Newport	Ongoing	Work toward eliminating collisions between people using active transportation and motor vehicles in Newport.	A11 B2 E13	205 At every meeting, Staff Liaison to report active-transportation collisions since the last meeting. 206 Report new safety hazards directly to Public Works (as needed) 207 Create and maintain a "collision spreadsheet" (begin July 2021) 208 Review active-transportation collisions annually (December 2021 meeting) 209 Prepare letter to City Council identifying safety priorities (January 2022)
33	Everyone in Newport is Comfortable Using at Least One Form of Active Transportation	Ongoing	Encourage more people to travel by active transportation modes in Newport. Lower level of traffic stress to "one" (LOTS-1) on Newport streets.	A11 A15 A16 B2 B4	215 Designate BPAC member to stock bike maps throughout the community for the following 12 months (July 2021) 216 Coordinate with community organizations and promote National Bike-To-Work Day: October 6, 2021 (begin July 2021) 217 Coordinate with schools regarding National Bike/Walk to School Day: May 21, 2022 (begin January 2022) 229 Take at least one action to advocate for, maintain and/or promote a BPAC social media and internet presence 238 Take at least one action to work toward lowering level of traffic stress to "one" (LOTS-1) on Newport streets
34	Active Transportation Projects and Programs are Adequately Funded	Ongoing	Advise the City Council of potential funding sources for active transportation projects	A10 A15 A17	218 Create and maintain an "active-transportation funding" spreadsheet (begin July 2021) 219 Review active-transportation funding spreadsheet annually (October 2021 meeting) 220 Submit annual memo to City Council regarding active-transportation funding sources and progress (December 2021) 236 Invite City Staff to inform the BPAC regarding the funding process for City infrastructure improvements and programs (September 2021 meeting)

Destination Newport Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives			
7	Increase Tourism to Newport	Ongoing		A13 B2 C6 C7 C8 D2	276 Tourism	Invest in Digital Marketing	280	Promote Outdoor
					291	Promote Science and Education Tourism		
					293	Map Kiosks in each District of Newport Showing all of the Districts and Listing Types of Businesses	292	Create
						Research Grants to Apply to for Destination Newport Committee		

Library Board Advisory Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
3	Library Policy Development and Review	Ongoing	F1 F2 F3 F9 F10 F11		151 Library Advisory Committee will review development and review of library policies. The board will review 1-3 policies per meeting until all of the policies have been reviewed, and revised if necessary.
4	Become well informed advocates of the Newport Public Library	Ongoing	A13 A18 C3 C8 C9 D2 D3 D4 D5 D8 D9 D10 D11 D12 E4 E7 E8 F1 F2 F3 F4 F5 F7 F8 F9 F10 F11		<p>154 Continue education and training about library services, with presentations by Library Director, City Recorder, representative(s) of State Library, and others annually.</p> <p>155 Attend locally offered county and library education or training programs annually.</p> <p>156 Attend workshops or seminars within the region covering topics with issues facing libraries on the local, regional, state and national levels annually.</p> <p>157 Participate in community event(s) to further the outreach of the library twice in the year.</p> <p>158 Participate in long-range planning efforts to enhance library services and facilities.</p> <p>159 Promote the mission of the library within the community. Advocate for the library to legislators.</p> <p>161 The Library Advisory Committee reviews progress of the strategic plan on a biannual basis.</p> <p>162 The Library Advisory Committee reviews the Public Library Statistical Report as well as the Oregon Library Association (OLA) Public Library Standards on an annual basis.</p>

Parks and Recreation Advisory Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Monitor and support implementation of the Parks Master Plan	Ongoing	B2 B3 B6	249 252 253	Appropriate committee liaison(s) meet with city planner and parks director 1-2 times to review tracking spreadsheet to determine progress on PMP projects updates to committee and council once per year Determine 1-3 "focus projects" for which the committee will undertake advocacy and identify funding avenues Work with city staff and parks foundation to identify funding sources for focus project(s) Follow up as necessary on last year's focus project, completion of the Ocean to Bay Trail
3	Work with City staff to revitalize the Parks and Recreation Foundation	Ongoing	B3	133 135 134	Partner with the Foundation to identify potential grant sources 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
4	Develop a diversity, equity and inclusion plan for the committee	Ongoing	F4 F5	245 246 247 248	Endorse city's anti-racism statement and framework for action Develop and approve list of action items for the committee Review, track progress, and revise the plan as necessary Provide feedback to City staff in development of the departmental DEI Plan
7	Coordinate with other committees on items of mutual interest	Ongoing	B3 F7	254 255	Meet once a year with the advisory committee of the Newport 60+ Center on issues of joint concern Meet once a year with the advisory committee of the Bicycle and Pedestrian on issues of joint concern
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	258 259	Hold one training session for the committee, run by appropriate city staff, on its Tree Board responsibilities. Work with staff to hold an Arbor Day celebration and tree planting in the spring, within COVID guidelines and restrictions at the time. 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. Apply for growth award when renewing the TCUSA designation this year.

Planning Commission

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Utilize extensive community engagement to update the City of Newport Transportation Plan in collaboration with the Oregon Department of Transportation.	2-5 Years		A3 A10 A11 A15 A16 F4	242 Conduct public hearings before the Planning Commission and City Council on the adoption of the TSP update so that members of the public can share their thoughts about the plan and its various components. 240 Provide meaningful opportunities for community members to share their ideas about the condition of the City's transportation system and the types of investments it should be making in the coming years. 241 Utilize community feedback to inform the development of transportation project concepts and vet the concepts with the community so they can weigh in and rank priority projects.
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.	2-5 Years		A3 A4 A5 A6 F4	243 Develop a scope of work, budget, and project justification sufficient to secure grant funding. 244 Secure the services of a consulting team, refine scope of work, prepare preliminary outreach program, develop draft schedule and initiate project.
4	Develop a Refinement Plan for South Beach Commercial / Industrial areas to inform the urban renewal districts final project phase.	Current FY		A1 A3	103 Develop a Refinement Plan for South Beach Commercial / Industrial areas to inform the urban renewal districts final project phase. 354 Evaluate the feasibility of annexing unincorporated "island properties" to normalize the city limits.
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.	Current FY		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	Current FY		A3 A14	265 Revise commercial and industrial zoning as recommended by the code audit. 266 Pursue annexation of unincorporated "island properties" to normalize the city limits, if found to be feasible.
43	Initiate any Needed Refinements to Historic Nye Beach Design Review Overlay	2-5 Years		A6 F4	268 Initiate refinements to the Historic Nye Beach Design Review Overlay, as needed. 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.
44	Initiate Newport Housing Needs and Buildable Lands Update	Ongoing		A2 A7 A9 A14 F4	269 Prepare a scope of work, outreach plan, budget, and schedule in consultation with DLCD to confirm the project will adequately address HB 2003 requirements. 270 Secure state technical assistance grant funds to hire a consultant(s) to assist with plan preparation and outreach. 271 Develop an RFP, select consultants through a competitive selection process, and initiate work on the project.

Public Arts Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
1	Continue Efforts Toward Making Newport an Arts and Cultural Destination	Ongoing		109	Work with the Destination Newport Committee to collaborate on promoting arts opportunities, in the City of Newport, through its marketing efforts.
2	Continue Expanding and Upgrading the Arts Footprint in Newport	Ongoing	A1	113 289	Review other communitys arts footprint for idea generation. Revise the Bayfront Mural Brochure, and convert the newly-revised document, along with the Nye Beach Sculpture Brochure, and any other marketing tools developed by the Public Arts Committee, to an electronic format, including the capability for this information to fit on a mobile device.
3	Increase Art in Public Spaces	Ongoing		115 116	Continue mural projects potential public art installation spaces. policy, program, and schedule for public art. international mural exchange program with Newports Sister City, Mombetsu, Hokkaido, Japan. Work on becoming a "stop" on the Oregon Mural Trail.

288 Support, when appropriate, the efforts of
117 Create an inventory of
118 Develop a maintenance
294 Pursue an

Retirement Trustees Committee

Goal#	Goal Title	Goal Type	Goal Text	V2040 Strategies	Objectives
7	Annual funding for Retirement fund	Ongoing	Continue funding Retirement fund so as to have it fully funded	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 Committee

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	Analyze and make adjustments to support the long-term sustainability of the 2040 Vision Advisory Committee's assigned roles and duties, beyond the end of the current Community-Building Grant.	F1 F2 F3 F4 F6 F7	<p>309 Schedule monthly Staff Meetings with the City Manager, City Recorder, and Vision Program Coordinator.</p> <p>310 Ensure all 6 Work Groups have a non-Program Coordinator Lead.</p> <p>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.</p> <p>312 Assess Vision Advisory Committee Ordinance and recommend Ordinance changes to City Council that will support long-term committee success and sustainability.</p> <p>313 Explore alternative funding or stakeholder partnerships for continuing Vision 2040 Staff support.</p>
2	Collaboratively develop culturally competent & inclusive communication	Ongoing	Collaborate with community stakeholders to develop culturally competent and inclusive communication methods.	E8 F1 F2 F3 F4 F5 F6 F7	<p>314 Hold Vision 2040 Committee discussion on using the City's Diversity, Equity, and Inclusion statement as a lens for moving forward before the end of April 2021.</p> <p>315 Research and model successful culturally competent stakeholder community engagement methods, such as those identified in the Juntos en Colaboracion Needs Assessment</p>
3	Improve sustainability of Vision 2040 Committee Expectations and Projects	Ongoing	Improve long-term, sustainable, culturally competent communication methods about Vision Advisory Committee Expectations and Vision 2040 Projects.	F1 F2 F3 F4 F5 F6 F7	<p>316 Work with The Ford Family Foundation network & Community Stakeholders to create & launch a standalone Vision 2040 Website.</p> <p>317 Request IT create a recorded tutorial on using the AirTable Vision 2040 Goals Database to be available for all Committee Members, City Staff, and the Public's reference. This should be available on the Vision 2040 Goals Page.</p> <p>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.</p>