



**CITY OF NEWPORT  
COUNCIL WORKSHOP MEETING  
NEWPORT CITY HALL  
OCTOBER 4, 2012  
IMMEDIATELY FOLLOWING REGULAR CITY COUNCIL MEETING**

**MAYOR:** Tim Geraghty  
**COUNCIL:** Tom Ingemann  
Bill Sumner  
Tracy Rahm  
Steve Gallagher

**City Administrator:** Brian Anderson  
**Supt. of Public Works:** Bruce Hanson  
**Chief of Police:** Curt Montgomery  
**Fire Chief:** Mark Mailand  
**Executive Analyst:** Renee Helm

**AGENDA**

1. Roll call
2. Discuss the Strategic Plan
3. Adjournment



## **MEMO**

**TO:** Mayor and City Council  
Brian Anderson, City Administrator

**FROM:** Renee Helm, Executive Analyst

**DATE:** October 1, 2012

**SUBJECT:** Strategic Plan

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### **BACKGROUND**

The City has hosted two public meetings this spring to review and discuss the 2030 Comprehensive Plan that was approved in 2010.

### **DISCUSSION**

Before scheduling the final public meeting to discuss the strategic plan, the City Council will be meeting on October 4, 2012 to address any items and/or concerns regarding the strategic plan. Please find attached a draft version of the strategic plan. Please note that a third public meeting will be scheduled after the October 4, 2012 workshop.

# City of Newport

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## A Strategic Planning Framework for Newport

Our nation has experienced dramatic and profound global changes over the past several years whose repercussions will be felt by families, businesses, and government agencies for well into the foreseeable 21<sup>st</sup> century. It is forecasted that over the next decade, our nation will face economic challenges as difficult as anything we have faced since the Great Depression and World War II.

The City of Newport has weathered these periods before and we will do so again. However, this does not lessen the immediate impact of these global trends on the residents and businesses of our community. As current and future Council's confront the challenges of the "new normal," we believe the best course of action it to be proactive, not reactive, to understand these changes and embrace our future's possibilities with a shared focus on community values and priorities that will improve the reputation and economic wellbeing of our city and its residents.

Your city Council has undertaken a realistic assessment of the underlying global trends and socio-economic challenges that may affect our community in the coming years and have attempted to implement a more effective strategic planning framework that will meet Newport's needs, use our limited resources wisely, and better align our city's initiatives to trends that will ensure a more prosperous future for Newport's residents.

No strategic plan or analysis can accurately predict the future with 100% certainty, but we believe the following global and national economic trends will continue to have significant impact on our regional economy and community for the foreseeable future:

Major trends affecting the United States to mitigate and minimize the impact on Newport:

- Growth of public debt
- Stagnant and falling real incomes
- Economic rise of Asia
- Aging public infrastructure
- Global war on terror
- International financial instability

Major trends affecting the United States to align with and actively embrace:

- Aging of society
- Energy security & conservation
- Environmental consciousness
- Digitization & social media
- Growth in healthcare industry
- Health & wellness initiatives

The success of this strategic plan rests with future City Councils. We hope that they will be committed to communicate it to our residents, abide by its principles and guiding vision, and periodically review and update it as global trends change for continued relevance and achievement.

## Mission

The City of Newport is committed to serving its residents and businesses by creating an environment which encourages pride in the community, promotes economic freedom, business prosperity, and improves the quality of life for all.

## Vision

Newport is a historic city on the Mississippi River where small-town tradition is preserved, strong work ethic and self-reliance is valued, and a shared sense of community purpose fosters active family neighborhoods, expanding business opportunities, and a healthy lifestyle for all to enjoy!

## Guiding Principles

### Public Safety

Newport will provide police, fire and emergency management protection capabilities to meet the demands of a changing community and ensure continuation of City services.

### Planning & Economic Development

Newport will be proactive in developing a well-balanced, healthy community that will provide a variety of life-cycle housing, business, and employment opportunities.

### Recreation & Natural Amenities

Newport will develop, preserve, and enhance its public parks, trails, and natural amenities for recreation, education, and enjoyment of area citizens.

### Fiduciary Responsibility

Newport will be responsible with all city resources by providing transparent management, reporting and long-range financial planning that ensures all core City services and infrastructure needs are funded.

### Community Identity

Newport will maintain and preserve its historical characteristics and small town charm while working towards creating a new vitality to promote opportunities for our future.

### Operational Excellence

Newport will pursue operational excellence in providing high quality, innovative city services in a cost effective manner to meet the changing needs of the community.

## Strategic Plan Objectives

The strategic objectives of the City of Newport are to provide for public safety, maintain and improve our public infrastructure, preserve our parks and historic or other natural areas, promote long term and sustainable economic development, improve our community identity and delivery city services in a fiduciary responsible and fiscally prudent manner.

### Major Objectives:

1. Deliver core city services of Police, Fire protection and Public Works
2. Plan, maintain and improve city public infrastructure
3. Be fiducially responsible and responsive to meet the public's needs
4. Pursue city "1<sup>st</sup> impression" improvement programs
5. Drive internal operational excellence in city service delivery
6. Improve city communications and transparency to residents
7. Promote regional public transportation opportunities
8. Preserve our heritage, public parks and natural areas
9. Develop a targeted city marketing and economic development campaign
10. Improve city emergency management preparedness

# Public Safety

*Guiding Principle: Newport will provide police, fire and emergency management protection capabilities to meet the demands of a changing community and ensure continuation of City services.*

**Overall Goals:** The City of Newport will provide 24 x 7 x 365 police, fire, and emergency management services that give residents peace of mind. The police and fire departments will continually work towards offering a “small town safe” feeling through continual patrolling, training, and communication with residents and businesses of Newport.

## Specific Initiatives & Action Steps

1. Newport will maintain police protection, fire and emergency management services throughout the city by providing the adequate staffing, training, and resources to our Police and Fire Departments.
2. Newport will maintain Newport’s Emergency Management Plan and periodically conduct internal drills as necessary to demonstrate emergency preparedness.
3. Newport will educate and promote the use of emergency communication procedures such as Code Red and other systems to notify and inform Newport residents of critical emergency situations.
4. Newport will develop an action plan to promote safe parks throughout our community.
5. Newport will continue to train and enter into joint power agreements and information sharing with other law enforcement agencies in order to protect Newport residents against the ever changing modes criminal behavior.
6. Newport will implement programs to reduce speeding and improve public on major city streets or concern areas.
7. Newport will continue to adequately fund the Newport Fire Relief Association to ensure we are able to retain volunteers.
8. Newport will continue to seek grant funding to assist in paying for future training and capital expenditures for public safety.
9. Newport will continue to incorporate new police training and technologies into daily protocol in order to meet the changing demand of criminal activity and rationally balanced against the need to protect the freedom, liberty and privacy of its residents.

# Fiduciary Responsibility

**Guiding Principle:** *Newport will be responsible with all city resources by providing transparent management, reporting and long-range financial planning that ensures all core City services and infrastructure needs are funded.*

**Overall Goals:** The City of Newport has committed itself to being fiscally responsible by employing long-range financial modeling for all City funds, providing all budget and monthly financial information to the public on the City's web site in a transparent manner, and ensuring that all the City's core services and infrastructure are adequately funded.

## Specific Initiatives & Action Steps

1. Newport will conduct financial audits and produce necessary financial statements in accordance with Minnesota law.
2. City council will periodically review internal operations and financial controls for continued effectiveness and continuous improvement
3. Newport will promote fiscal responsibility and operational posting relevant monthly financial and operational performance and city budget information online in common and accessible formats.
4. Newport will maintain high quality investment grade ratings for all debt issuance to ensure the lowest possible borrowing costs for the city.
5. Newport will periodically score and evaluate all city service providers for cost, quality and service in relationship to the value of services provided.
6. As contracts expire, Newport will conduct open and competitive bidding process for all major city service providers to ensure the continued cost and quality of vendor supplied products and services.
7. Newport will prepare and maintain 10-year rolling financial model of all enterprise fund budgets for Water Utilities, Sewer Utilities, Storm Water Utilities, and Streetlight Utilities.
8. Newport will prepare a rolling 5-year Pavement Management Program, Parks Improvement Program, Equipment Replacement Program, and Facility Maintenance Program for implementation.

# Planning & Economic Development

***Guiding Principle:** Newport will be proactive in developing a well-balanced, healthy community that will provide a variety of life-cycle housing, businesses, and diversified employment opportunities.*

**Overall Goals:** Newport is dedicated to providing the foundation for a well-planned, business-ready community, and to improve the economic wellbeing of the City by creating opportunities for well-managed residential and commercial growth and promoting meaningful employment opportunities for citizens that will strengthen Newport's tax base and enhance the resident's quality of life.

## Specific Initiatives & Action Steps

1. Newport will fund and maintain all core city planning and public works functions as required by city ordinances.
2. Newport will be proactive in supporting blight removal with policies such as the blight ordinance, façade improvement program, loan revitalization, and sign improvement program along with others that will improve the "1<sup>st</sup> Impression" of our community to increase desirability, property values and tax base of the city.
3. Newport will continue to be involved in the development of transit or other economic development opportunities concerning the city.
4. Newport will continue to support the development of lifecycle housing that would best accommodate Newport's needs.
5. Newport will develop a targeted branding campaign on how to best market Newport for future opportunities. As part of the campaign, Newport will update and revise its marketing materials to provide a compelling vision for future resident and business development opportunities.
6. Newport will work to secure grants or provide economic development funds to clean-up and redevelop any areas identified by the city to promote a higher and better use.
7. Newport will promote the installation of city infrastructure and communication technologies for new developments and construction projects so residents can telecommute more easily.
8. Newport will adequately fund the City's Economic Development Authority fund to ensure positive development and redevelopment that will meet the City's short and long term goals.

# Community Identity

***Guiding Principle:** Newport will maintain and preserve its historical characteristics and small town charm while working towards creating a new vitality to promote opportunities for our future.*

**Overall Goals:** As Newport prepares for the future, our city will be seeking a new identity that will assist in its redevelopment efforts of obtaining a diversified tax base and a mix of housing styles. The city will continue to be sensitive to its current values as it looks to providing a fresh look to Newport's more visible locations.

## Specific Initiatives & Action Steps

1. Our city will actively promote the Newport Fire Brigade Booya and Pioneer Day events to bring recognition to our community as well as brining the community together.
2. Newport will continue to be proactive in working with residents in improving the city's image and removing unwanted nuisance violations. The City has implemented a "Clean-up Green-up campaign" encouraging all residents to keep their properties well maintained and to work with residents on removing these unwanted violations.
3. Newport will pursue internal initiatives to reduce its reliance on fossil energy and reduce operational costs by implementing energy efficiency improvements and additional sustainable measures.
4. The city will promote environmental sustainability and awareness by pursuing Green Step Cities and other programs for implementing conservation or sustainability initiatives that are economically efficient.
5. Newport will develop a rebranding plan that would improve Newport's image while preserving its historical characteristics and small town charm.
6. Newport will protect and promote the city's heritage and public places through conservation policy and communication in various media.
7. Newport will pursue activities designed to encourage open communication between the city and its residents such as coffee breaks with the council and continue to utilize social media in an effort to keep residents and businesses informed.
8. Newport will maintain the Newport Library and Community Center by providing appropriate funding for computers, resources, and community activities.

# Recreation & Natural Amenities

***Guiding Principle:** Newport will develop, preserve, and enhance its parks, trails, and natural amenities for recreation, education, and enjoyment of area citizens.*

**Overall Goals:** To ensure continued enjoyment of the Newport Parks and Trails system for future generations, Newport will protect, maintain, and improve the quality of its system. To address the aging and growing population, the City will also offer activities, programs, and facilities that promote family fun, relaxation, improved health and wellness for residents of all ages throughout the City.

## Specific Initiatives & Action Steps

1. Newport will work to acquire frontage along the Mississippi River for future parks, trails, and other commercial use.
2. Newport will partner with other governmental agencies such as the DNR, National Parks Service, Mississippi River Recreational Area organization, etc in order to receive grant funding or other assistance to improve and expand the Newport Park and Trail System.
3. Newport will continually update the Parks and Trails Capital Improvement Program budget to ensure that the necessary park and trail improvements are made on an annual basis.
4. Newport will create a plan to expand the greenery through additional gardens or flower pots along the Hwy. 61 business corridor so that Newport stands out as being “greener” than most cities.
5. Newport will promote healthy living by offering a variety of recreational activities and amenities throughout Newport’s parks and trail system for residents of all ages.
6. Newport will continue to be proactive in working with the community in reducing the number of deer to a manageable level that will sustain a healthy herd and allow the forests to rejuvenate with native plant species.

# Operational Excellence

**Guiding Principle:** *Newport will pursue operational excellence in providing high quality, innovative city services in a cost effective manner to meet the changing needs of the community.*

**Overall Goals:** The City of Newport has committed itself to pursuing operational excellence in providing affordable, timely, and efficient City services to its residents and businesses while meeting or exceeding the community's expectations at justifiable costs.

## Specific Initiatives & Action Steps

1. City council, administration and all departments will establish key operational performance measures, quality metrics and resident satisfaction indicators as necessary and consistent with their internal functions and core service delivery objectives.
2. City council and Administration will seek to benchmark key operational measurements for comparison to governmental best practices for continuous improvement.
3. Newport will participate in the Minnesota Performance Measurement Program to ensure service efficiencies throughout the City.
4. Newport will seek to reduce operating costs while providing quality service by entering into joint power agreements with other municipalities for cost sharing services.
5. Newport will pursue utilization of online city services such as permits, utility payment options, City forms, etc., in order to meet the changing behaviors of society.
6. City council and administration will actively seek resident comments concerning the adequacy and quality of all information and services provided to the public continuous improvement.
7. Newport will implement resident surveys to periodically seek resident's input and respond to issues.
8. Newport's Going Green! The City will continue to seek and implement sustainability measures throughout the City in an effort to reduce utility costs. Newport will work with Xcel Energy in retrofitting the City's streetlights with LED lighting in an effort to reduce streetlight utility costs.
9. Newport will maintain the Newport Library and Community Center by providing funding for computers, resources, and community activities.

## Achieving the Vision

Your current Council believes that the best strategic plans try to envision the future and develop a specific action plan to best achieve it.

This Newport Strategic Plan outlines the City's strategic objectives and specific action steps to be taken for the next five years. The strategic objectives were derived from alignment with Newport's mission, vision, and guiding principles as well as an assessment of major underlying trends that are affecting our nation in the foreseeable future.

We also envision the use of a separate spreadsheet to show the alignment of future strategic objectives to current initiatives to allow for the communication and tracking of progress to our residents. This spreadsheet would act as the "working" document undergoing frequent review and revision to track strategic plan accomplishments, while this "policy guide" document would remain relatively static until major revisions are made due to changes in underlying trends or strategic objectives.

Several strategic initiatives can be achieved relatively quickly with minimal public resources spent. Others will not only require additional time, they will need funding allocated in future budgets. In those cases, staff and the City Council

will work together to review the projects, anticipated costs, identify funding sources and determine timelines for their accomplishment.

We recommend this Strategic Plan be reviewed by the council and our residents at a minimum of annually (within the first few months of the calendar year) to seek public input and to be updated as necessary. Recognizing that this plan was reviewed by the public, the City Council and staff are committed to ensuring that it is carried out as intended.

Our community has worked hard over the years to determine a shared and workable vision Newport's future. We hope that in the coming years, future Council's and residents to will work even harder to see this plan become a reality.

**City of Newport Strategic Objectives:**

Deliver core city services of Police, Fire protection & public works  
Plan, maintain & improve city infrastructure  
Pursue city "1st Impression" improvement programs  
Drive internal operational excellence in city service delivery  
Be fiducially responsible and responsive to meet the public's needs  
Improve city communications and transparency to residents  
Promote regional public transportation opportunities  
Preserve our heritage, parks and natural areas  
Develop targeted city marketing and economic development campaign  
Improve city emergency management preparedness

**Rationale:**

City core purpose  
Maintain property values & grow future tax base  
Create a favorable impression to encourage economic development  
Lower city operational costs & improve service delivery quality  
Maintain competitive tax rates & investment ratings  
Increase resident awareness, engagement & volunteer participation  
Utilize city's transportation hub strengths  
Maintain historical preservation and recreational activities  
Attract new residents & desired businesses to city  
Ensure continuation of government services

Trend - Strategic Objective - Initiative Alignment

**DRAFT**

GUIDING PRINCIPLE	TREND	STRATEGIC OBJECTIVE	INITIATIVE	CRITICAL SUCCESS FACTOR	METRIC	TARGET	STATUS
Recreation & natural amenities	Health & wellness initiatives	Preserve our heritage, public parks & natural areas	Improve Park Trail Signage	All city trails marked at main park entrances	Signage erected	100%	Complete 2012
Recreation & natural amenities	Health & wellness initiatives	Preserve our heritage, public parks & natural areas	Aquire river frontage when reasonable	Land available for public use	# Acres purchased	10 acres	In process as land becomes available
Recreation & natural amenities	Environmental Consciousness	Preserve our heritage, public parks & natural areas	Bailey Forest Pavilion	Pavilion erected	Pavilion erected	100%	Complete 2012
Community Identity	Mitigate falling Real Incomes	Pursue city 1st impression improvement program	Property improvement recognitions, ordinance enforcement	XX% properties comply without ordinance enforcement actions	XX% complied out of identified properties	XX% compliance without code enforcement	In progress (XX% complete)
Community Identity	Energy security & conservation	Drive internal operational excellence in city service delivery	Improve city image - Residential	Achieve Level 2 in 2012	Green Step Level Award	Level 2	In progress (XX% complete)
Operational Excellence	Digitization & Social Media	Improve city communications and transparency to residents	Resident satisfaction survey	Bi-annual satisfaction surveys	1 to 5 scale	X.X on 5.0 scale	TBD
Public Safety	Mitigat Global War on Terror	Improve city emergency management preparedness	Emergency drill	Conduct 1 Emergency drill per year, communicate to residents	Complete drill, document lessons learned	100%	TBD
Planning & Economic Development	Growth in Healthcare & Wellness	Develop targeted marketing campaign	Develop targeted market study	TBD	TBD	TBD	TBD
	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Fiduciary Responsibility	Mitigate Growth in Public Debt	Be fiducially responsible and responsive to meet the public's needs	Maintain highest possible investment grade rating	Bi-annual budget YTD performance reviews	Moody's Bond Investment Rating	Aa3	Meeting target
Fiduciary Responsibility	Mitigate aging public Infrastructure	Be fiducially responsible and responsive to meet the public's needs	Prepare 10 year capitaal investment plan	Complete and present to council	Plan complete	2012	In progress (XX% complete)

**Trend - Strategic Objective - Initiative Alignment**

**DRAFT**

GUIDING PRINCIPLE	TREND	STRATEGIC OBJECTIVE	INITIATIVE	CRITICAL SUCCESS FACTOR	METRIC	TARGET	STATUS
<b>Operational Excellence</b>	Mitigate Growth in Public Debt	Be fiducially responsible and responsive to meet the public's needs	Financial Controls Review	Complete and present to council	Plan complete	2012	In progress (XX% complete)
<b>Planning &amp; Economic Development</b>	Mitigate aging public Infrastructure	Plan, maintain & improve city public infrastructure	Water Meter Upgrade	Replace city water meters with RF readers	RF meters installed	100%	Complete 2012
<b>Planning &amp; Economic Development</b>	Mitigate aging public Infrastructure	Plan, maintain & improve city public infrastructure	Improve Water Runoff Management	North Ravine Project	Project complete	100%	Complete 2013
<b>Fiduciary Responsibility</b>	Mitigate aging public Infrastructure	Plan, maintain & improve city public infrastructure	Reduce Ingress & Infiltration (I&I)	Line critical city storm sewers with composite	Measured I&I reduction	Reduce measured I&I by xx%	In progress (XX% complete)
<b>Fiduciary Responsibility</b>	Mitigate aging public Infrastructure	Plan, maintain & improve city public infrastructure	Pvment Management Program	Seal coat and repair 1/4 of city streets per year	Line critical city storm sewers with composite	100%	In progress (XX% complete)
<b>Operational Excellence</b>			Minnesota Performance Measurement Program	Benchmark key operational metrics	TBD	TBD	TBD
<b>Fiduciary Responsibility</b>							
<i>Fiduciary Responsibility</i>	Talent Management	Drive internal operational excellence	Invest in staff skill improvement	TBD	TBD	TBD	TBD

**Trend - Strategic Objective - Initiative Alignment**

**DRAFT**

GUIDING PRINCIPLE	TREND	STRATEGIC OBJECTIVE	INITIATIVE	CRITICAL SUCCESS FACTOR	METRIC	TARGET	STATUS
Recreation & natural amenities	Health & wellness initiatives	Preserve our heritage, public parks & natural areas	Improve Park Trail Signage	All city trails marked at main park entrances	Signage erected	100%	Complete 2012
Recreation & natural amenities	Environmental Consciousness	Preserve our heritage, public parks & natural areas	Bailey Forest Pavilion	Pavilion erected	Pavilion erected	100%	Complete 2012
Planning & Economic Development	Mitigate aging public Infrastructure	Plan, maintain & improve city public infrastructure	Water Meter Upgrade	Replace city water meters with RF readers	RF meters installed	100%	Complete 2012
Planning & Economic Development	Mitigate aging public Infrastructure	Plan, maintain & improve city public infrastructure	Improve Water Runoff Management	North Ravine Project	Project complete	100%	Complete 2013