

City of Newport

Strategic Plan



Includes

- Vision
- Mission
- Goals
- Objectives
- Success Indicators



November 2016

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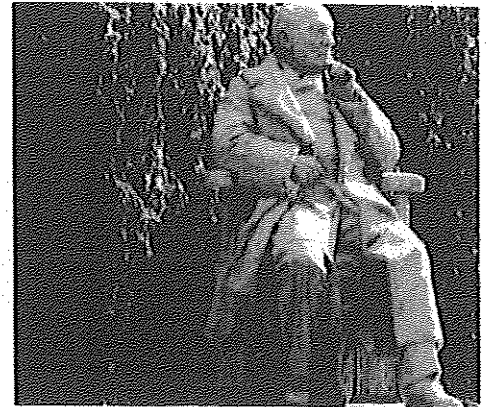
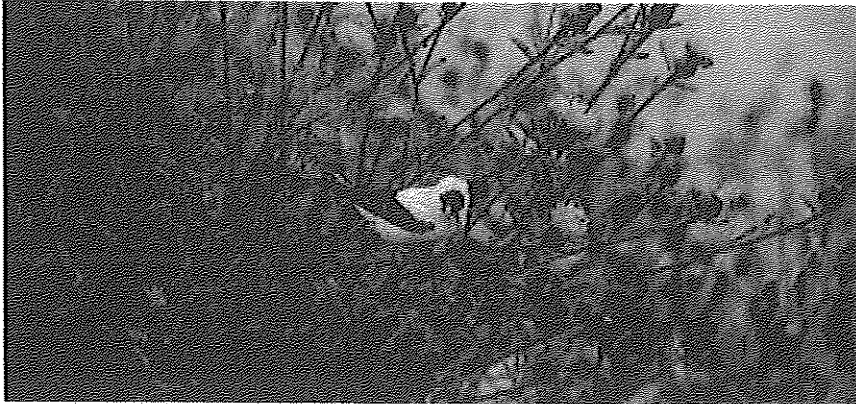
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Prepared for the City of Newport by Management Partners



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Methodology



Introduction

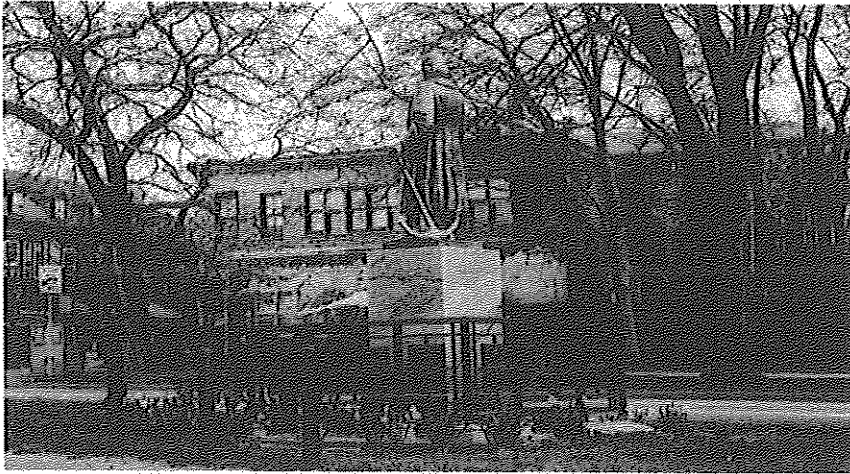
The City of Newport's Strategic Plan identifies a vision, mission, goals and objectives to guide resource allocation and work planning for the next five years. Accompanying the plan is an Implementation Action Plan that specifies activities and tasks required to implement the goals of the plan. This Strategic Plan also includes success measures to evaluate progress toward meeting these goals.

Strategic Planning Process and Workshops

The process for creating Newport's Strategic Plan began with individual interviews with Council members and the City Manager. Interviewees shared their perspectives about strengths, weaknesses, opportunities and threats (SWOT) facing the City. Using the SWOT themes, a survey was developed and circulated among Newport department directors.

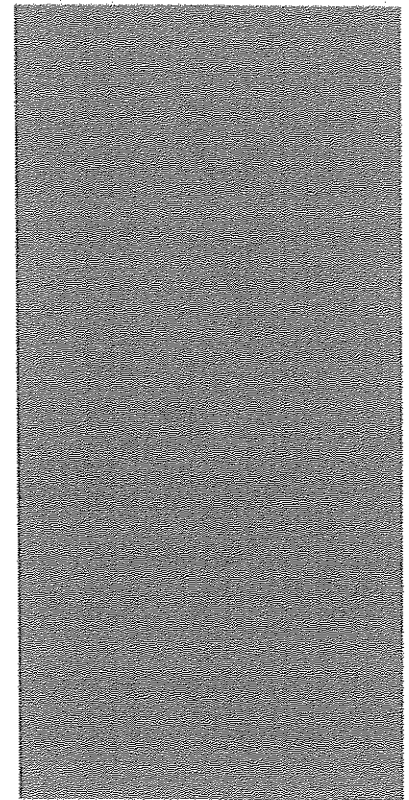
Management Partners facilitated two community input sessions on the goal areas from the previous strategic plan. The input sessions were held in April 2016 and provided an opportunity for residents and stakeholders to talk about issues of importance to them and meet with the Mayor and City administrators as well. A summary of themes, along with data on current socio-economic trends, was developed as background information for a workshop with City Council members. The strategic planning workshop was held in September 2016 and this document is a product of that session.

Vision

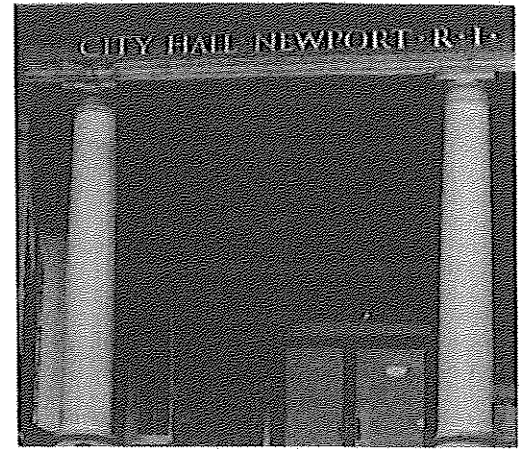
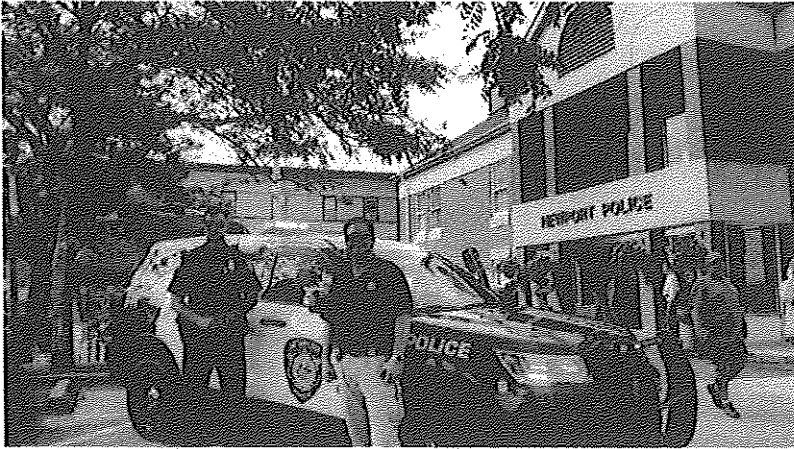


A vision is a clear and concise statement of where the City wants to be in the future.

Newport is the most livable, diverse, and year-round community in New England; an innovative place to live, work, play, learn, and raise families.



Mission

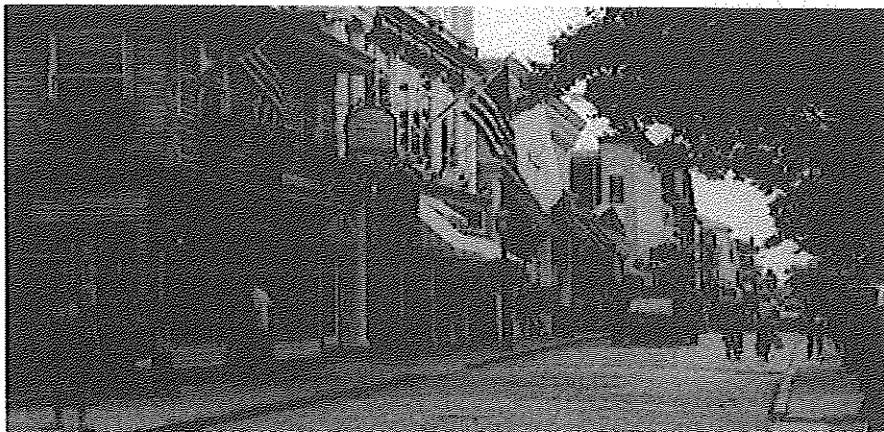


The mission statement articulates the City's purpose in delivering services to the public.

The mission of the City of Newport is to:

- a. Provide leadership, direction and governance that continuously improves our community and to be stewards of our natural resources, while preserving our cultural, historic and maritime heritage;
- b. Ensure that Newport is a safe, clean and affordable place to live and work and our residents, young and old, enjoy a high quality of life;
- c. Exercise the prudent financial planning and management needed to achieve our strategic goals;
- d. Achieve excellence in everything we do, invest in the future of the community, especially the education of our children, and work closely with our businesses and institutions to sustain a healthy economic and tourism climate for residents and visitors;
- e. Promote and foster outstanding customer service for all who come in contact with the City;
- f. Deliver quality and cost-effective municipal services to residents, businesses, institutions and visitors resulting in the highest achievable levels of customer satisfaction;
- g. Support the use of defined processes, continuous improvement and public participation as key components of our service delivery model; and
- h. Collaborate with the Newport School Department to achieve academic excellence.

Goal Area 1: Economic Development



Promote business-friendly practices to create a thriving, year-round, diversified economy.

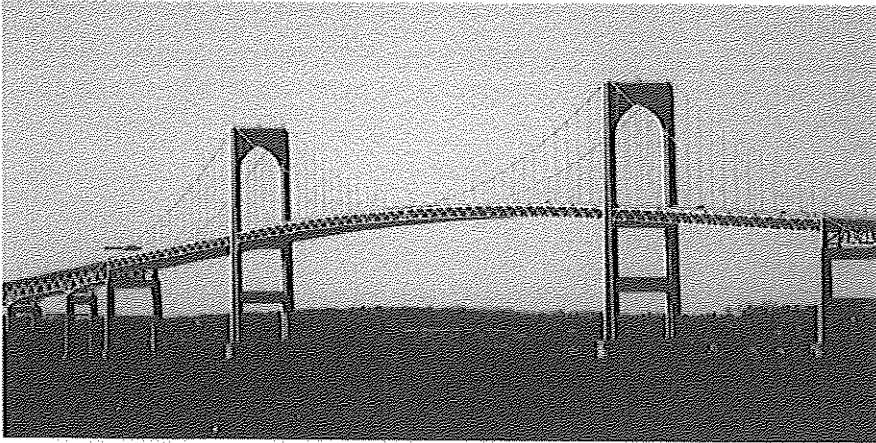
Objectives

Success Measures

- *Percentage of economic development projects linked to infrastructure, transportation, and regulatory enhancements.*
- *Percent change in the number of businesses.*

1. Provide the conditions that support economic development in infrastructure, transportation, education, and regulatory processes.
2. Work to retain and expand existing businesses.
3. Attract new businesses in targeted industries.
4. Identify innovative approaches to create a diverse, year-round, local economy.
5. Enhance quality tourism opportunities.

Goal Area 2: Infrastructure



Provide a comprehensive, well-managed public infrastructure.

Objectives

Success Measures

- *Percentage of infrastructure assets included in the CIP.*
- *Percentage of respondents rating information about infrastructure assets as good or excellent.*

1. Develop an inventory of current infrastructure assets and conditions.
2. Develop an infrastructure investment and maintenance schedule.
3. Use the Capital Improvement Program (CIP) as a tool to prioritize and inform asset ownership decisions.
4. Make information available to the public to promote accountability.

Goal Area 3: Transportation and Mobility



Encourage and promote multi-modal transportation alternatives (bus, trolley, harbor shuttle, light rail, bicycles and walking paths) within the City and improve connections to the region.

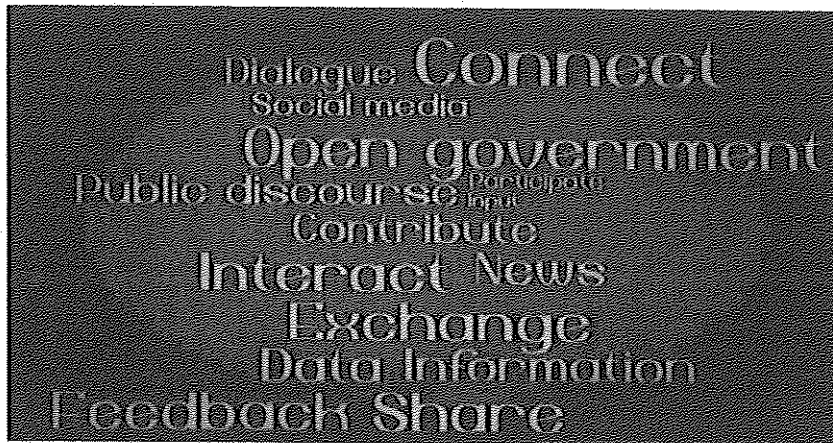
Objectives

Success Measures

- *Percent change in shared parking spaces.*
- *Percent change in the number of North End satellite parking spaces.*

1. Work with non-profit organizations and state and local governments to develop a transportation study.
2. Develop public-private partnerships to maximize shared parking with businesses and non-profit organizations.
3. Create appropriate satellite parking in the North End area.

Goal Area 4: Communication



Provide effective, transparent, two-way communication with the community.

Success Measures

- *Percentage of City services that are accessible (applications, payment and status/tracking) on the City's web site.*
- *Percentage of survey respondents rating information provided from the City as good or excellent (based on a survey of residents).*

Objectives

1. Improve substantive communications to the community.
2. Improve accessibility to information on City services, programs and projects.
3. Implement state-of-the-art applications that support robust communications.
4. Provide clear reports on the progress of programs and projects.
5. Create the staff capacity to implement communication strategies.

Conclusion



This Strategic Plan includes goals and objectives to accomplish four areas of importance:

- Economic Development,
- Infrastructure,
- Transportation and Mobility, and
- Communication.

The goal areas encompass the overarching priorities articulated by the City Council and will guide budget priorities and how services are delivered to Newport residents, property owners and visitors. An Implementation Action Plan, which describes the sequence of actions required to carry out each of the objectives associated with each goal of the Strategic Plan, has been developed separately and provided to the City Manager.

**Newport City Council
2016-2018**

Henry F. Winthrop
Mayor

Jamie P. Bova
Councillor At-Large

John F. Florez
Councillor At-Large

Jeanne-Marie Napolitano
Councillor At-Large

Susan D. Taylor
First Ward

Lynn Underwood Ceglie
Second Ward, Vice Chair

Kathryn E. Leonard
Third Ward

**Newport City Council
2014-2016**

Jeanne-Marie Napolitano
Mayor

Justin S. McLaughlin
Councillor At-Large

Naomi L. Neville
Councillor At-Large

John F. Florez
Councillor At-Large

Marco T. Camacho
First Ward, Vice Chair

Lynn Underwood Ceglie
Second Ward

Kathryn E. Leonard
Third Ward

