



**CITY COUNCIL AGENDA
PRIORITIES & STRATEGIES SESSION
OCTOBER 3rd, 2015, 9:00 A.M. to 3:00 P.M.
PUBLIC SAFETY BUILDING TRAINING ROOM (401 EAST THIRD STREET)**

Mission Statement

The City of Newberg serves its citizens, promotes safety, and maintains a healthy community.

Vision Statement

Newberg will cultivate a healthy, safe environment where citizens can work, play and grow in a friendly, dynamic and diverse community valuing partnerships and opportunity.

- I. 9:00 A.M. CALL MEETING TO ORDER**
- II. 9:05 A.M. ROLL CALL**
- III. 9:10 A.M. DEPARTMENT HEAD PRESENTATIONS**
- IV. 11:30 A.M. CITY COUNCIL DISCUSSION ON PRIORITIES AND STRATEGIES**
- V. 3:00 P.M. ADJOURNMENT**

ACCOMMODATION OF PHYSICAL IMPAIRMENTS: In order to accommodate persons with physical impairments, please notify the City Recorder's Office of any special physical or language accommodations you may need as far in advance of the meeting as possible and no later than two business days prior to the meeting. To request these arrangements, please contact the City Recorder at (503) 537-1283. For TTY services please dial 711.



Joseph Bailey

Joseph Bailey
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Monroe, Oregon 97456
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541-619-0518

September 28, 2015

The purpose of this meetings is to set short to mid-range strategic priorities for the City of Newberg. The time frame is often considered to be 1-3 years. The original intent of this session was to begin the design of a strategic plan but with the recent changes at the City it seemed prudent to postpone the full strategic plan to a later date. (This could be a strategic objective that comes from this session.)

As a reminder- you are focusing on the priorities of the City as an organization, not on the greater community of Newberg. When you propose an idea for consideration please ask yourself this: Is it initiated and controlled by us? If the answer is yes then it is grist for the planning process.

The managers have put together documents for you to review. This is their professional view of the future in the areas of policy, operations, and capital needs. When you prioritize strategic objectives, the focus will be on policy level directions. The operational details were supplied to you to enhance your view of each department's direction and are not intended to burden you with the responsibility for directing departmental activity.

After the managers leave, you will have an opportunity to add other strategic priorities. Following that, there will be discussion about the priorities. By the end of the day, you will have rank ordered a list of 5-10 strategic objectives.

I have been told that there was a general agreement that the wording of vision was okay. It is also true that the Council has not adopted it nor is it a unanimous agreement. I was also told that the mission statement was generally okay but that the wording needed to change. Those changes were submitted but due to the situation that nothing has been done about it. In conversation with the mayor it was suggested that October 3rd be used for setting the priorities rather than wordsmithing the mission.

I look for to seeing each of you this coming weekend.

Respectfully,

Joseph Bailey



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Newberg City Council Mission and Vision Statement

Mission

The City of Newberg is responsive to the needs of the community by providing quality services, timely planning and vital infrastructure in a financially responsible manner.

The City of Newberg provides quality services, timely planning, and vital infrastructure in a financially responsible manner.

The City of Newberg provides the community with quality services and vital infrastructure through responsible planning and financial management.

The City of Newberg stewards it's citizens resources through responsible planning and management.

Vision

Newberg is a vibrant city in which to live, work, and play - a safe and diverse community where people and businesses thrive.

From Doug Rux

Jacque and Joseph

Here is the list of policy, programmatic and capital projects from the Community Development Department

Planning Division

Policy:

1. Staying out of ownership or operation of Sportsman Airpark.
2. Urban renewal program.
3. Establishing a community separation policy between Newberg and Dundee in coordination with Yamhill County.
4. Establishing a community separation policy between Newberg and Sherwood in coordination with Yamhill County and Washington County.
5. UGB Expansion under 50 acres or above 50 acres.
6. Urban forestry program.
7. Continued support of coordination with local schools on collaborative learning projects.
8. Continuation of planning services for Dundee.
9. Chehalem Parks and Recreation District master planning for parks, City coordination.

Programmatic:

1. Economic Opportunities Analysis and Housing Needs Assessment, including buildable lands inventory.
2. Urban Growth Boundary expansion for residential, commercial and industrial lands (under 50 acre expansions and over 50 acre expansions).
3. Re-write Newberg Development Code to make user friendly and fill technical gaps.
4. Update Newberg Municipal Code as it relates to land use and public infrastructure.
5. Update the Newberg Comprehensive Plan.
6. Re-evaluate the Riverfront Plan (post Bypass).
7. Implement Newberg Downtown Improvement Plan recommendations.
8. Community visioning program.

9. George Fox University Master Plan.

10. Further coordination with CPRD on implementation of the Heritage Trail system & multi-use trail in the bypass ROW (also coordination with Dundee so the trail can connect the cities).

Capital:

Economic Development

Policy:

1. Butler property development.

Programmatic:

1. Americas Best Communities grant implementation.
2. Every two years revisit the community's economic development strategy and partnerships.
3. Expansion of the Enterprise Zone program to all industrial lands.
4. Get all local businesses to obtain a business license.
5. Long-term program to recapitalize the Newberg Affordable Housing Trust Fund.

Capital:

Building Division

Policy:

1. Continuation of building services for Dayton, Lafayette and Dundee.

Programmatic:

1. Electronic plan review.

Capital:

Misc.

Policy:

1. Commuter rail service or excursion train service.
2. Public fiber network system.
3. Public wifi system.
4. Public art program.

Programmatic:

1. City Receptionist.
2. Program for annual State Legislative sessions.

Capital:

City of Newberg

Long-Term Strategic Policies for Finance and Court Departments

September 11, 2015

Policy, Programmatic, or Capital Investment. High level, not goals. Longer than 3 years.

Finance

Policy

- a. Long-term financial planning as an integral part of expected City governance
- b. Enhanced service delivery to other City departments, Council, and public
- c. High level of internal integration, leading to better service

Programmatic

- a. Development of long-range plan
- b. Regular communication of key financial measurement in plain language to public

Capital

- a. Staffing (human capital) to maintain professional, long-term financial planning
- b. Financial Management & Accounting software – potential for replacement of existing software

Utility Billing

Policy

- a. Delivery of consistent, superior, timely customer service
- b. Clear communication of utility rate components and other attached fees

Programmatic

- a. Enhanced methods of interact with public to ensure accurate and complete understanding of the utility rates structure and billing information.

Capital

- a. Utility billing software – potential for replacement of existing software

Court

Policy

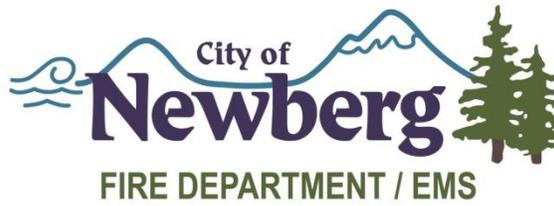
- a. Maintain appropriate level of Court receivables

Programmatic

- a. None

Capital

- a. None



LONG TERM VISIONING – 2015

Policy

- a. Determine long term funding solution to sustain delivery of fire/EMS services.

Programmatic

- a. Explore possible opportunities for consolidation of services with other fire/EMS providers.
- b. Closely monitor call volume and response times to determine deficiencies - formulate plan to address deficiencies if/when discovered.
- c. Long term staffing plan to address emerging weakness in utilization of volunteers as part of on-duty crew.

Capital

- a. Replacement of ladder truck and two ambulances.
- b. Staffing – Immediate need for 3 to 6 FTE.

September 22, 2015

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Joseph Bailey

24496 McCain Rd.

Monroe, OR 97456

SUBJECT: COUNCIL GOAL SETTING/VISIONING PROCESS, OCTOBER 3, 2015

HUMAN RESOURCES DEPARTMENT LONG RANGE PROJECTIONS

NEED:

Centralized, internal-customer friendly, fully-functional Human Resources Program, addressing:

A. Employee Relations

FOCUS:

Functional intranet or “shareable” drive to allow employees easy access to HR program materials.

Employee Handbook (personnel rules and regulations) to be basis for, and reference guide to, City Policies, Procedures and Forms.

B. Classification and Compensation

FOCUS:

Maintenance of Non-Represented Employee Classification and Compensation Plan.

Market analysis of salaries at least every three years; position descriptions reviewed for accuracy.

C. Labor Relations

FOCUS:

Staggered expiration dates of three collective bargaining agreements, which should contain consistent, easily-understood, language.

Market analysis done prior to beginning negotiations; position descriptions reviewed and updated if necessary.

D. Recruitment - Testing, Selection, Appointment and Orientation

FOCUS:

Consistent, accurate and timely recruitment process with testing appropriate to the job.

E. Retention and Recognition

FOCUS:

Pay for Performance Evaluation System.

Develop a consistent service award program.

F. Training & Development

FOCUS:

Develop a data base of training, mandatory, promotional and optional subjects.

G. Succession Planning

FOCUS:

Develop a long-term succession planning program, project budget implications.

H. Occupational Safety and Health Program

FOCUS:

Develop a fully functional Safety Committee which would include a Wellness Component.

Create a Master Key Program to provide greater security to City facilities and equipment.

CAPITAL NEED:

Possible update/replacement of Springbrook HR Module, which needs to be interactive with the Payroll module to prevent duplication and allow for easily-determined separation of duties between HR and Finance. At a minimum, funds dedicated to training of HR staff on full utilization of HR Module.

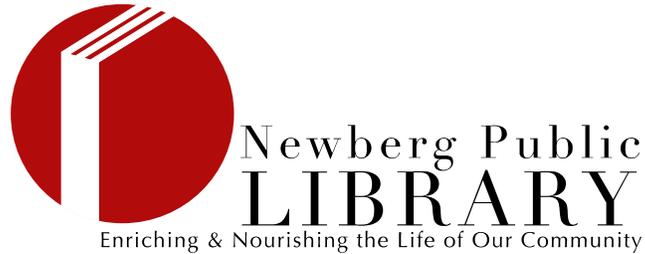
To accomplish all of the above programs tasks, in addition to utilizing some time of the Administrative Assistant, it may be necessary to contract out some services or bring on an additional HR staff member.

Respectfully submitted,

Nancy McDonald

Nancy McDonald
Interim Human Resources Director

C: DawnKaren Bevill



To: Newberg City Council
Steve Rhodes, Interim City Manager
Joseph Bailey

From: Leah Griffith, Library Director

Date: September 23, 2015

RE: City goal setting

Below are the Newberg Public Library's strategic projections. These were developed using the draft library strategic plan. The plan has completed its preliminary process with a committee of citizens, board and staff. It will be on the agenda for adoption by the library board in October and if approved, presented to the City Council for action in November.

Korie Buerkle, Assistant Library Director, will be presenting these projections to you on October 3rd. I had received approval for vacation and will be traveling in the Canadian Maritime Provinces during your goal setting session.

Library: Policy, Programmatic and Capital projects

Policy

- a. Enhanced service availability to the public with additional hours and days open.
- b. Discussion of service to the entire Chehalem Valley, considering the residents of Dundee and rural Newberg pay no property taxes to support the library. This includes keeping the status quo.
- c. Participate in improvements to the Newberg Cultural District, including removal of the Library Annex and replacement with a stage area that includes green room, restrooms and storage as well as wayfinding, signage and parking. Renovation and administration of the Cultural District is under an Intergovernmental Agreement (IGA) with Chehalem Park and Recreation District.

Programmatic

- a. Maintain and enhance the level of technological resources for public use including computers, WiFi, and the staff to support it.
- b. Make additional resources available to residents including physical books, eBooks, and historical resources.
- c. Support events and learning opportunities for all ages, including early literacy activities for preschoolers and opportunities for lifelong learning for adults and all ages in between.

Capital

- a. Remove home at 211 N. School and develop it as a delivery area for the daily courier vehicle as well as parking.
- b. Remodel interior workspaces for efficiency and new library technology that will require work flow changes.
- c. Maintain the library building, especially the 103 year old Carnegie Library, which needs repairs, including windows, brickwork and pediment.

Newberg Public Library

503 E. Hancock Street Newberg, OR 97132

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**Newberg-Dundee
Police Department**
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503-538-8321
Brian T. Casey
Chief of Police

Long-Term Strategic Policies for Newberg-Dundee Police / 911 Center

Policy, Programmatic, or Capital Investment.

Police

Policy

- a. Community Outreach Program will continue to work with citizens and community to reduce crime the fear of crime and enhance the livability of Newberg and Dundee.
- b. Expand Domestic Violence Response Team, Computer Forensic Contracts and Services, Maintain effective traffic and pedestrian safety programs.
- c. Provide professional public safety services that builds trust and confidence with the community.

Programmatic

- a. Reaccreditation
- b. Dundee Contract
- c. Implement Automated Lexipol Policy and Procedures.

Capital

- a. Staffing (maintain adequate levels to address population and crime rate).
- b. Vehicle Replacement, Training, Equipment.

911 Center

Policy

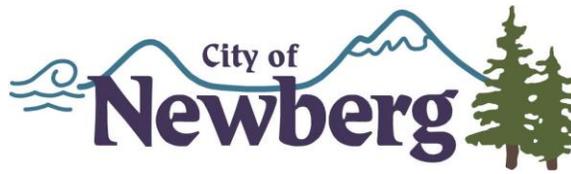
- a. Delivery a level of service that is recognized and viewed by our citizens and public safety personnel as the best available.

Programmatic

- a. Computer Aided Dispatch.
- b. Enhanced 911
- c. Emergency Medical Dispatch Guidelines.

Capital

- a. WCCCA upgrade, new mobile and portable radios.
- b. Maintain staffing levels that are adequate for call volume.



PUBLIC WORKS DEPARTMENT

P.O. Box 970 • 414 E. First Street • Newberg, Oregon 97132 • 503.537.1273 •

July 13, 2015

To: Jacque Betz, City Manager

RE: LONG TERM VISIONING

Jacque:

Below you will find a list of potential policy, programmatic, and capital projects for the Public Works and Engineering Services Departments for consideration by Council during their strategic planning sessions. The future policy, programmatic, and capital project considerations listed below were assembled for each of the City infrastructure systems, waterworks, wastewater, stormwater, transportation, and City facilities, as follows:

1. Waterworks:

Policy:

- a. Long term stabilization of water rates. Minimize debt, cash fund projects.
- b. Protection of the well field water quality.
- c. Protection and development of the well field water supply.
- d. Redundancy in water sources, including the potential of an emergency connection to the Dundee water system.

Programmatic:

- a. Testing of residential backflow preventers are currently completed by each property owner. To achieve a higher level of testing compliance, evaluate the implementation of program where the City facilitates the testing of all residential backflow devices.
- b. Completion of the water system master plan update study, which will include evaluation of the transmission system, pressure zone 1-4 reservoir storage, evaluation of the aging waterline bridge, reuse/non-potable system planning, treatment plant expansion, finished water quality, well field supply, redundant supply sources.

Capital:

- a. Installation of fixed based radio read system. Current system is drive-by and does not yield real time information.
- b. Implementation of projects from the water master plan update study.
- c. Upgrades to the aging water communications and supervisory control and data acquisition (SCADA) systems between the water treatment plant, well field, Oak Knoll pump station, reservoirs, and valves.

2. **Wastewater**

Policy:

- a. Long term stabilization of wastewater rates. Minimize debt, cash fund projects.
- b. Does the City pay for the cost of replacement of private laterals in I & I reduction projects.
- c. Fats, Oils and Grease (FOG) – program enhancement and enforcement.
- d. Pipes are removed from under existing structures.

Programmatic:

- a. Wastewater master plan update study, planned for FY 16/17.
- b. Continued funding for I & I reduction projects.
- c. Update I & I study FY 18/19, evaluating the reduction program results 3-5 years out.

Capital:

- a. Implementation of plan and projects from the wastewater system master plan.
- b. Continue capacity upgrades to WWTP.
- c. Continue upgrades to communications and SCADA systems.

3. **Stormwater**

Policy:

- a. TMDL permit, confirmation there is not a desire to propose additional measures (water quality/quality) beyond the minimum requirements.
- b. Long term stabilization of stormwater rates. Minimize debt, cash fund projects.
- c. Pipes are removed from under existing structures.

Programmatic:

- a. Implementation of existing TMDL permit requirements

Capital:

- a. Implementation of the identified stormwater master plan projects.

4. **Transportation**

Policy:

- a. Sustainable/adequate funding of the pavement maintenance program. Consider funding enhancements to maintain or improve the existing pavement condition index (PCI).
- b. Easterly extension of the Bypass – make it happen.
- c. Consider a construction impact roadway fee.
- d. Street lighting, dark sky compliant.
- e. Utility undergrounding fee in lieu of construction.
- f. Paving of gravel roadways and alleys.

Programmatic:

- a. Develop street lighting master plan. Fund the capital/maintenance cost.
- b. Update ADA/Bikeway/Sidewalk Plan.
- c. Enhancement of the street tree canopy adjacent to existing roadways.

Capital:

- a. Convert street lighting to LED – City owned and maintained.
- b. Implement projects from the transportation master plan.

- c. Construct ADA improvements.
- d. Complete sidewalk and bikeway connections.
- e. Pavement rehabilitation projects to maintain or improve the existing PCI.

5. **Facilities**

Policy:

- a. Proactively maintain City facilities with adequate funding from the general and utility funds.

Programmatic:

- a. Completion of a City Facility operations, maintenance, and expansion master plan for all of the City assets, including a survey of City facility and public parking needs.
- b. ADA planning to upgrade existing City facilities to current standards.

Capital:

- a. Plan/budget/construct the maintenance yard administration, storage, and fleet maintenance facilities.
- b. Plan/budget/construct the administration building improvements at the WWTP.
- c. Fire station No. 20 relocation, as determined in facility plan.
- d. Implement other facility master plan ADA, needed expansion, and maintenance/upgrade projects.
- e. Improve the communications network between City facilities, including buildings, reservoirs, pump station sites, and the well field.

Please feel free to call me to discuss the information outlined above.

Sincerely,

James (Jay) O. Harris
Public Works Director

City of Newberg

503-537-1211

Jay.Harris@NewbergOregon.gov