

## City of Brookings 2010 Strategic Plan

Goals & Objectives	Priority/Action Items	Resp Party	Target	Status	
<i>GOAL 1: Achieve Fiscal Sustainability</i>					
<ul style="list-style-type: none"> <li>• Sufficient revenue to sustain City services at appropriate levels.</li> <li>• Provide competitive employee compensation.</li> <li>• Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.</li> <li>• Stable, effective and accountable management.</li> <li>• Include sustainability considerations in purchasing decisions.</li> <li>• Maximize utilization of non-City revenue resources to pay for services provided by City to unincorporated area.</li> <li>• Encourage new private investment in the City.</li> <li>• Expedite implementation of approved development plans.</li> </ul>	1	Maintain General Fund reserve at 10 per cent of annual operating budget.	AS/CM	On-going	Ongoing
	2	Develop two-year budget beginning in 2010-11.	AS	5/10	
	3	Develop five-year revenue/expenditure projection.	AS	5/10	
	4	Consider formation of fire district.	CM/FC	7/10	Initiated 7/09
	5	Consider formation of parks/recreation district.	CM	11/09	Report to Council 2/10
	6	Review/update all fees annually.	CR/CM	May/Annually	Ongoing
	7	Aggressively pursue grant funding.	CM	Ongoing	Ongoing
	8	Conduct energy audits at water and wastewater plants.	PW	FY 09-10	
	9	Develop vehicle replacement program	AS	FY 10-11	
<i>GOAL 2: Improve Internal Systems</i>					
<ul style="list-style-type: none"> <li>• Sustain positive workplace environment and employee morale.</li> <li>• Assure internal consistency and efficiency.</li> <li>• Excellent customer service.</li> </ul>	1	Conduct periodic workshops to review progress on goals (quarterly workshops).	CM/CC	Jan/Apr/ Jul/Oct	Ongoing
	2	Develop written administrative policies and procedures.	CM	Ongoing	Ongoing
	3	Complete public works standards and specifications/digital format.	PW	10/08	Dyer reviewing
	4	Review and update Administration sections of Municipal Code.	CM	10/09	Not Started
	5	Integrate infrastructure data into GIS.	PW/PL	FY 09-10	Begin summer 2010

**KEY:**

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<i>GOAL 3: A Safe Community</i>			<b>Resp Party</b>	<b>Target</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>• Adequately staffed, equipped and housed police and fire departments.</li> <li>• Maintain streets in a safe/serviceable condition.</li> <li>• Provide clean drinking water and compliant wastewater treatment.</li> <li>• Improve personal/family preparedness.</li> </ul>	1	Provide minimum staffing of two police officers on each shift.		Open	Not budgeted
	2	Build and equip an Emergency Operating Center.	CM/PC/FC	12/11	Grant Funded
	3	Exercise emergency plan	PC	10/09	
	4	Pursue streets/highway safety project funding.	PC/PW	Ongoing	
	5	Develop bicycle plan & pursue funding for bicycle/pedestrian improvements.	PL/CM	5/10	In progress
<i>GOAL 4: Complete Capital Projects</i>					
<ul style="list-style-type: none"> <li>• Complete approved capital projects in a timely and cost efficient manner to enhance economic growth.</li> <li>• Provide infrastructure to support economic growth.</li> <li>• Develop coastal access.</li> </ul>	1	Develop consolidated implementation plan for water, stormwater, wastewater and pavement management plans.	CM/PW	2/10	
	2	Secure water rights certificates and extensions.	CM/Spec Counsel	10/09	Special counsel working w/ state agencies
	3	Implement downtown street/pedestrian project.	CM/PW	12/09	Bid awarded 9/09
	4	Complete dewatering processing facility.	CM/PW	8/11	Engineering 6/10, Construction 8/10
	5	Complete water system improvements funded by current loan.	PW	10/09	Projects in design
	6	Improve project readiness to take advantage of federal/state funding opportunities	PW	Ongoing	18 projects ready
	7	Identify alternate site for Public Works shop.	PW	9/09	Working with County
	8	Develop comprehensive plan for addressing wastewater I&I issue	CM	4/11	Not started
	9	Wastewater plant slide stabilization strategy	CM	6/10	Geologic investigation
	10	Resolve property ownership/replace tank @ Mountain Dr.	CM	6/11	Request County transfer property

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<i>GOAL 5: Influence Economic Growth</i>				<b>Resp Party</b>	<b>Target</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>• Establish development policies and public improvements/standards that recognize economic trends.</li> <li>• Secure needed resources.</li> <li>• Establish policy that City is pro-growth.</li> </ul>	1	Develop Growth Management Plan to include achieving a 1.5% minimum growth in # of units.	CM/PL	2/10	See Economic Strategy	
	2	Develop urban growth boundary transition agreements with special districts.	PL	10/09	Draft agreements under review	
	3	Establish working relationship with County in managing land use policy in Urban Growth Area.	PL	10/09	Complete/Ongoing	
	4	Participate in regional economic development activities; develop strategic partners.	CM	Ongoing	Ongoing	
	5	Develop business retention program.	CM/PL	6/09	Not started	
	6	Develop and regularly review/update infrastructure master plans and development standards.	PW	Ongoing		
	7	Implement plan for addressing downtown parking needs.	CM	10/09	Complete	
	8	Amend Charter to remove barriers to annexation.	CM	11/10	May 2010 Ballot	
<i>GOAL 6: Effective Intergovernmental Relations</i>						
<ul style="list-style-type: none"> <li>• Influence regional, state, national policy on issues important to achieving City goals.</li> <li>• Secure grant funding.</li> <li>• Efficient use of City resources.</li> <li>• Orderly urban growth.</li> <li>• Achieve City goals through strategic partnerships.</li> </ul>	1	Participate in intergovernmental agencies and initiatives that further the City's goals.	CM/CC	Ongoing		

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