

City of Brookings 2016 Strategic Plan - Long Term (>24 Months) - Approved by Council October 10, 2016

GOAL 1: An Effective, Responsive, Ethical City Government That Is Fiscally Sustainable.					
Objectives		Action Items		Resp Party	Status/Notes/Process/Dates
1	Relevant, clear policy documents and regulations	1.1	Appoint Charter Review Committee	CC	Charter revisions on 2017 ballot
		1.2	Comprehensive review of BMC	CM/CR	To follow charter review
2	Sufficient revenue to sustain City services at appropriate levels.				
3	Competitive employee compensation through a merit-based system.	3.1	Provide competitive employee compensation	CM	
4	Sustain positive workplace environment and employee morale.	4.1	Relocate or expand City Hall/Police/Fire	CM	Explore alternative of adding 2nd floor to existing building or infill
5	Balanced revenue system that recognizes demands on City services by				
6	Stable, effective and accountable management.	6.1	Review employee compensation plan annually	CM	
		6.2	Update employment standards	FHD	
7	Succession planning.	7.1	Identify and provide training opportunities to current employees to encourage internal promotion	CM	
8	Maximize non-City revenue resources to pay for services provided to	8.1	Explore resident/non-resident fee structures for park use	PTS	implemented
9	Assure internal consistency and efficiency.	9.1	Prioritize then digitize searchable paper documents using ORMS to provide public document retrieval efficiency and transparency	CM/CR	
10	Utilize local contractors.				
GOAL 2: A Safe Community					
Objectives		Action Items		Resp Party	Status/Notes
1	Encourage new private investment.				
2	Adequately staff, equipped and housed police and fire departments	2.1	Evaluate future space requirements for police/fire	CM/PSD	
3	Maintain streets in safe/serviceable condition.				
4	Provide clean drinking water and compliant waste water treatment.	4.1	Develop water/sewer master plans and companion financing plans	PWD/FHD	Financing plans insufficient
5	Improve personal/family preparedness.				
6	Improve community health care.	6.1	Expand Curry Medical Center/Establish Emergency Department	CM	On hold pending sufficient CHN operating capital
7	Improve pedestrian safety.	7.1	Develop Citywide sidewalk program	PWD	Preliminary map; reviewed @ 9/06 ??
		7.2	Provide sidewalks along Chetco from bridge to Harris Beach State Park	PWD	ODOT application pending
		7.3	Pacific Avenue Sidewalk	PWD	Consolidate with 7.3?
		7.4	Reconstruct uncompleted blocks of Hemlock Street	PWD	Some resurfacing scheduled
GOAL 3: Influence Economic Growth / Improve Quality of Life					
Objectives		Action Items		Resp Party	Status/Notes
1	Complete approved capital projects in a timely and cost efficient manner.				
2	Support economic growth by providing infrastructure	2.1	Develop parking lots at Fern/Spruce/Railroad and new RV Parking Lot	PWD	Need funding
		2.2	Resolve Airport industrial area access restrictions	CM	Meetings with FAA, congressman
3	Increase coastal access	3.1	Develop Tanbark overlook	PWD/PTS	Plan/budget developed for Tanbark Overlook
		3.2	Consider development of beach access at Welcome Sign	PWD	
		3.3	Consider development of beach access at Cove Road	PWD	
		3.4	ADA access improvements at beaches	PTS	
4	Recognize economic trends through policies, public improvements and standards	4.1	Update urban renewal plan	CM	Reappoint URAC
5	Establish pro-growth policy				
6	Attract tourists to stop in downtown.	6.1	Support programs to promote downtown development, ie., historic preservation and low-cost capital improvement programs for businesses	CM	Participate in Main Street program
		6.2	Utilize URA funds to encourage high-amenity commercial development in downtown core area	CM	URA funding fully committed to other projects.
		6.3	Create Central Plaza, new walkways and plazas as listed in the UR Plan	PWD	Will require purchase of lot behind Central Building
		6.4	Pursue undergrounding of overhead utilities	PWD	Work w/CCEC to develop priority plan
		6.5	Develop new downtown bike paths	PWD	Railroad Street project 2017 plus sharrows on side streets
		6.6	Develop public restrooms in the downtown area	PWD	
GOAL 3: Influence Economic Growth / Improve Quality of Life (Continued)					
Objectives		Action Items		Resp Party	Status/Notes

KEY: BC=Budget Comm. BLD=Bldg Ofc. CA=City Atty. CC=City Council CM=City Mgr FHD=Fin. HR Dir.
PM=Planning Mgr. PTS=Parks Tech Svc. Sup. PSD=Police Safety Dir. PWD=Public Works Dev. Dir. Yellow = Remove?

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		6.7	Participate in regional tourism promotion efforts	CM	Participate in OCVA, Travel Oregon
7	Maintain and enhance quality of coastal experience.	7.1	Develop local nature interpretative areas	PTS	To be included in Parks Master Plan update.
8	Conserve open space and protect natural, scenic resources and cultural and historic areas while providing for orderly growth and development.				
9	Provide additional recreational opportunities/facilities to include neighborhood parks/beach/river access points/ possible downtown park.	9.1	Develop wetland park at Old Mill Pond	PTS	Will require collaboration with property owner
		9.2	Develop Aquatics & Recreation Center	PTS	In development; progressing toward funding campaign
		9.3	Develop Community Center	PTS	
		9.4	Make Azalea Park available for evening activities	PTS	
10	Implement policies/items under economic section of Comprehensive Plan.				
GOAL 4: Effective Intergovernmental Relations					
Objectives		Action Items		Resp Party	Status/Notes
1	Influence regional, state and national policy on issues important to achieving City goals.	1.1	Develop working relationships with regional economic development agencies	CM	Joined South Coast Development Council
2	Secure grant funding.	2.1		CM	Primary assignment of Management Analyst
3	Achieve City goals through strategic partnerships.	3.1	Develop service agreements with other cities and special districts		Contract with County for equipment maintenance
		3.2	Participate in regional agencies, such as SWACT and OCVA`	CM	CM is SWACT Chair
4	Prepare for potential County fiscal failure.	4.1	Maintain service levels to minimize dependence on mutual aid	PSD	