

## City of Brookings 2017-19 Strategic Plan - Short Term (24 months)

<b>GOAL 1: An Effective, Responsive, Ethical City Government That Is Fiscally Sustainable.</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Resp Party</b>	<b>Status/Notes</b>
1	Sufficient revenue to sustain City services at appropriate levels.	1.1	Storm water fees.	PWD/FHD	Need Council direction - Workshop - Janell to do CWR
		1.2	Encourage new private investment in the community	CM	Working to improve community services ( i.e., health care) before developing marketing strategy. Focus on housing
		1.3	Maintain General Fund reserve at 5 percent of operating budget.	BC	Included in 2017-18 budget; In budget message
		1.4	Conduct energy conservation improvements at water and wastewater plants.	PWD	Pump replacement needed, lighting fixtures changed to higher efficiency; \$30k/mo energy cost
		1.5	Significantly reduce vehicle fuel consumption.	PWD	Purchasing the most fuel efficient vehicles possible; reducing travel through combination of carpooling and on-line/in-house trainings
		1.6	Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.	FHD/CM	Reauthorize Fuel Tax. On ballot May 18; Info video in progress
1.a	Assure internal consistency and efficiency.			CM	
2	Stable, effective and accountable management. Sustain positive workplace environment and employee morale.	2.1	Provide competitive employee compensation through a merit-based system.	CM/CC	LGPI study 2019 to update 2009 study
		2.2	Succession planning	CM	Identify key positions; recruit for and/or train successors
			Complete infrastructure GIS project	PWD	GIS framework complete; adding new information as it comes in
			Develop plan for recruiting and sustaining volunteers	PWD	Assigned to Parks Supervisor
3		3.1	Keep project scope scalable; use informal process; utilize local contractors	PWD	Ongoing
<b>GOAL 2: A Safe Community</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Resp Party</b>	<b>Status/Notes</b>
1	A disaster resilient community with adequately staff, equipped and housed police/fire departments and City Hall.	1.1	Pursue resilience projects and grant funding for seismic retrofit	CM	Repair, remove or replace FC Reservoir. Tank seismic valves. City Hall retrofit. Police/Fire Station grant approved; Reservoir grant pending.
2	Provide clean drinking water and compliant waste water treatment.			PWD	Goal achieved
3	Improve community health care.	3.1	Establish Emergency Department at Brookings clinic.	CM	State authorized permit/ \$1.2 million needed by CHN to open
		3.2	Simultaneously undertake feasibility study for hospital	CM	Funding needed for study
4	Maintain streets in safe/serviceable condition.	4.1	Allocate \$250,000 annually for street reconstruction and major maintenance.	BC	Annual program. \$290,000 in fuel tax revenues
		4.2	Improve pedestrian/vehicle safety; replace hazardous storm drain grate; make pedestrian facilities more accessible.	PWD	TSP update adopted; N. Chetco sidewalk application pending OTC approval
		4.3	Develop multi-year street/sidewalk improvement plan to include developing bicycle plan & pursuing funding for improvements.	PWD	Bicycle Plan Adopted - Harris/Dawson Project completed 2015; more grants in progress. TSP update underway; includes bike amenities.
5	Safe Parks	5.1	Develop lighting plan for parks; Making parks available for nighttime use	PWD	
		5.2	Perform annual Azalea Park tree evaluation	PWD	
6	Improve pedestrian safety				
<b>GOAL 3: Influence Economic Growth / Improve Quality of Life</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Resp Party</b>	<b>Status/Notes</b>
1	Establish pro-growth policy	1.1	Develop business and resident attraction program.	CM	Video library promoting City on website; New resident recruitment video completed August.
		1.2	Develop business retention strategy	CM	Create regional SOREDI type agency. Meet with key businesses. Expand participation in SCDC.
2	Establish development policies and public improvements/standards that recognize economic trends.	2.1	Develop comprehensive plan for addressing wastewater I&I issue	PWD	Annual program to correct I & I; Projects in progress
		2.2	Develop program to "cash out" DIA's.	PWD/FHD	Properties to be released identified. Completed.

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 Svcs. Sup. PSD=Police Safety Dir. PWD=Public Works Dev. Dir.

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		2.3	Adopt ordinance to implement Downtown Master Plan 2002	PM	Develop updated plan. Approved by Council June 12, 2017
		2.4	Work with private interests to improve appearance of downtown through building & streetscape improvements	BLD	Build from 2.4
		2.5	Develop UGB transition agreements with special districts.	PWD	Delayed by HSD; County not pursuing.
3	Provide infrastructure to support economic growth.				
4	Complete approved capital projects in a timely and cost efficient manner.	4.1	Complete Railroad reconstruction project	PWD	Construction scheduled for 2018
		4.2	Pursue pedestrian improvement funding: Hwy101 north of Lucky Lane	PWD	Tentatively approved by State for 2019
		4.3	Pursue State/Federal grants to fund economic development and infrastructure improvements	CM	Ongoing
5	Attract tourists to stop in downtown.	5.1	Landscaping along South Chetco Ave.	PWD/PTS	Obtained cost; not in budget.
		5.2	Improve downtown directional/parking signs	PWD/PTS	Need further direction
		5.3	Incentive program for downtown shops	PWD/BLD	Need further direction; workshop needed
		5.4	Limit retail commercial land supply to encourage retail infill & redevelopment to areas within existing UGB, especially downtown	PM	Implemented through current zoning
		5.5	Promote downtown public art	PWD	Public Art Committee active
		5.6	Develop RV parking along Frontage Road	PWD/PTS	Preliminary design; need workshop
6	Provide additional recreational opportunities and facilities to include neighborhood parks, beach and river access points, and possible downtown park.	6.1	Reconfigure Azalea Park Athletic Fields	PWD/PTS	In progress.
		6.2	Install restrooms at Chetco Point and Stout Park (revisit)	PWD/PTS	Plan/budget developed. Restroom installation at Chetco Point completed.
7	Implement policies and implementation items included under economic section of Comprehensive Plan.	7.1	Utilize zoning ordinance to provide commercial/industrial lands for development	PM	No action. Possibly re-assign
		7.2	Work with landowners to create larger development opportunity sites	CM	Opportunities scarce
		7.3	Encourage cottage industry/professional service home occupations	PM	Code adopted for cottage industries
		7.4	Provide development opportunities for senior housing ranging from single-family detached dwellings to nursing facilities.	CM	Code revised to include workforce housing (smaller, low rent housing) and nursing/assisted living housing as CUP in all residential zones. Facilitating meetings between land owners and housing developers.
8	More Affordable Housing	8.1	Complete Housing Needs Assessment	CM	Presentation at Oct 23 City Council Meeting

**GOAL 4: Effective Intergovernmental Relations**

Objectives		Action Items		Resp Party	Status/Notes
1	Influence regional, state, national policy on issues important to achieving City goals.			CC	
2	Achieve City goals through strategic partnerships.				City participating in OCVA, SCDC, Wild Rivers Alliance, BCRAA
3	Prepare for potential County fiscal failure.	3.1	Evaluate possible assumption of County services on cost recovery basis.	CM/FHD	Building Inspection. Airport acquisition proposed.