

City of Brookings WORKSHOP Agenda

CITY COUNCIL

Thursday February 5, 2018, 4:00pm

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

A. Call to Order

B. Roll Call

C. Topics

1. Business Retention and Expansion Program [City Manager, Pg. 2]
 - a. Draft Program [Pg. 3]
 - b. Draft Survey [Pg. 6]
2. Housing Related Fees [City Manager, Pg. 13]
 - a. City Fee Exhibits [Pg. 14]
 - b. LOC SDC Report [Pg. 17]
 - c. ORS 223.304 [Pg. 28]
 - d. Defensible Charges Article [Pg. 32]
3. Tree Advisory Committee [City Manager, Pg. 34]
 - a. Triglia Email [Pg. 35]
 - b. Baron Email [Pg. 36]
 - c. Baron Memo to P&R Commission [Pg. 37]
 - d. Info re Dick Cavendar [Pg. 38]
4. Rolled Curbs [City Manager, Pg. 39]
 - a. Article [Pg. 40]
 - b. Curb and Gutter Details [Pg. 44]
5. Strategic Plan Review [City Manager, Pg. 46]
 - a. Long Range Strategic Plan [Pg.48]
 - b. Short Term Strategic Plan [Pg. 50]

D. Council Member Requests for Workshop Topics

E. Adjournment

All public City meetings are held in accessible locations. Auxiliary aids will be provided upon request with at least 72 hours advance notification. Please contact 469-1102 if you have any questions regarding this notice.

CITY OF BROOKINGS

Council WORKSHOP Report

Meeting Date: February 5, 2018

Originating Dept: City Manager

Signature (submitted by)

City Manager Approval

Subject: Business Retention and Expansion Program

Financial Impact:
None.

Reviewed by Finance & Human Resources Director: _____

Background/Discussion:

The development of a Business Recruitment Program has been on the Strategic Plan actions list for several years. In the realm of economic development, existing local businesses are often overlooked as a potential for new business development. The goal of a Business Retention and Expansion (BRE) program is to become familiar with the needs of the existing business community and seek out ways to partner with businesses that are already here to expand their economic footprint.

A critical piece of the BRE is to gain an understanding of the business community including individual business goals and capacities. A business survey is a starting point for gathering this information.

Soon after executing a contract with the South Coast Development Council (SCDC) for economic development services, staff requested SCDC to develop an outline for a BRE program. The attached outline and proposed business survey is submitted for City Council review. SCDC staff will attend the workshop to discuss this matter with the Council.

Attachment(s):

- a. Draft Business Retention and Expansion Program.
- b. Draft business survey.



City of Brookings Business Retention and Expansion (BRE) Program

Purpose: To implement the City of Brookings 2018 Economic Development Strategy priorities that are focused on business retention and expansion, in order to support local businesses, encourage job creation, and increase investment in Brookings.

Major Components of the BRE Program are as follows:

- The BRE Program is to be adopted and supported by City Council
- Customer service focus
- Outreach to businesses
- Business recognition

I. City Staff will embrace a Customer Service Focus:

- a. Customer Service goals:
 - i. To continue excellent and productive interactions with City customers;
 - ii. To meet customer needs in a friendly, efficient, fair and expedient fashion;
 - iii. To expeditiously solve problems, as feasible, to support Brookings businesses.
- b. The City will embrace a business-friendly culture at City Hall including:
 - i. Assignment of two key Business Liaisons in the Community Development Department.
 - 1. The SCDC will be the Business Liaison for new business startup questions and non-development business issues.
 - 2. The Planning ~~Director~~ ^{manager} will be the Business Liaison for new businesses that require planning or building permits.
 - ii. The Business Liaisons will assist business issues by clarifying issues, providing resources, expediting reviews and responses, and by working with other departments as appropriate.
 - iii. The Liaisons will educate and inform relevant City staff about the BRE and will encourage timely interoffice communication and collaboration to meet the goals of this Business Retention and Expansion Program.
- c. Staff will instill and strengthen the customer service culture at City Hall:
 - i. City Human Resources staff will facilitate staff training about:
 - 1. The linkage between jobs, transient lodging tax, and City revenue.
 - 2. Examples of excellent customer service specific to each City department.
 - 3. Excellent customer service practices and implementation of a customer satisfaction survey for each department on the City's website.

II. SCDC and the Chamber of Commerce will engage in ongoing active outreach to businesses:

- a. Outreach goals:
 - i. To build a functioning and active Chamber of Commerce
 - ii. To promote Brookings as a great place to do business;

- iii. To gather information about specific opportunities and challenges to help the City better support businesses;
 - iv. To generate short-term and long-range Economic Development actions and planning.
 - b. The City will maximize effectiveness of the City Website to support Brookings businesses.
 - i. The City website's "Doing Business" section will highlight the adopted BRE Plan.
 - ii. The City's "Doing Business" webpages will exhibit the "Your business is welcome here" theme, listing the benefits of doing business in Brookings.
 - iii. The City's "Doing Business" webpages will demonstrate the benefits of Brookings through provision of cost comparisons for services and fees and permit processing timeline comparisons.
 - iv. The City's "Doing Business" webpages will provide business resources, relevant data, and linkages to resources.
 - v. The City will ensure that documents, data, and information are timely, useful and up to date.
 - c. The Business Liaisons will develop printed materials to promote and highlight the Economic Development Services that are available for businesses.
 - i. The Business Liaisons will design and print brochures promoting benefits and resources for doing business in Brookings.
 - ii. The Liaisons will utilize the print brochures to actively recruit new businesses to Brookings.
 - iii. City staff will continue to publish and update "How to" handouts on individual topics such as the "Signs" and "Permits" brochures that are relevant to City businesses.
 - d. The Business Liaisons will schedule formal appointments with existing businesses:
 - i. Invitations to meet will be sent to existing businesses for meetings either at the business site or at City Hall.
 - ii. Individual appointments would be scheduled by focusing on existing businesses by category (by industry, geography, or business size).
 - iii. The purpose of the formal meetings is:
 - 1. To ask each business owner's perspective of how Brookings business is going in general and individually;
 - 2. to ask what the City can do to assist the individual business and Brookings businesses in general;
 - 3. to inquire as to problems and successes experienced with City processes;
 - 4. to inquire as to immediate business concerns and hopes;
 - 5. to assess health and needs of individual businesses through observation.
 - iv. Interviewers will use a set of questions to encourage open discussion.
 - v. Interviews will include City Council member(s) when possible and desired.
 - e. Business Liaisons will ensure that visit information is recorded and tracked, and that follow-up occurs as appropriate.
 - f. The Business Liaisons will encourage regular business drop in and walk-throughs by Community Development Department staff, other staff, and City Council:
 - i. The purpose of the casual visits is:
 - a. to improve and strengthen relationships between the City and local businesses; and
 - b. to provide opportunities to obtain quick business status checks and two-way feedback.
 - g. The Business Liaisons will remind and encourage all City staff and Council members to report back to the Business Liaisons.
 - h. The Business Liaisons will continue to utilize Surveys to generate business information:
 - i. Surveys may be inserted into business license mailings for new and renewing businesses.
 - ii. Periodically, surveys may be used to gather input about specific City departments or processes.
 - i. The Business Liaisons will regularly communicate with regional economic development agencies (Chamber of Commerce, CCD Business development, SCDC, Del Norte Economic Development Corporation, etc.) to request and ensure that business feedback reaches the City Business Liaisons.
- III. **The City will engage in active Business Recognition to show appreciation and to provide exposure for City businesses, which may include:**

- a. Business roundtables/workshops with City Council, including industry-specific meetings.
- b. Development of Mayor's Business Awards, to include categories such as "New Business of the Year," "Fastest Growing Retailer," "Rising Star Business," "Most New Employees," "Community Minded Business," "Sustainable Business Award," and other categories.
- c. Business Appreciation Month - to highlight the benefits provided by a strong local economy.
- d. Receptions for honorees.



South Coast Development Council

Business Survey

50 Central Avenue, Suite A
Coos Bay, OR 97420
541 266-9753
FAX 541 267-2753

Date of Survey: _____

Company Name: _____

Contact Person: _____ Title: _____

Mailing Address: _____

Physical Address (if different): _____

Phone: _____ Email: _____

Website: _____

Best Method of Contact: _____

COMPANY INFORMATION

1) How is your business doing?

☐ Excellent ☐ Above Average ☐ Average ☐ Below Average ☐ Poor

2) What are your sales trends?

☐ No response ☐ Decreasing ☐ Stable ☐ Increasing

3) What do you expect to happen with those trends in the next 3 years?

4) What is the industry wide outlook over the next 3 years?



Sponsor Investors:

Bandon Dunes Golf Resort ♦ Bay Area Hospital ♦ City of Coos Bay ♦ Coos County
♦ Jordan Cove Energy ♦ Oregon International Port of Coos Bay ♦

5) What are your profit trends?

☐ No response ☐ Decreasing ☐ Stable ☐ Increasing

6) What do you expect in those trends in the next 3 years?

7) Is your company locally owned?

☐ Yes ☐ No

8) Who are the owner(s):

9) Ownership structure/involvement:

10) What is the company's ownership status?

☐ Privately owned ☐ Publicly owned ☐ Employee owned

11) Has the local facility changed ownership in the past 5 years? ☐ Yes ☐ No

12) Is an ownership change pending this facility? ☐ Yes ☐ No

13) Where is your Distribution/Market?

☐ Regional ☐ National ☐ International

14) Who are your competitors?



Sponsor Investors:

**Bandon Dunes Golf Resort ♦ Bay Area Hospital ♦ City of Coos Bay ♦ Coos County
♦ Jordan Cove Energy ♦ Oregon International Port of Coos Bay ♦**

15) What are the factors that make your company successful here?

16) What is the life cycle of your firm?

- ☐ Emerging
 ☐ Growing
 ☐ Maturing
 ☐ Declining

LABOR EMPLOYMENT AND TRAINING

1) What is your total employment in this community?

1 year ago _____

Today _____

Next Year _____

2) How many employees are:

Full Time _____

Part Time _____

3) What categories of labor do you employ?

- ☐ Unskilled
☐ Technical
☐ Professional
☐ Managers/Supervisors
☐ Clerical/Administrative
☐ Other: _____

4) Is your company having difficulty attracting qualified employees?

- ☐ Yes
 ☐ No
 ☐ Don't Know



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Bandon Dunes Golf Resort ♦ Bay Area Hospital ♦ City of Coos Bay ♦ Coos County
 ♦ Jordan Cove Energy ♦ Oregon International Port of Coos Bay ♦

5) Is your company having difficulty retaining qualified employees?

☐ Yes ☐ No

6) What is the average hourly wage in your company for the following labor categories?

Unskilled Technical Professional _____

Managers/Supervisors _____

Clerical/Administrative _____

Other _____

7) Describe the age of the majority of essential personnel at this location

☐ Young ☐ Middle Age ☐ Near Retirement

8) What benefits do you offer your employees?

☐ None ☐ Vision ☐ Dental ☐ Medical ☐ Life ☐ Retirement ☐ Vacation

9) Are your employees represented by a union? ☐ Yes ☐ No

a) If Yes, what percent? _____

b) If Yes which union? _____

10) Do your employees require any training? ☐ Yes ☐ No

11) How is your training accomplished?

☐ On the job

☐ Technical institute

☐ Union

☐ Other: _____



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♦ Jordan Cove Energy ♦ Oregon International Port of Coos Bay ♦

FACILITY AND EQUIPMENT

1) What is the status of this facility?

- ☐ Owned ☐ Leased ☐ Lease with option to buy

a) If leased, what is the lease expiration date? _____

2) Describe the operations at this site

- ☐ One Shift ☐ Two Shifts ☐ 24 Hours

3) How much of this facility's space are you currently using?

- ☐ No response ☐ Less than 50% ☐ 51-75% ☐ 76-90% ☐ More than 90%

4) How much equipment capacity are you currently using?

- ☐ No response ☐ Less than 50% ☐ 51-75% ☐ 76-90% ☐ More than 90%

5) What are future investment trends in this location?

- ☐ No response ☐ Declining ☐ Staying the same ☐ Increasing

6) Is there room for expansion at this site? ☐ Yes ☐ No

7) Does your business location have needs regarding the following?

- | | | |
|---|--|--|
| <input type="checkbox"/> Planning | <input type="checkbox"/> Regulatory issues | <input type="checkbox"/> Electric service |
| <input type="checkbox"/> Zoning | <input type="checkbox"/> Water service | <input type="checkbox"/> IT/Communications |
| <input type="checkbox"/> Code enforcement | <input type="checkbox"/> Sanitary service | |
| <input type="checkbox"/> Permitting | <input type="checkbox"/> Natural gas service | |

8) Are you interested in international trade or are you currently exporting? ☐ Yes ☐ No

EXPANSION RELOCATION AND MODERNIZATION



Sponsor/Investors:

Bandon Dunes Golf Resort ◆ Bay Area Hospital ◆ City of Coos Bay ◆ Coos County
◆ Jordan Cove Energy ◆ Oregon International Port of Coos Bay ◆

1) Does your business plan call for expansion/updating of your building or equipment?

☐ Yes ☐ No ☐ Unsure

2) If you are planning on an expansion/updating of your building or equipment, within what time frame?

☐ Within the next year ☐ Within 2-5 years ☐ Other: _____

3) Are there any local resources lacking that would assist you in your future plans

☐ Yes ☐ No

a) If yes, what resources would be most helpful:

4) Do you need information regarding expansion incentives? ☐ Yes ☐ No

5) Would the current system of zoning and land use regulation in the community affect your expansion plans? ☐ Yes ☐ No

6) What are your current transportation and shipping needs?

7) Can we take a tour of your facility? ☐ Yes ☐ No

a) If Yes, who do we contact:

i) Name: _____

ii) Phone or email: _____

8) Would you like to schedule a one-on-one meeting with SCDC to discuss opportunities for your business? ☐ Yes ☐ No



Sponsor Investors:

Bandon Dunes Golf Resort ♦ Bay Area Hospital ♦ City of Coos Bay ♦ Coos County
♦ Jordan Cove Energy ♦ Oregon International Port of Coos Bay ♦

9) Do you have any additional comments or concerns?

Thank you!



Sponsor Investors:

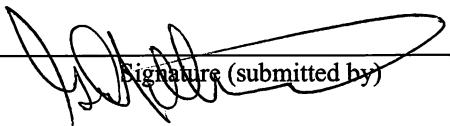
**Bandon Dunes Golf Resort ♦ Bay Area Hospital ♦ City of Coos Bay ♦ Coos County
♦ Jordan Cove Energy ♦ Oregon International Port of Coos Bay ♦**

CITY OF BROOKINGS

Council WORKSHOP Report

Meeting Date: February 5, 2018

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Housing Related Fees

Background/Discussion:

At the December 4 workshop Councilor Hamilton requested a review of fees collected by the City associated with housing construction.

Attached is as exhibit indicating total fees associated with the construction of a 1,200 square foot single family dwelling. Also attached are current fee schedules.

System Development Fees (Charges) are based upon an SDC study that is, in turn, based upon the facility master plans for wastewater, water, storm and parks. 60.2 per cent of the SDC amount listed is for sewer improvements.

Mayor Pieper also raised the issue of SDC waivers. The League of Oregon Cities conducted an SDC survey in 2016. Attached is the 10-page narrative portion of that 145-page report. Waivers or “accommodations” are briefly discussed on Page 8. As there is a prescribed method for determining the amount of SDC’s (see ORS 223.304 attached), staff would need more time to research what process would need to be followed to established a legally defensible SDC waiver program.

Attachment(s):

- a. City fee exhibits.
- b. League of Oregon Cities SDC report.
- c. ORS 223.304.
- d. “Establishing Defensible System Development Charges” by FCS financial group.

Typical Building Department Fees for a Single Family Dwelling (SFD)

Permit Clearance Review Fee	\$177.00
Building Permit Fees (based on 1200sf SFD/500sf 2 car garage)	\$1,345.34
System Development Fees	\$18,426.47
Water Meter	\$255.00
Water Service Tap In (if not stubbed in at curb)*	\$3,890.00
Sewer Tap In & Clean Out (minimum, if not stubbed in at curb)*	\$3,857.00
Water Account Set-Up Fee (+deposit which can vary 0-\$300)	\$20.00
Total estimated fees	\$27,970.81

Water Service and Sewer Tap In fees only required if the services are not already stubbed in at the curb



City of Brookings Building Department Fee Sheet

effective 7/1/2017

Fees Overview

Building permit fees are based on the Building Valuation of the new construction.

Fees are set by the State of Oregon and are used to fund the activities of the Building Department.

How to figure new Building Valuation:

Sq footage of habitable space	x \$ 112.65 +
Sq footage of garage	x \$ 43.33 +
Sq footage of decks over 30"	
above grade (ground level)	x \$ 21.66 =
\$ BUILDING VALUATION	

Permit Clearance Review Fee: \$177.00

Base Building Permit Fee = \$562.90 for the 1st \$100,000 of valuation + \$3.25 for each additional \$1,000 or fraction thereof.

Plan Review Fee = 65% of Permit Fee

OR State Surcharge = 12% of Permit Fee

City of Brookings

898 Elk Drive
Brookings, OR 97415
Phone: 541-469-1135
Fax: 541-469-3650
www.brookings.or.us

System Development Charges

System Development Charges are designed to offset the impact of additional development on Brookings' infrastructure and services, including water, sewer, streets, parks and storm drain systems.

Water:	\$ 2,506.93
Sewer:	\$ 11,101.92
Streets:	\$ 1,593.52
Storm Drains:	\$ 1,082.12
Parks:	\$ 1,780.68
2% Admin. Fee:	\$ 361.30
TOTAL	\$ 18,426.47

Water Meter Fees

- Refer to New Utility Service Form
- Based on water meter and service lateral size

Sewer Fees

- Refer to New Utility Service Form
- Based on time and material costs to install
- TV inspection of existing lateral may be required

Misc. Permit Fees

Mechanical Permit: Approx. \$ 25.00

Plumbing Permit: Issued by Curry County - contact 541-247-3304 for current fees.

Electrical Permit: Issued by State Building Codes Division - contact 541-266-1098 for current fees.

CITY OF BROOKINGS
PUBLIC WORKS DEPARTMENT

898 Elk Drive, Brookings, OR 97415

541-469-1171 FAX: 541-469-3650

UTILITY SERVICE REQUEST FORM

Name _____

Address _____

Service Address _____

Phone _____ Map # _____ Lot # _____

Water Meter Drop In				Cost	Total
205	5/8" x 3/4" Meter			\$ 255.00	\$
205	3/4" Meter			\$ 287.00	\$
205	1" Meter			\$ 417.00	\$
205	1½" Meter			\$ 1,644.00	\$
205	2" Meter			\$ 1,956.00	\$
Hydrant Meter					
Stand By Fire	Written Request Submitted*	Yes <input type="checkbox"/>	No <input type="checkbox"/>	\$	\$
Utility Work	Written Request Submitted*	Yes <input type="checkbox"/>	No <input type="checkbox"/>	\$	\$
Contract Service	Written Request Submitted*	Yes <input type="checkbox"/>	No <input type="checkbox"/>	\$	\$
	Council Approval Required	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
*Written Requests must include: 1. How Long 2. How Much 3. What for					
Water Service Lateral					
205	1" Single Service and Tap			\$ 3,890.00	\$
205	2" Single Service and Tap			\$ 5,276.00	\$
205	2" Dual Service and Tap			\$ 6,170.00	\$
	Subtotal				\$
205	Outside of the City – add 20% to inside City Fees			20%	\$
Sewer					
408	4" Sewer Tap-In & Clean-out --- actual time & material			\$ Min - 3,857.00	\$
408	6" Sewer Tap-In & Clean-out --- actual time & material			\$ Min - 5,179.00	\$
203	Construction Water			\$ 90.00	\$
	Other: Paybacks			\$	\$
	Other: SDC's			\$	\$
	Other:			\$	\$
204	Account Set-Up Fee			\$ 20.00	\$
201	Account. Deposit - Low Risk			\$ 0.00	\$
	- Med Risk			\$ 200.00	
	- High Risk			\$ 300.00	
Total Amount					\$

To be completed by City of Brookings

EMR #	Work Completed on:
MTR SERIAL #	Work not completed, why:
ACCT #	
SEQ #	Signed:

LEAGUE OF OREGON CITIES

SYSTEM DEVELOPMENT CHARGES SURVEY

AUGUST 2016



Published by the League of
Oregon Cities



System Development Charges Survey Report

*Technical Report
August 2016*

A study of the system development charges (SDC) administered by League of Oregon Cities' member cities found striking differences in city SDC implementation. These differences often depended on region as well as population. Further, a significant portion of cities in Oregon provided reductions and waivers over the last few years to incentivize development in a poor economy. Several member cities made these accommodations temporarily, then readjusted and reduced them as the economy improved.

Introduction

Every three years, the League surveys member cities about their system development charges (SDCs). SDCs are an important means for cities to pay for increased capacity within infrastructure to accommodate new users. These fees are set by each city and paid through new construction. As a result, cities with more new development will have more revenue generated from SDCs. New development creates the need for a larger capacity to provide city services such as water, transportation, sewer, stormwater, and parks and recreation. A city can establish a SDC for any or all of these services. The fees can reimburse a city for extra capacity built into a system, pay for building new capacity to accommodate new development, or a combination of the two.

When setting an SDC, a city must include all planned future city projects related to the service, which must be outlined in the SDC methodology. When setting the rate paid by development projects, the city can also reduce the SDC below actual costs of building the capacity. Therefore, when cities set the SDCs they are balancing the costs of infrastructure development and cost to developers could have on development within the city.

The League of Oregon Cities surveyed its members on their utilization of SDCs, including the types charged, rates and methods. The survey also asked about waivers, deferments or other accommodations that a city provides. The resulting data shows that much like other areas of city services, larger cities have far more complex and developed SDC structures.

Methods

The survey was conducted from May 31 to June 30, 2016 and responses were received from 135 cities. These cities represent 2,034,085 residents, or 73 percent of the population residing in Oregon cities. The League created the survey with Qualtrics and distributed it to city managers, city recorders, and other individuals with positions equal to a city's chief executive officer. These individuals often relied on support from relevant city staff or forwarded the survey to be completed by that individual.

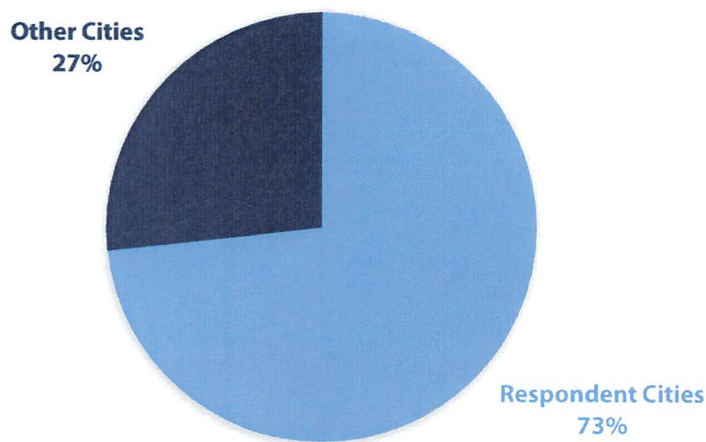


Figure 1: Respondent Population Proportionate to Oregon City Population

Cities are divided into population quintiles or groups of cities representing roughly one-fifth of the 242 total cities. This is done to provide more accurate comparison of differences among city populations. If LOC randomly selected cities from each quintile, we would expect 20 percent to come from each of the five quintiles.

Among respondent cities, there was over-representation in the fifth quintile population category. Further, the survey had an over-representation for respondents in the Valley region, which is historically common in other League surveys. There was also significant underrepresentation in the Eastern Oregon region.

Category	Population Range	# Cities	% Cities	Diff. from OR Population
1st Quintile	<450	23	17%	-3%
2nd Quintile	451-1,250	21	16%	-4%
3rd Quintile	1,251-3,100	30	22%	2%
4th Quintile	3,101-10,000	27	20%	0%
5th Quintile	>10,000	34	25%	5%
Region		# Cities	% Cities	Diff. from OR Population
N. Coast		10	7%	-1%
Metro		35	26%	2%
Valley		30	22%	5%
S. Coast		8	6%	1%
S. Valley		16	12%	-1%
Central Oregon		12	9%	-2%
NE Oregon		15	11%	-1%
E. Oregon		9	7%	-3%
TOTAL		135	56%	

Table 1: Respondent Characteristics by Population and Region

Results

Seventy-six percent of cities surveyed have at least one SDC. Cities with populations greater than 1,250 were significantly more likely to have such charges. The low population threshold for adopting SDCs suggests that this is an early adopted development policy for Oregon cities. The data from larger cities in this survey suggest that as city budgets and staff expertise increase, developing an SDC methodology becomes a goal. This is further demonstrated by those cities that do not charge SDCs. Forty percent of those that have no SDC have less than 450 residents. Cities in the Valley and Metro regions were also more likely to have SDCs.

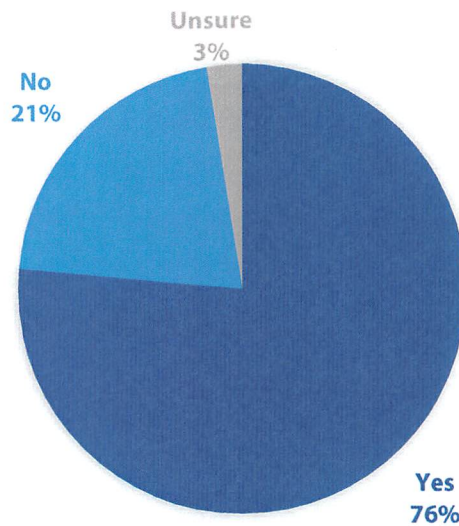


Figure 2: Does Your City Collect SDCs?

If a city adopts one SDC, they are likely to have multiple types of development charges. Among the surveyed cities that had SDCs, the majority charges for parks (54 percent), sewer (70 percent) and water (74 percent). Stormwater (40 percent) and transportation (47 percent) were also common SDC types among respondents. All types of SDC were more common in larger cities and more common in the Valley and Metro regions.

Ninety-four percent of cities surveyed do not receive SDC revenue that had been collected from other governments. There were only three exceptions to this. These included West Linn's revenue from Tri-City Sewer and South Fork Water Board, and Gresham's revenue from Portland's extraterritorial system connections. When asked if other governments collect SDC within respondent cities, 14 percent responded "yes." Fifty percent of these cities were in the Metro region.

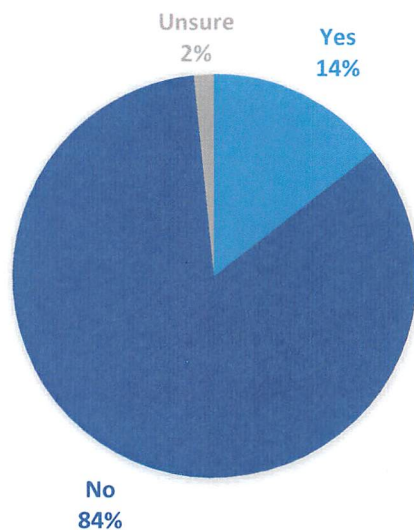


Figure 3: Do Other Governments Collect SDC in Your City?

There are 27 respondent cities (21 percent) that have either a construction excise tax (CET) or an equivalent based on square footage or building valuation. Fifty-six percent of these cities were fifth quintile cities. CET's were most common in the Valley, Metro and North Coast regions. The only region to have a statistically significant "no" response was the South Coast.

The median year in which SDCs were last updated was 2010. This indicates that SDCs were updated during the great recession that significantly affected land development in member cities. The median year in which the SDCs would next be reviewed was 2017. This shows that cities are ready to review their existing SDCs in the near future.

Revenue

On average, respondent cities received \$1.35 million in SDC revenue in FY 2015. This is a 2.4 percent increase from the previous fiscal year. Much of this revenue growth comes from the city of Portland, which brought in \$62 million in SDC revenue in 2015. For context, Portland accumulated \$40 million in FY 2013, indicating 55 percent SDC revenue growth in three years. The counter to this is Hillsboro, which saw SDC revenue fall from \$24 million in 2013 to \$9 million in FY 2015. Despite these two recent significant changes, most respondent cities had relatively steady revenue from SDCs.

Because cities with populations larger than 10,000 are more likely to have SDCs, these cities had the highest average revenue, but the difference in the amount of revenue generated by these cities is significantly higher than the revenue of even fourth quintile cities.

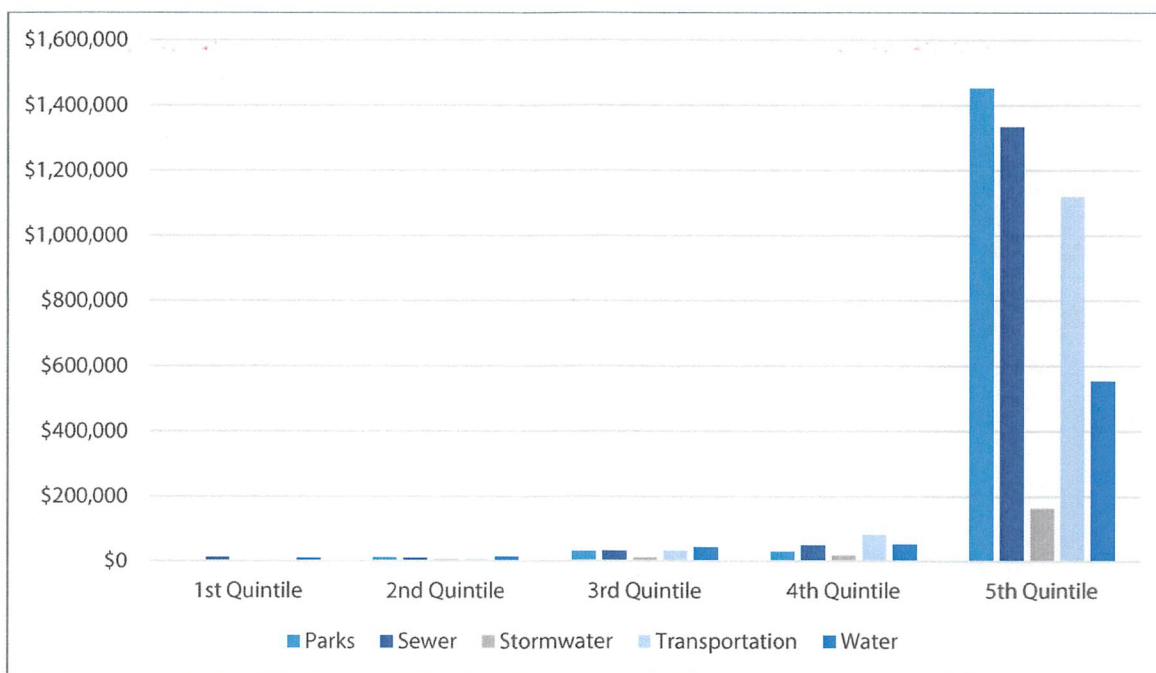


Figure 4: Average SDC Revenue by Type and Quintile

Further, revenue averages by region show that the largest proportion of SDC revenue in all categories comes from the Metro and Valley regions. The one outlier in this trend comes from average revenue from transportation SDCs in central Oregon.

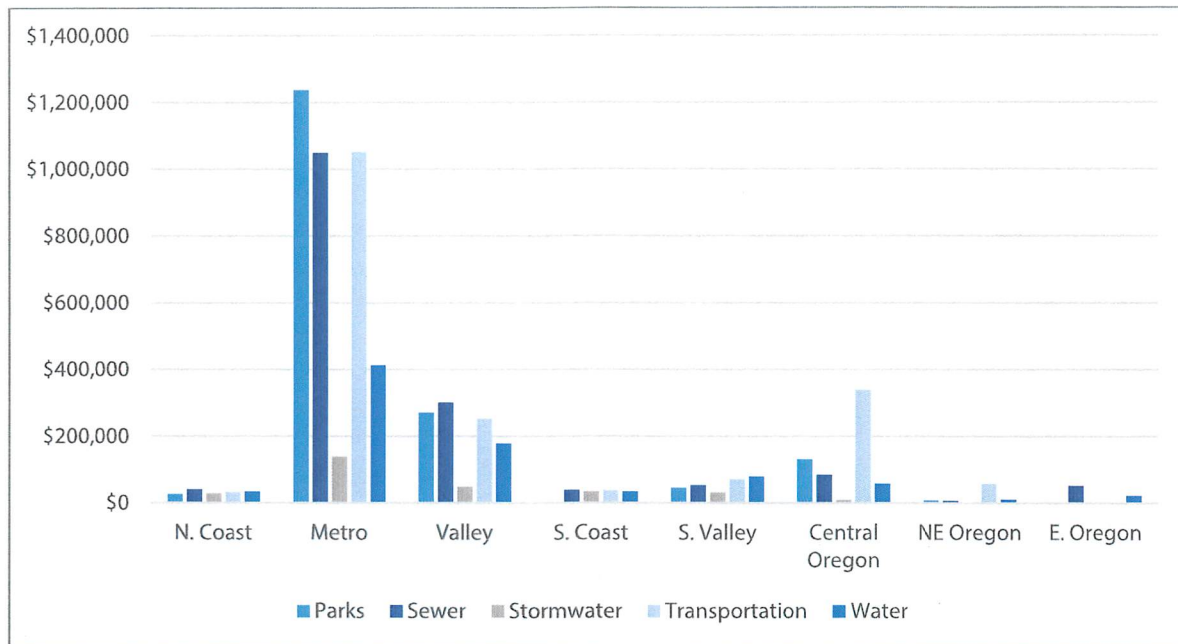


Figure 5: Average SDC Revenue by Type and Region

Fees

In order to accurately gauge the amount paid in SDCs in each respondent cities, LOC's survey provided an example property shown below. This example was provided to give enough detail for a respondent city to apply its calculation methods to estimates the development's SDCs. There were standard examples for both residential and non-residential (i.e. commercial or industrial) properties. The residential and non-residential fees charged are relatively incomparable due to the differences in the example developments given. As a result, comparison should only be done to highlight regional or quintile difference. The example development has been used in prior surveys allowing for comparisons over time.

Example 1 – House (Residential):	Example 2 - Office Building (Non-Residential):
<i>Single-family, 3-bedroom home</i>	<i>Professional building for general office use</i>
Lot size: 9,000 sq. ft.	Lot size: 47,000 sq. ft.
Building size: 2,000 sq. ft.	Building size: 20,000 sq. ft.
Development value: \$190,000	Development value: \$960,000
Land value: \$60,000	Land value: \$180,000
Parking spaces: 2	Parking spaces: 50
Water meter size: 3/4 inch	Water meter size: 2 inches
Water flow (gallons/mo.): 6,000	Water flow (gallons/mo.): 33,000
Fixture units: 16	Fixture units: 64
Number of employees: N/A	Number of employees: 96
Impervious Square Footage: 1,000 sq. ft.	Impervious Surface Area: 50% of Lot Size
	Storage: 35% of Sq. Footage
	ITE Code #710

Figure 6: Survey Example for SDC Fees Calculation

Average total SDCs calculated for the residential example was \$7,028. While one might suspect that larger cities charge higher fees for development in cities, this hypothesis is not completely accurate. The data suggest that while total fees paid in the example properties increase dramatically, some SDC types remain roughly flat. Average stormwater SDCs even decrease slightly from \$1,000 in the residential example in the first quintile, to \$762 in the fifth quintile. Non-residential fees averaged \$48,186 and increased markedly in larger cities.

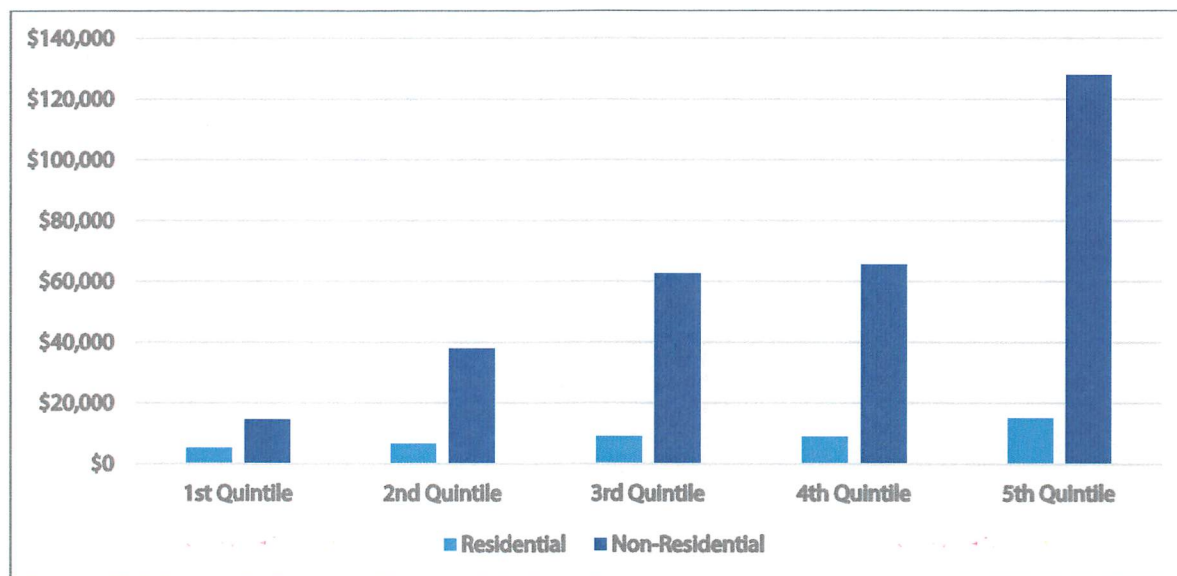


Figure 7: Average Total SDC Fees for Residential and Non-Residential Examples

Regionally, the residential and non-residential fees follow a similar pattern. While residential fees are significantly less, the Metro region has the highest cumulative SDC fees by region for residential and non-residential fees.

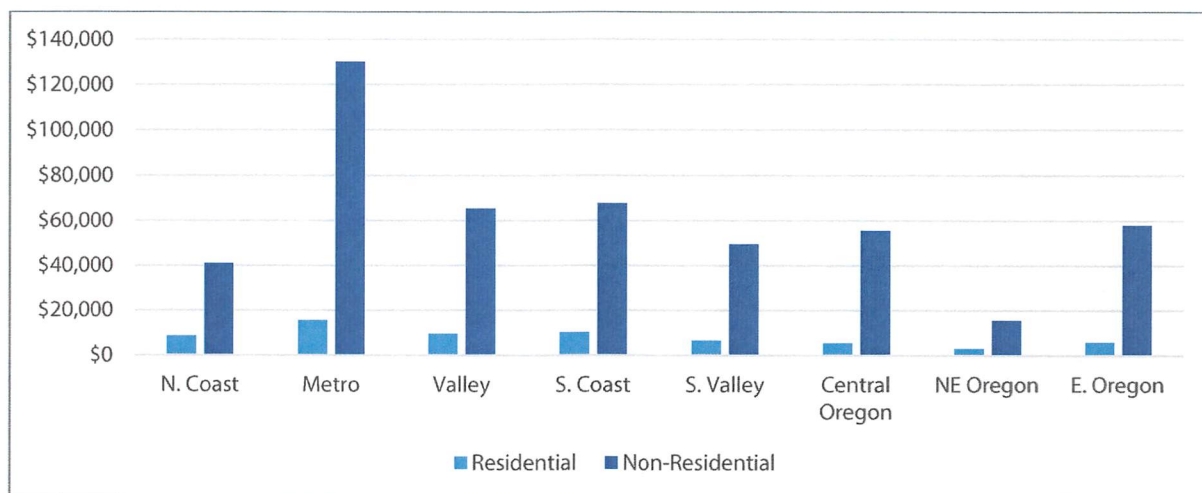


Figure 8: Average Total SDC Fees for Residential and Non-Residential Examples

Accommodations

Thirty-one percent of cities provided waivers, reductions, or other accommodations in the last several years. This is indicative of incentives provided to encourage development during the economic downturn. Cities in the fifth quintile were the most likely to offer such accommodations. Regionally, the Valley, Metro and Central Oregon regions provided a statistically overrepresented amount of accommodations. This makes intuitive sense given the expected need for new development based on projected population increases when compared to other areas of the state. The most common forms of accommodation included: fee reductions (10 percent of respondent cities), waivers (8 percent) and fee payment delays (6 percent). Cities can also incentivize safety standards with reductions in water SDC. This is intended for extra capacity needed for building fire suppression sprinklers. Fire suppressions systems are often legally required and this reduction encourages compliance to the regulation. However, only 20 percent of cities provide this reduction.

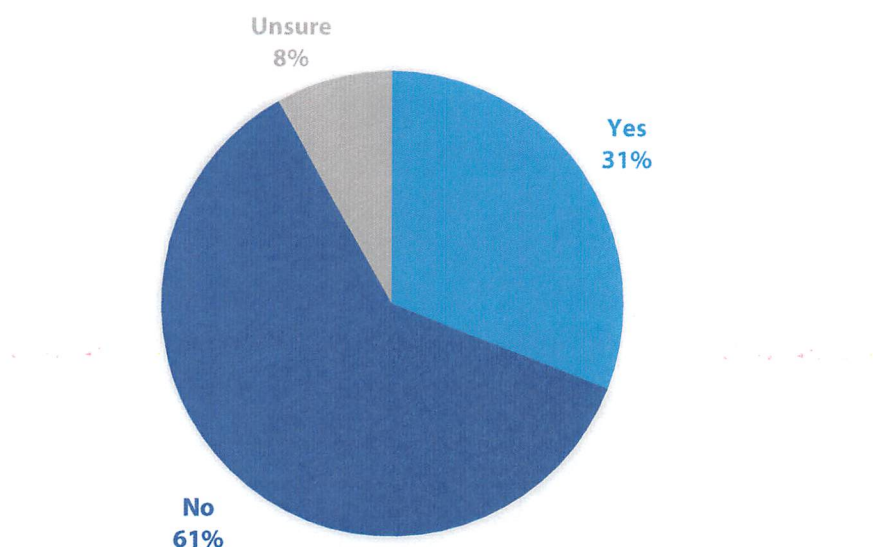


Figure 9: Has Your City Provided any SDC Waivers, Reductions or Accommodations in the Last Three Years?

There were several cities that cited affordable housing as a reason for their accommodations. However, the majority of respondents listed economic incentives of one form or another. These incentives appear to be intended for residential as well as commercial development. SDC accommodations were not provided for each development charge equally. For example, 33 percent of cities with transportation SDCs provided accommodations, but only 22 percent of cities that have stormwater charges made such accommodations. Cities with populations larger than 10,000 and cities in the Metro region were most likely to provide accommodations to all types of SDC.

Waivers and Accommodations by Type of SDC									
Parks SDC		Sewer SDC		Transportation SDC		Water SDC		Stormwater SDC	
#	%	#	%	#	%	#	%	#	%
17	23%	24	25%	21	33%	26	26%	12	22%

Table 2: Waivers, Reductions and Accommodations by Type of SDC

Analysis & Discussion

System development charges are noticeably different in the cities with populations greater than 10,000. Not only are these cities more likely to have SDCs, but to have all types permitted by state law. These cities are also far more likely to have complex policy structures around these SDCs, including waivers, accommodations and incentives to develop in their city limits. Larger cities charge more in fees than smaller cities, accumulate more revenue, but also agree to the most accommodations. This level of complexity in SDCs suggests a balancing act between meeting the demand for local development and the costs associated with providing infrastructure to new developments.

The data also suggests that certain regions of the state are seeing more active development. Based on total SDC revenue, the Metro region appears to be the beneficiary of highest regional demand. From analysis, this is true even with Portland and Hillsboro excluded. This shows a comparative advantage for developers to build residential and non-residential properties in this area. The economic gains from such development outweigh the increased cost and complexity of the SDC system in the area.

There is one final conclusion that can be drawn from the data. While the SDC survey only collected revenue data for the past three fiscal years, this limited information demonstrates that SDC revenue is increasing. Since 2013, SDC revenues in the respondent cities increased 17 percent, a rate outpacing inflation. This increase was not from the large outlier cities of Portland and Hillsboro. When these cities are excluded from the analysis, SDC revenue statewide increased 27 percent. This means that while large cities are growing most noticeably, the majority of cities are seeing increased development as well.

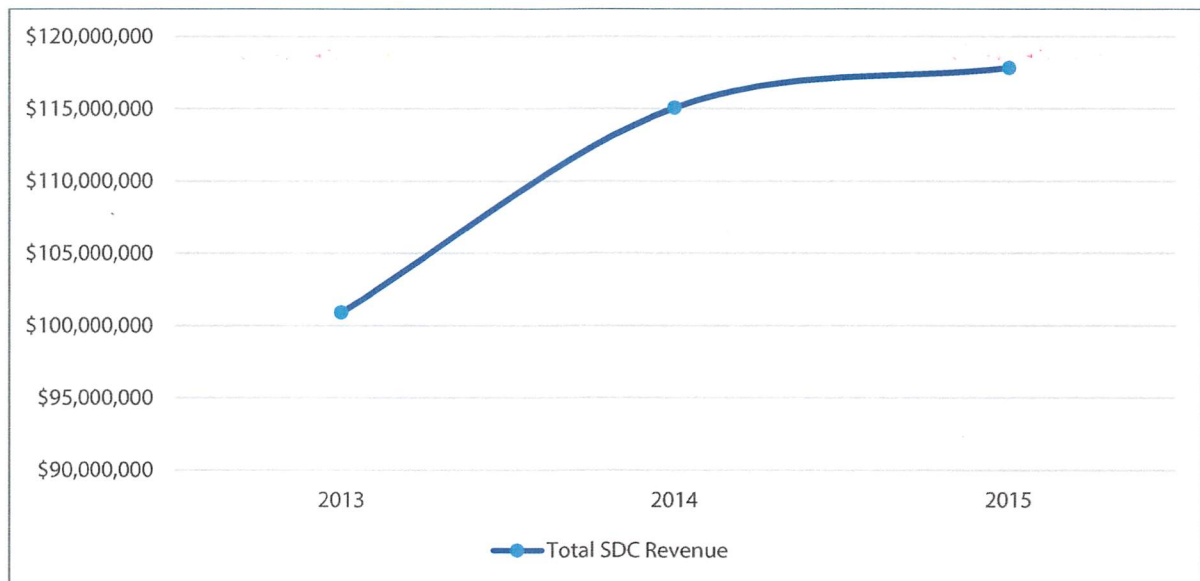


Figure 10: Aggregated SDC Revenue 2013-2015

Conclusion

System development charges are a common way to compensate a city for developing the required infrastructure needed to serve new commercial and residential property. Seventy-six percent of cities collect an SDC and this is especially true of larger cities. Fee costs as well as revenue generated are higher in larger cities. Added to this is a more complex and nuanced SDC system of waivers and other accommodations. This study suggests that the demand to develop in populous areas far outweighs the increased costs.

The increase in total revenues over time further suggests that development in Oregon cities is increasing, even in smaller cities outside of the metro region. This bodes well for cities desiring for future growth and development, whether that be in residential or non-residential properties.

2015 ORS 223.304¹

Determination of amount of system development charges

- **methodology**
- **credit allowed against charge**
- **limitation of action contesting methodology for imposing charge**
- **notification request**

- (1)** (a) Reimbursement fees must be established or modified by ordinance or resolution setting forth a methodology that is, when applicable, based on:
- (A)** Ratemaking principles employed to finance publicly owned capital improvements;
 - (B)** Prior contributions by existing users;
 - (C)** Gifts or grants from federal or state government or private persons;
 - (D)** The value of unused capacity available to future system users or the cost of the existing facilities; **and**
 - (E)** Other relevant factors identified by the local government imposing the fee.
- (b)** The methodology for establishing or modifying a reimbursement fee must:
- (A)** Promote the objective of future system users contributing no more than an equitable share to the cost of existing facilities.
 - (B)** Be available for public inspection.
- (2)** Improvement fees must:
- (a)** Be established or modified by ordinance or resolution setting forth a methodology that is available for public inspection and demonstrates consideration of:
 - (A)**

The projected cost of the capital improvements identified in the plan and list adopted pursuant to ORS 223.309 (Preparation of plan for capital improvements financed by system development charges) that are needed to increase the capacity of the systems to which the fee is related; **and**

(B) The need for increased capacity in the system to which the fee is related that will be required to serve the demands placed on the system by future users.

(b) Be calculated to obtain the cost of capital improvements for the projected need for available system capacity for future users.

(3) A local government may establish and impose a system development charge that is a combination of a reimbursement fee and an improvement fee, if the methodology demonstrates that the charge is not based on providing the same system capacity.

(4) The ordinance or resolution that establishes or modifies an improvement fee shall also provide for a credit against such fee for the construction of a qualified public improvement. A "qualified public improvement" means a capital improvement that is required as a condition of development approval, identified in the plan and list adopted pursuant to ORS 223.309 (Preparation of plan for capital improvements financed by system development charges) and either:

(a) Not located on or contiguous to property that is the subject of development approval; **or**

(b) Located in whole or in part on or contiguous to property that is the subject of development approval and required to be built larger or with greater capacity than is necessary for the particular development project to which the improvement fee is related.

(5) (a) The credit provided for in subsection (4) of this section is only for the improvement fee charged for the type of improvement being constructed, and credit for qualified public improvements under subsection (4)(b) of this section may be granted only for the cost of that portion of such improvement that exceeds the local government's minimum standard facility size or capacity needed to serve the particular development project or property. The applicant shall have the burden of demonstrating that a particular improvement qualifies for credit under subsection (4)(b) of this section.

(b)

A local government may deny the credit provided for in subsection (4) of this section if the local government demonstrates:

- (A) That the application does not meet the requirements of subsection (4) of this section; or
 - (B) By reference to the list adopted pursuant to ORS 223.309 (Preparation of plan for capital improvements financed by system development charges), that the improvement for which credit is sought was not included in the plan and list adopted pursuant to ORS 223.309 (Preparation of plan for capital improvements financed by system development charges).
- (c) When the construction of a qualified public improvement gives rise to a credit amount greater than the improvement fee that would otherwise be levied against the project receiving development approval, the excess credit may be applied against improvement fees that accrue in subsequent phases of the original development project. This subsection does not prohibit a local government from providing a greater credit, or from establishing a system providing for the transferability of credits, or from providing a credit for a capital improvement not identified in the plan and list adopted pursuant to ORS 223.309 (Preparation of plan for capital improvements financed by system development charges), or from providing a share of the cost of such improvement by other means, if a local government so chooses.
- (d) Credits must be used in the time specified in the ordinance but not later than 10 years from the date the credit is given.
- (6) Any local government that proposes to establish or modify a system development charge shall maintain a list of persons who have made a written request for notification prior to adoption or amendment of a methodology for any system development charge.
- (7) (a) Written notice must be mailed to persons on the list at least 90 days prior to the first hearing to establish or modify a system development charge, and the methodology supporting the system development charge must be available at least 60 days prior to the first hearing. The failure of a person on the list to receive a notice that was mailed does not invalidate the action of the local government. The local government may periodically delete names from the list, but at least 30 days prior to removing a name from the list shall notify the person whose name is to be deleted that a new written request for notification is required if the person wishes to remain on the notification list.

- (b) Legal action intended to contest the methodology used for calculating a system development charge may not be filed after 60 days following adoption or modification of the system development charge ordinance or resolution by the local government. A person shall request judicial review of the methodology used for calculating a system development charge only as provided in ORS 34.010 (Former writ of certiorari as writ of review) to 34.100 (Power of court on review).
- (8) A change in the amount of a reimbursement fee or an improvement fee is not a modification of the system development charge methodology if the change in amount is based on:
 - (a) A change in the cost of materials, labor or real property applied to projects or project capacity as set forth on the list adopted pursuant to ORS 223.309 (Preparation of plan for capital improvements financed by system development charges); **or**
 - (b) The periodic application of one or more specific cost indexes or other periodic data sources. A specific cost index or periodic data source must be:
 - (A) A relevant measurement of the average change in prices or costs over an identified time period for materials, labor, real property or a combination of the three;
 - (B) Published by a recognized organization or agency that produces the index or data source for reasons that are independent of the system development charge methodology; **and**
 - (C) Incorporated as part of the established methodology or identified and adopted in a separate ordinance, resolution or order. [1989 c.449 §4; 1991 c.902 §28; 1993 c.804 §20; 2001 c.662 §3; 2003 c.765 §§4a,5a; 2003 c.802 §21]

Note: See note under 223.297 (Policy).

¹ Legislative Counsel Committee, *CHAPTER 223—Local Improvements and Works Generally*, https://www.oregonlegislature.gov/bills_laws/ors/ors223.html (2015) (last accessed Jul. 16, 2016).



Establishing Defensible System Development Charges

How does Oregon law define System Development Charges?

ORS 223.297 – 223.314 provides “a uniform framework for the imposition of system development charges by governmental units” and establishes “that the charges may be used only for capital improvements.” An SDC can be constructed to include one or both of the following components: (1) a reimbursement fee, intended to recover an equitable share of the cost of facilities already constructed or under construction and (2) an improvement fee, intended to recover a fair share of future, planned, capital improvements needed to increase the capacity of the system for future users. Reimbursement fee proceeds can be used for any related capital facility costs, but improvement fees can only be used to fund capacity increasing facilities.

SDCs May Be Used For:

- Water supply, treatment & distribution
- Wastewater collection, transmission, treatment & disposal
- Drainage and flood control
- Transportation
- Parks and recreation



Where Should You Begin in Setting SDCs?

The math is easy. The hard part is making policy choices that fit the goals of your community. These decisions impact the inputs, the charge structures, and the message sent to existing and future citizens. For example, several approaches may be used to determine the “growth-related” cost of infrastructure, all yielding different yet defensible results. Key policy questions often include:

- How shall we base the charges? [e.g., peak-hour vs. average daily trips; flow capacity vs. estimated

usage vs. fixture units; impervious area vs. density of development]

- Shall we use a more or less aggressive methodology to allocate costs to growth?
- Shall we impose parks SDCs on both residential and commercial development?
- Shall we apply SDCs uniformly system-wide, or on an area-specific basis?
- What is an equitable credit approach?

...Our combined experience provides us with a thorough understanding of the range of practical and defensible approaches to SDC policies & calculations.

FCS Group recommends a collaborative approach, designed to foster input from a variety of participating groups: City staff and Council, local developers and builders, and interested citizens. We take great pride in our ability to communicate concepts and resolve issues in each successive phase of a project.

While we tailor each study to the particular needs of our clients, in general, our clients ask us to perform some combination of the following tasks:

1. **Collect and Review data.**
2. **Establish SDC Policy Framework.** Evaluate and recommend an appropriate policy framework for the SDC analysis based on City objectives. This task may be done with a citizens committee.
3. **Develop Fee Cost Bases.** Complete allocations to reimbursement and improvement fee cost bases by applying policy guidelines developed in Task 2.
4. **Develop and Complete Technical Analysis.** Calculate reimbursement fees. Calculate improvement fees.
5. **Meetings and Presentations.** Prepare for and attend staff work sessions. Prepare for and participate in City Council / public meetings.
6. **Documentation.** Prepare draft and final reports. Prepare a draft ordinance reflecting the recommended fees and fee structures.

Tips for Establishing Legally Defensible and Politically Palatable Fees

- Timing is everything. Once growth has occurred, infrastructure deficiencies generally cannot be funded by SDCs.
- Set adequate charges. Charges that do not fully recover growth-related costs, shift the burden of growth-related capital improvements to existing rates and tax payers.
- Involve and educate local developers and builders as much as possible. They are willing to pay their fair share. Predictability is often their key concern.
- Structure SDC credits in a way that treats developers equitably without jeopardizing City cash flow from SDCs.
- Show your work. The capacity-increasing portion of the capital project list should be readily identifiable, as should the determination of unused capacity in the existing system.
- Be cognizant of new statutory requirements. SDCs can be increased without notice if the change is based on the periodic application of a specific cost index.



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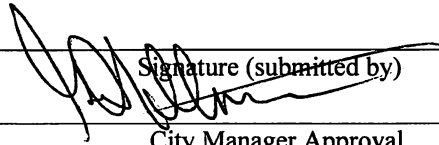
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CITY OF BROOKINGS

Council WORKSHOP Report

Meeting Date: February 5, 2018

Originating Dept: Councilor Triglia



Signature (submitted by)

City Manager Approval

Subject:

Tree Advisory Committee

Background/Discussion:

This matter was placed on the agenda by Councilor Dennis Triglia. In 2016 Parks Supervisor Tony Baron recommended to the Parks and Recreation Commission that they create

The Commission approved the formation of a committee to “develop a plan for tree removal and hazard mitigation.”

Upon learning of this matter, I expressed concern in an email to Baron on July 8, 2016 in which I recommended that a citizens committee not be formed for this purpose. Weighing heavily upon making this recommendation was the then status of recreational immunity, which held parks staff and management staff personally liable for third party injuries resulting from hazard conditions in parks. “It was, and is, my belief that management is responsible for the maintenance of City Parks and any decisions relating to tree removal should be based upon the advice of professional arborists. This is why staff recommended retaining Dick Cavendar for advice concerning the impact of shading on the native Azaleas and Brian French for advice on the condition of Fir trees. Ultimately the committee was not formed; recommendations came through the Parks and Recreation Commission and ultimately to the City Council for policy direction.

Attachment(s):

- a. Email dated January 11, 2018, from Councilor Triglia to City Manager.
- b. Email dated July 8, 2016, from City Manager to Tony Baron
- c. Memo dated July 27, 2016 from Tony Baron to the Parks and Recreation Commission.
- d. Information on Dick Cavendar.

Gary Milliman

From: Dennis Triglia
Sent: Thursday, January 11, 2018 3:10 PM
To: Gary Milliman
Cc: Tony Baron
Subject: Item for Next Council Workshop

Hi Gary,

At their May 2016 meeting, the Parks & Rec Commission met to discuss the removal of the Lundeen Lane trees. At that time, Tony Baron asked the PRC for a motion to establish a committee to develop a plan for tree removal and hazard mitigation in parks (to be composed of Staff, City Councilors, PRC Commissioners, the Azalea Park Foundation and members from the public at large). It was his sincere hope - with the formation of this committee – that the community would be engaged and educated about tree health and safety and could develop a plan to decide which trees need to be removed so that the City could budget accordingly (and conflict with the public may be alleviated). The motion was approved unanimously 5-0 (yet this committee was unfortunately never formed!). It never even came before the Council for approval.

As a result, I want to discuss Tony's initial plan at our next Council Workshop as a viable possible solution going forward. I think it may make Tony's life a bit easier considering all of the recent brouhaha surrounding the tree removal. It was very astute and insightful of Tony to anticipate the reaction of the public.

Thanks,
Dennis

Dennis Triglia
Councilor

City of Brookings
898 Elk Drive
Brookings, OR 97415

dtriglia@brookings.or.us

Gary Milliman

From: Gary Milliman
Sent: Friday, July 08, 2016 10:35 AM
To: Tony Baron
Cc: LauraLee Snook
Subject: RE: PR - Tree Maintenance Committee

I have a number of concerns.

1. Mission drift. Will the tree committee also start looking at tree preservation beyond the parks? There are members of the community who think the City should adopt tree preservation regulations. Terry Mock emails me almost every week on this topic. We have experienced mission drift with TPAC, the former URAC (which is why it no longer exists) and the Art Committee.
2. It could set us up for conflict. What happens when staff...as the responsible party for risk management...disagrees with the tree committee on the removal of a hazard tree? What would the PR outcome be of a tree committee versus staff conflict? What would the outcome be if the tree committee told CCEC "no" on the recent Lundeen Lane project?
3. What happens when we don't remove a hazard tree that the tree committee wants to protect? On whose recreational immunity plate does that fall?

It's adding another element that can cause more grief and could actually become a PR negative.

If we need technical expertise on making recommendations for tree removal or protecting/enhancing Azaleas, we should retain those professional services.

We can't use citizen committees to provide cover for making risk management decisions.

We already have a citizens advisory committee: the Parks and Recreation Commission.

Gary Milliman
City Manager
City of Brookings
898 Elk Drive
Brookings, OR 97415
541-469-1101 | Fax 541-469-3650





MEMORANDUM

**Parks and Technical Services Supervisor
Anthony Baron**

DATE: July 27, 2016

TO: Parks and Recreation Commission

SUBJECT: Committee to assess and recommend the removal of tree hazards in Parks

Dear Commissioners,

Under the direction of the City Manager (see attachment), staff is reconsidering the recommendation to form a committee in order to assess tree hazards in Parks. The Parks and Recreation Commission is already acting in this capacity. Staff proposes to retain professionals who will assist with tree hazard assessment and present recommendations to the Parks and Recreation Commission for review. If you have any questions, contact me at 541-469-1159.

Anthony Baron

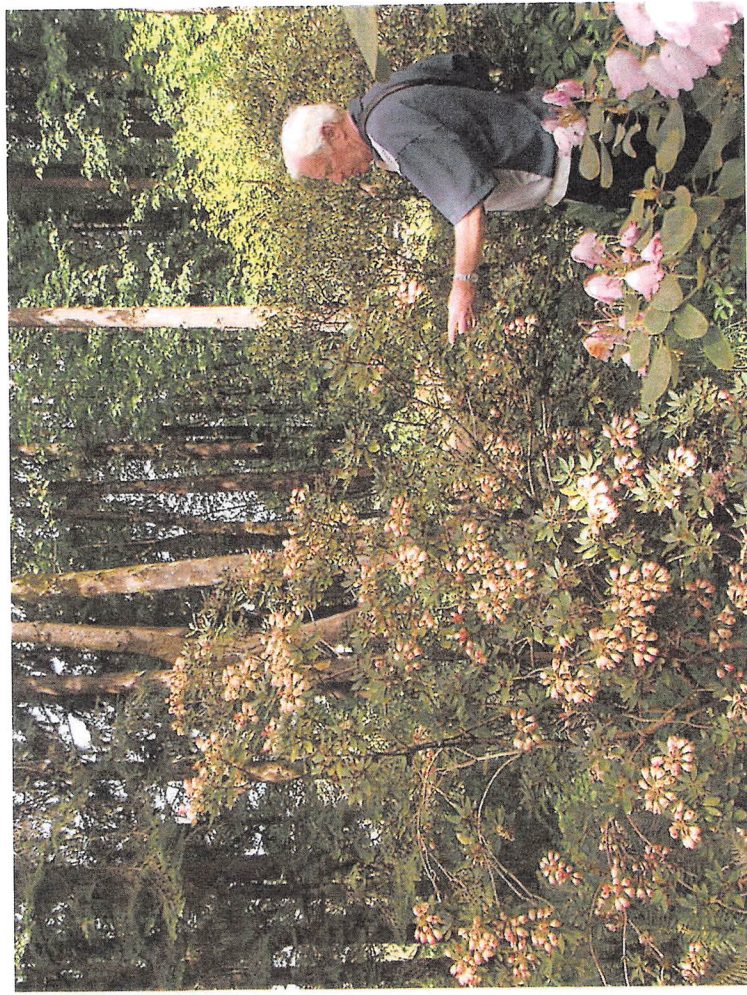
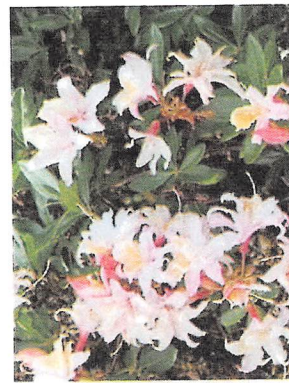
Parks and Technical Services Supervisor

Rhody Runner
 Tualatin Valley Chapter of the American Rhododendron Society
 APRIL 9TH, 2012 - 7 PM - SEE YOU THERE! *Rhododendron occidentale*
 Hillsboro First Baptist Church
 177 NE Lincoln St.
 Hillsboro, OR 97123

Please join us for lots of fun!

April 9, 2012 — Dick Cavender
Rhododendron Occidentale

Dick Cavender will be the speaker for the April meeting talking about his area of expertise: *Rhododendron occidentale*. Dick is a native of the Northwest, found from California to South Washington. It is a shrub and blooms late, midseason to late. Height is five feet in 10 years. It's growth habit is shrub-like.

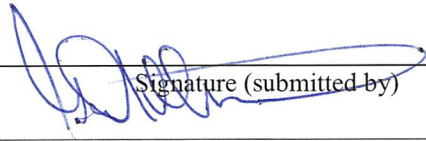


CITY OF BROOKINGS

Council WORKSHOP Report

Meeting Date: February 5, 2018

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Rolled Curb

Background/Discussion:

At the Council workshop of December 4, Councilor Hamilton questioned why the City had discontinued the installation of rolled curbs and if the City could reinstate this standard.

The City does have a rolled curb standard, but it is limited to those areas of the City where the design was initially used some years ago (Dawson and Spruce Drive). Here are the reasons why the rolled curb design which was popular in the 1950s-70's is no longer in general use.

1. Essentially, the entire frontage of the property can be used as a driveway and has led to people using their front yard for parking.
2. Separation of pedestrian and vehicle becomes blurred. Many times vehicles park on the sidewalk leaving little space for pedestrians and impairs wheelchair access.
3. Not as good for high storm flows (note the alterations to some of the private driveways along Spruce Drive over the years)
4. Not safe for wheel chair access. It is a 6:12 slope and appears traversable when it is not.

The rolled curb is extruded which would require an outside contractor to mobilize. According to estimates obtained by the Public Works Department, the cost of rolled curb is often more than standard curb because of the mobilization costs.

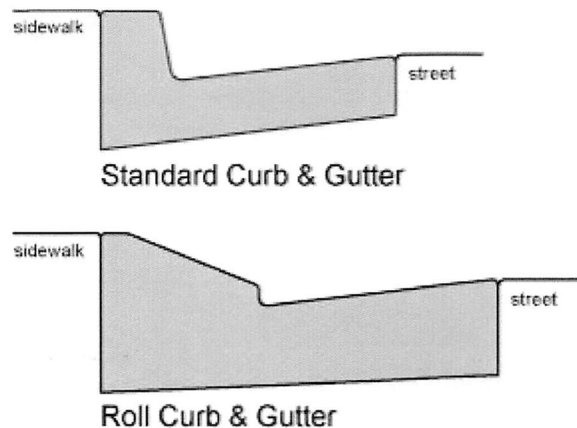
Attachment(s):

- a. "The Problem with Rolled Curbs", article by City of Sacramento Safe Routes to School Coordinator.
- b. Curb and Gutter Details from City Standard Details.

2013/09/04 — DAN ALLISON

SEARCH

the problem with rolled curbs



Rolled curbs slope up from the gutter pan to the sidewalk, whereas standard curbs have a more vertical face. Standard curbs are both old and modern, but there was a period of time in the 1950s through 1970s when rolled curbs were very popular, seen as a sign of the new suburbs. In the grid area of Sacramento, including the first ring suburbs, standard curbs are quite common. In the second ring suburbs and the sprawl suburbs, rolled curbs are quite common, not only being found

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in residential neighborhoods but even on arterial roads.



parking up on the sidewalk with rolled curb

So, what's the problem with rolled curbs? Drivers use rolled curbs to drive up on the edge of the sidewalk, constraining the sidewalk width, reducing walkability, and not infrequently causing blockage of the sidewalk for people in wheelchairs. ADA regulations require at least 36 inches of clear width. Combine the narrow 4-foot sidewalks that were popular in the suburbs with this driver behavior, and the car-influence zone is expanded to the complete width of the right of way, leaving no place for pedestrians. *[Note: This photo is for illustration purposes only, not to give this driver a hard time. This is common practice, and I've seen many instances where much more of the sidewalk was blocked.]*

have an affordable housing requirement due to use of prop 1C funds?
13 hours ago

› RT @grescoe:
One lane for:
Light Rail—moves 22,000 people/hr.
Bicycles—14,000.
Automobiles—2,000. Can someone remind me why we continue...
14 hours ago

› RT @cosmog:
@DaytonPubPolicy The government-created transportation system that exists now intrudes plenty aggressively into personal behavior...
1 day ago

› Prop 13 needs reversal, not reform. It has done so much damage already.

A side effect of parking up on sidewalks is that it leaves more of the street width for moving motor vehicles, which then increases the speed at which people drive. By trying to get their vehicles out of the way of the “speeding drivers,” they are actually making it easier for drivers to speed.

What are the solutions?

1. When curbs, gutters and sidewalks are replaced, only standard curbs and gutters should be installed. While that is already the policy in most locations, cities and counties seem to bow to pressure from homeowners to stick with rolled curbs, in order to maintain the “feeling” of the neighborhood. Cities and counties must stand firm on standard curbs.
2. Teach people to not park up on the sidewalk or even the inner edge of the curb, since mirrors and other parts of the vehicle may intrude even when the tires do not. As I ride around, I see some blocks with rolled curbs where no one is parked up on the sidewalk, and other blocks where almost everyone is, so I assume that people just follow what their neighbors are doing rather than thinking about it. In locations where

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bikeability **bike**
lane bike lanes
bike share bus
Capitol Corridor car
free central city

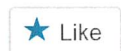
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conversion Cordova
Hills County of
Sacramento crash
crosswalk
crosswalks CVC
cycletracks
development
downtown
Downtown/Riverfront
Streetcar fatalities
freeway removal
funding greenfields
greenhouse gas
emissions
intersection I
Street light

there are police department docents or volunteers, this would be a good topic to stop and talk to people about. I think that once some people change, most others on that block would follow. If they continue to park on the sidewalk after being given fair warning, they should be ticketed.

If someone on your block or in your neighborhood is using rolled curbs to park up on the sidewalk, please talk to them about it. Direct contact would be most effective, but if you don't see them over a long period of time, leave a note. If one talk or two notes doesn't change their behavior, then report them to parking enforcement.

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[sales tax San](#)

[Francisco](#)

[sidewalk Slow](#)

[Transportation SoBi](#)

[speed streetcar](#)

[StreetsBlog Strong](#)

[Towns traffic](#)

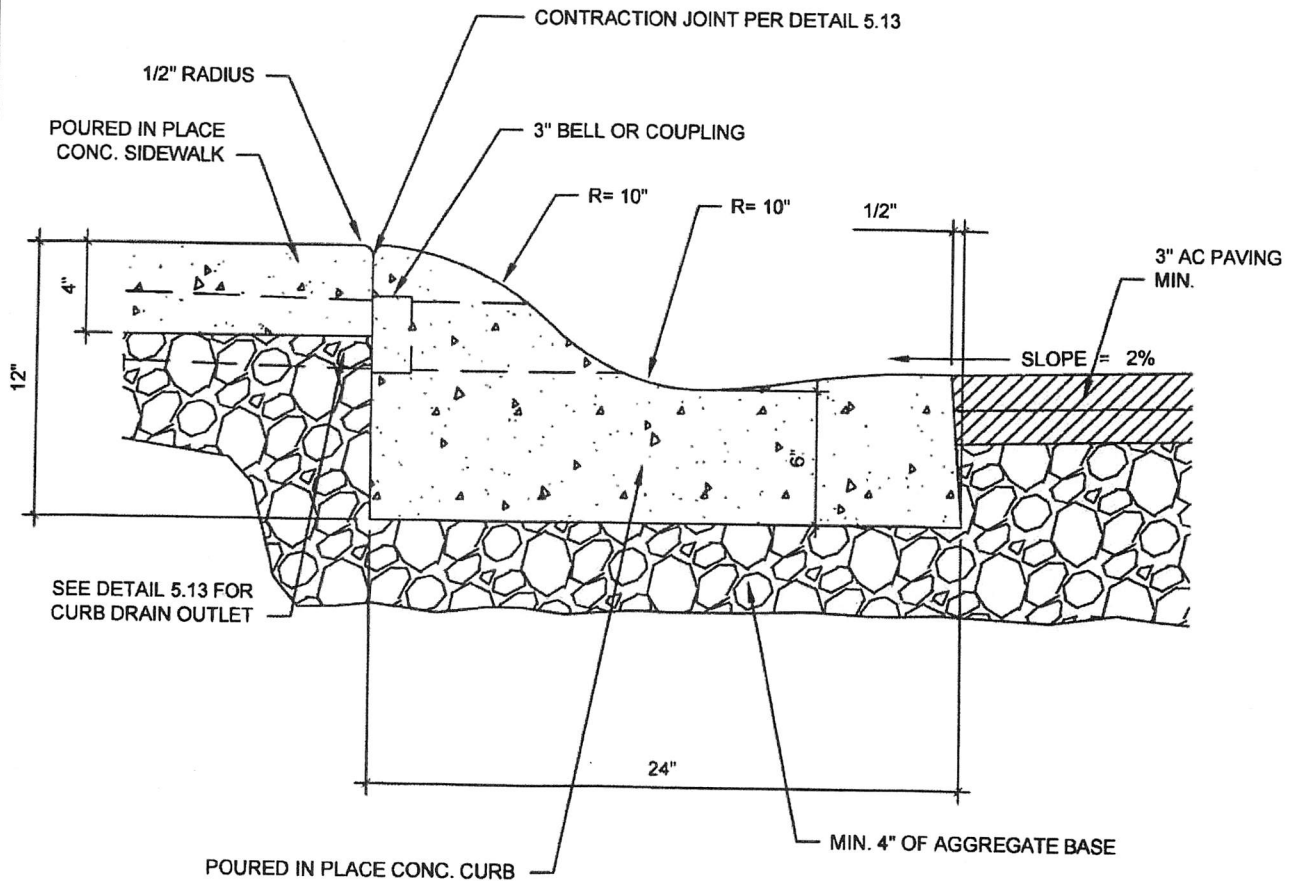
[calming](#)

[transit](#)

[transportation](#)

[transportation](#)

[funding two-way](#)



NOTE:

1. REFER TO DETAIL 5.13 FOR CONTRACTION JOINTS
2. MINIMUM DIMENSION STANDARDS NOTED
3. CONCRETE PER SPECIFICATIONS



CITY OF BROOKINGS - STANDARD DETAIL

ROLLED CURB - DAWSON TRACT ONLY

APPROVED BY RESOLUTION 17-R-1102

DATE: 4/10/17

5.11

CITY OF BROOKINGS

Council WORKSHOP Report

Meeting Date: February 5, 2018

Originating Dept: City Manager


Signature (submitted by)

City Manager Approval

Subject: Strategic Plan Review

Background/Discussion:

The City Council periodically reviews its Strategic Plan. Following are comments on various goals/action items.

LONG TERM > 24 Months

- G1 (1.1 + 1.2) The City Council has not appointed a Charter Review Committee. This is a major undertaking. The City Manager, City Recorder and City Attorney have been working to update Chapter 2.0 of the Brookings Municipal Code and will be bring an ordinance to the City Council in February, 2018.
- G1 (9.1) The Action Item has been implemented. This work has started in the City Manager/City Recorder Office. It is a multi-year project.
- G2 (7.2) Grant funding for sidewalks along the east side of Chetco Avenue from Easy Street to Parkview Drive have been approved and design is in progress. Construction is anticipated in 2020-21. There will be a local match required.
- G3 (6.3) The City has leased property adjacent to the Central Building which could be used for development as proposed in the Urban Renewal Plan.
- G3 (6.7) The City Manager served on the OCVA Board for two years and the City continues to participate in regional tourism promotion efforts as a Destination Marketing Organization through OCVA, the Wild Rivers Coast Alliance and other cooperative efforts.
- G3 (9.4) With the installation of field lighting and paving the parking lot adjacent to Lundeen Lane, the park will be more available for evening activities.
- G4 (1.1) The City Manager now serves on the Board of Directors and Executive Committee of the SCDC. The City has contracted with SCDC for economic development services.

SHORT TERM < 24 Months

- G2 (1.1) The City has secured grant funding for the seismic retrofit of the Police and Fire Stations and for the installation of seismic safety valves on three water storage tanks. Engineering is in progress with construction expected this year for the seismic valves and in 2019 for the Police/Fire buildings. The City will need to budget a local match and for possible temporary relocation costs for the seismic retrofit project in fiscal 2018-19.

- G3 (1.2) The City has contracted with South Coast Development Council to develop a business retention plan, which is scheduled for review by the City Council at their February 5, 2018, workshop.
- G3 (4.1) This project is on schedule for completion by late summer 2018.
- G3 (4.2) See G2 (7.2) in the Long Range Plan.
- G3 (5.5) A mural and public art location and theme plan has been developed by staff and will be presented to the City Council at the February 5 workshop.
- G3 (6.1) Project complete; additional amenities in progress.
- G3 (6.2) Chetco Point Park restroom completed. Staff recommends dropping Stout Park restroom project.

Updates, new projects, project elimination and/or clarification is encouraged at this meeting.

Attachment(s):

- a. Long Range Strategic Plan
- b. Short Term Strategic Plan

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 2 nd 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 sharrowws 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
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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	

GOAL 1: An Effective, Responsive, Ethical City Government That Is Fiscally Sustainable.					
Objectives		Action Items		Resp Party	Status/Notes
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-completed. Informational mailings to be issued early 2018
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
GOAL 2: A Safe Community					
Objectives		Action Items		Resp Party	Status/Notes
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; engineering study in progress. Tank seismic valves; in progress. City Hall retrofit-Police/Fire Station grant approved; Reservoir grant pending-engineer retained.
				PWD	Goal achieved
		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	Azalea Park sports fields lighting grant approved
		5.2	Perform annual Azalea Park tree evaluation	PWD	Need budget
6	Improve pedestrian safety				
GOAL 3: Influence Economic Growth / Improve Quality of Life					
Objectives		Action Items		Resp Party	Status/Notes
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	2.1	Develop comprehensive plan for addressing wastewater I&I issue	PWD	Annual program to correct I & I; Projects in progress

	improvements/standards that recognize economic trends.	2.2	Develop program to “cash out” DIA’s.	PWD/FHD	Properties to be released identified. Completed.
		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 Develop Recommendations for Affordable Housing Initiatives	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.