

City of Brookings **WORKSHOP Agenda**

CITY COUNCIL

Monday October 7, 2019, 4:00pm

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

A. Call to Order

B. Roll Call

C. Topics

1. 2019-2021 Strategic Plan [City Manager, Pg. 2]
 - a. Draft 2019-2021 Strategic Plan [Pg. 3]

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

Workshop Date: October 7, 2019

Originating Dept: City Manager

Signature (submitted by)


City Manager Approval

Subject:

2019-2021 Strategic Plan

Background/Discussion:

The City adopted the 2017-2019 Strategic Plan in October 2017. We held a Council Workshop on August 5, 2019, and discussed changes and updates based on projects approved or completed.

At that meeting, Council wanted a little more time to review prior to adoption. Since then, Councilor Hedenskog submitted recommended changes summarized below:

GOAL 1:

Section 1a - Delete

Section 1.4 – Add “Make staff aware.”

Section 1.5 – potentially delete; although we will need to go back to voters in 2023

Section 2.3 – From “complete” to “maintain”

GOAL 2:

Section 2 - Delete – Goal achieved

Section 4 – Add “on a 10 year cycle”

GOAL 3:

Section 4.1 – Change to “Improve North of Railroad, Wharf to Mill”

Section 4.4 – Add - Reduce I & I WW Collection System, CCIP program – average \$100,000 annually.

Section X – Add – Plan to utilize Community College to fullest extent.

I have not received any written comments or recommendations from the rest of the Council. Please bring any comments/suggestions to the Workshop. With consensus from the Council, the draft Strategic Plan will be forwarded to a future City Council meeting for adoption.

Attachment:

- a. Draft 2019-2021 Strategic Plan

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.	<p>1.1 Encourage new private investment in the community</p> <p>1.2 Maintain General Fund reserve at 5 percent of operating budget.</p> <p>1.3 Conduct energy conservation improvements at water and wastewater plants.</p> <p>1.4 Significantly reduce vehicle fuel consumption.</p> <p>1.5 Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.</p>	<p>CM</p> <p>BC</p> <p>PWDS</p> <p>PWDS</p> <p>CM</p>	<p>Working to improve community services (i.e., health care) before developing marketing strategy. Focus on housing</p> <p>Included in 2017-18 budget; in budget message</p> <p>Pump replacement needed, lighting fixtures changed to higher efficiency; \$30k/mo energy cost; VFD's at water plant</p> <p>Purchasing the most fuel efficient vehicles possible; reducing travel through combination of carpooling and on-line/in-house trainings; reduced fleet vehicles - surplus</p> <p>Fuel Tax reauthorized May 2018; Expires in 5 years = 2023</p>
1.a	Assure internal consistency and efficiency.			
2	Stable, effective and accountable management. Sustain positive workplace environment and employee morale.	<p>2.1 Provide competitive employee compensation through a merit-based system.</p> <p>2.2 Succession planning</p> <p>2.3 Complete infrastructure GIS project</p> <p>2.4 Develop plan for recruiting and sustaining volunteers</p> <p>3.1 Keep project scope scalable; use informal process; utilize local contractors</p>	<p>CM/CC</p> <p>CM</p> <p>PWDS</p> <p>PWDS</p> <p>PWDS</p>	<p>LGPI study to update 2009 study, will complete 2021-22</p> <p>Identify key positions; recruit for and/or train successors</p> <p>GIS framework complete; adding new information as it comes in</p> <p>On going - Adopt a park</p> <p>Public Procurement Contracting Policy</p>
3				

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.	<p>1.1 Pursue resilience projects and grant funding for seismic retrofit</p>	<p>CM</p>	<p>Repair, remove or replace FC Reservoir; Reservoir grant pending; Engineering study in progress. Tank seismic valves; In progress. City Hall retrofit; To be completed in 2019</p>
2	Provide clean drinking water and compliant waste water treatment.		<p>PWDS</p>	<p>Goal achieved</p>
3	Improve community health care.	<p>3.1 Establish Emergency Department at Brookings clinic.</p>	<p>CM</p>	<p>State authorized permit/ \$1.2 million needed by CHN to open; Legislation passed 2019</p>
4	Maintain streets in safe/serviceable condition.	<p>3.2 Simultaneously undertake feasibility study for hospital</p> <p>4.1 Allocate \$250,000 annually for street reconstruction and major maintenance.</p> <p>4.2 Improve pedestrian/vehicle safety; replace hazardous storm drain grate; make pedestrian facilities more accessible.</p> <p>4.3 Develop multi-year street/sidewalk improvement plan to include developing bicycle plan & pursuing funding for improvements.</p>	<p>CM</p> <p>BC</p> <p>PWDS</p> <p>PWDS</p>	<p>Funding needed for study</p> <p>Annual program. \$290,000 in local fuel tax revenues</p> <p>TSP update adopted; N. Chetco sidewalk; Project scheduled for 2020-21</p> <p>Bicycle Plan Adopted - Harris/Dawson Project completed 2015; more grants in progress.</p>
5	Safe Parks	<p>5.1 Develop lighting plan for parks; Making parks available for nighttime use</p>	<p>PWDS</p>	<p>Azalea Park sports fields lighting grant completed; Mill Beach Hours adjusted</p>
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	CM	Video library promoting City on website; New resident recruitment video completed August.
2	Establish development policies and public improvements/standards that recognize economic trends.	1.1	Develop business and resident attraction program.
		1.2	Develop business retention strategy
		2.1	Develop comprehensive plan for addressing wastewater I&I issue
		2.2	Develop program to "cash out" DIA's.
		2.3	Adopt ordinance to implement Downtown Master Plan 2002
3	Provide infrastructure to support economic growth.	2.4	Work with private interests to improve appearance of downtown through building & streetscape improvements
		2.5	Develop UGB transition agreements with special districts.
		4.1	Complete Railroad reconstruction project
		4.2	Pursue pedestrian improvement funding: Hwy101 north of Lucky Lane
4	Complete approved capital projects in a timely and cost efficient manner.	4.3	Pursue State/Federal grants to fund economic development and infrastructure improvements
		5.1	Improve downtown directional/parking signs
		5.2	Incentive program for downtown shops
		5.3	Limit retail commercial land supply to encourage retail infill & redevelopment to
5	Attract tourists to stop in downtown.	5.4	Promote downtown public art
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
		6.2	Install restrooms at Chetco Point and Stout Park (revisit)
		7.1	Utilize zoning ordinance to provide commercial/industrial lands for development
		7.2	Work with landowners to create larger development opportunity sites
7	Implement policies and implementation items included under economic section of Comprehensive Plan.	7.3	Encourage cottage industry/professional service home occupations
		7.4	Provide development opportunities for senior housing ranging from single-family detached dwellings to nursing facilities.
8	More Affordable Housing	CM	Potential Ordinance Revisions
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