

## City of Brookings 2015-17 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
		1.2	Encourage new private investment in the community	CM	Working to improve community services ( i.e., health care) before developing marketing strategy
		1.3	Maintain General Fund reserve at 5 percent of operating budget.	BC	Included in 2016-17 budget
		1.4	Conduct conservation improvements at water and wastewater plants.	PWD	
		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	Reauthorize Fuel Tax. Enact Recreational Marijuana Tax.
		1.7	Assure internal consistency and efficiency.	CM	
		1.8	Re-enact Fuel Tax	CM/CR	Deadline for ballot: March 8, 2018 ; Info video in progress
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	Next compensation review in 2017
		2.2	Succession planning	CM	
			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	Adequately staff, equipped and housed police/fire departments.	1.1	Grant application for seismic retrofit in progress	CM/CC	
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/ \$1.0 million needed by CHN to open
4	Improve personal/family preparedness.				
5	Maintain streets in safe/serviceable condition.	5.1	Allocate \$250,000 annually for street reconstruction and major maintenance.	BC	Annual program. \$282,000 in fuel tax revenues
		5.2	Improve pedestrian/vehicle safety; replace hazardous storm drain grate; make pedestrian facilities more accessible.	PWD	TSP update underway; N. Chetco sidewalk application, Easy Street
		5.3	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.
		5.4	Curb cut at Port office	PWD	Fall 2016
6	Improve pedestrian safety				
7	A disaster resilient community	7.1	Pursue resilience projects	CM/PSD	System improvements to EOC
<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, YouTube and Facebook. In-house distribution of packets
		1.2	Develop business retention strategy	CM	Create regional SOREDI type agency. Meet with key businesses.
2	Establish development policies and public improvements/standards that	2.1	Develop comprehensive plan for addressing wastewater I&I issue	PWD	Annual program to correct I & I; Projects in progress
		2.2	Prepare annexation pros/cons and fiscal analysis.	CM	Completed; Portland State report
		2.3	Develop program to "cash out" DIA's.	PWD/FHD	Identify properties to be released

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PM=Planning Mgr. PTS=Parks Tech Svcs. Sup. PSD=Police Safety Dir. PWD=Public Works Dev. Dir. YELLOW CELLS=Move to long range plan?

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<b>GOAL 3: Influence Economic Growth / Improve Quality of Life (Continued)</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Resp Party</b>	<b>Status/Notes</b>
		2.4	Adopt ordinance to implement Downtown Master Plan 2002	PM	Develop updated plan
		2.5	Work with private interests to improve appearance of downtown through building & streetscape improvements	BLD	
		2.6	Develop UGB transition agreements with special districts.	PWD	Delayed by HSD; County not pursuing.
3	Improve quality of life, longevity, address chronic health issues	3.1	Establish 97415 zip code area as a Blue Zone	CM	New project; needs resources
4	Provide infrastructure to support economic growth.				
5	Complete approved capital projects in a timely and cost efficient manner.	5.1	Complete Railroad reconstruction project	PWD	Construction scheduled for 2017
		5.2	Complete Airport Infrastructure project	PWD	Completion 2017
		5.3	Pursue pedestrian improvement funding: Hwy101 north of Lucky Lane	PWD	Tentatively approved by State for 2019
		5.4	Pursue State/Federal grants to fund economic development and infrastructure	CM	
6	Attract tourists to stop in downtown.	6.1	Landscaping along South Chetco	PWD/PTS	Obtained cost; not in budget.
		6.2	Improve downtown directional/parking signs	PWD/PTS	Need further direction
		6.3	Central Building historic landmark sign	PWD/PTS	Obtaining design
		6.4	Incentive program for downtown shops	PWD/BLD	Need further direction; workshop needed
		6.5	Limit retail commercial land supply to encourage retail infill & redevelopment to areas within existing UGB, especially downtown	PM	Implemented through current zoning
		6.6	Promote downtown public art	PWD	Public Art Committee active
		6.7	Develop RV parking along Frontage Road	PWD/PTS	TPAC/TSP; proposed Frontage budget 14-15; murals/weeding/flower baskets
7	Conserve open space and protect natural, scenic resources and cultural and historic areas while providing for orderly growth and development.	7.1	Work with Curry County & Harbor Water District to develop alternatives to water withdrawals from Chetco River during late summer months	CM	
8	Provide additional recreational opportunities and facilities to include neighborhood parks, beach and river access points, and possible downtown park.	8.1	Reconfigure Azalea Park Athletic Fields	PWD/PTS	Plan/budget completed. In progress.
		8.2	Install restrooms at Chetco Point and Stout Parks	PWD/PTS	Plan/budget developed. Chetco Point budgeted 2016-17. Reconsider Stout Park.
9	Implement policies and implementation items included under economic section of Comprehensive Plan.	9.1	Utilize zoning ordinance to provide commercial/industrial lands for development	PM	
		9.2	Work with landowners to create larger development opportunity sites	CM	
		9.3	Encourage cottage industry/professional service home occupations	PM	Code adopted for cottage industries
		9.4	Provide development opportunities for senior housing ranging from single-	PM	Code revised to include workforce housing (smaller, low rent housing)
<b>GOAL 4: Effective Intergovernmental Relations</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Resp Party</b>	<b>Status/Notes</b>
1	Influence regional, state, national policy on issues important to achieving City goals.				
2	Secure grant funding.				
3	Achieve City goals through strategic partnerships.				
4	Prepare for potential County fiscal failure.	4.1	Evaluate possible assumption of County services on cost recovery basis.	CM/FHD	Reviewed & identified as infeasible for Planning/Building. Provided Port District
		4.2	Complete UGB annexation study	CM	Contracted with PSU; study scheduled for November 2015

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