2021 - 2026 STRATEGIC PLAN

CITY OF BROOKINGS, SOUTH DAKOTA

UPDATED APRIL 2024

brookings
SOUTH DAKOTA

BRING YOUR DREAMS.

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SOUTH DAKOTA

Vision

We aspire to be an inclusive, diverse, connected community that fosters creativity and innovation, sustainability, and a high-quality life for all.

Mission

To provide a high-quality life through exceptional services and proactive solutions.

Brookings City Council

Mayor Oepke "Ope" Niemeyer

Deputy Mayor Nick Wendell

Wayne Avery

Brianna Doran

Andrew Rasmussen

Bonny Specker

Holly Tilton Byrne

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2024 UPDATE

A. Fiscal Responsibility

The City of Brookings will responsibly manage resources through transparency, efficiency, equity, and exceptional customer service.

GOAL 1: **Review and update financial policies, procedures and processes.**

OBJECTIVES:

		Progress (% Complete)
ALL	Carry out ongoing continuous improvement.	
ALL	Continuously review all open positions to assess alignment with organizational needs.	
FIN	Document written procedures and centralize resources for critical processes.	
FIN	Leverage technology to optimize budgeting and purchasing card processes.	
FIN	Review, revise and implement comprehensive financial management and purchasing policies.	
HR	Develop comprehensive compensation philosophy.	
PRF	Update accounting of Dacotah Bank Center financials to align with City budgeting process.	

GOAL 2: **Develop sustainable revenue and expenditure strategies.**

OBJECTIVES:

		Progress (% Complete)
ALL	Adjust CIP plan to account for equipment issues associated with aging fleet.	
CD	Implement energy efficiency upgrades to facilities.	
CD	Re-evaluate City properties to ensure appropriate replacement cost value.	

		Progress (% Complete)
FIN	Leverage technology to optimize long-range planning and budget management.	
FIN	Maintain and update Tax Increment Financing (TIF) revenues, project costs and projections.	
IT	Implement enhanced cybersecurity measures.	
IT	Upgrade network switch to improve network reliability and cybersecurity.	
IT	Implement email archiving for quicker access and enhanced storage capacity.	
IT	Implement surveillance cameras at City facilities to enhance security.	
IT	Collaboratively implement audio/video upgrade plan for City & County Government Center.	
PD	Complete site identification, design and construction of Public Safety Center.	
PD	Identify backup E911 center location.	
PW	Implement software technology to improve fleet maintenance.	

GOAL 3:   Maintain financial integrity and transparency.

OBJECTIVES:

		Progress (% Complete)
FIN	Create public-focused financial and budget reports.	
FIN	Create executive summary in conjunction with Quarterly Finance Report.	
HR	Annually review and analyze employee benefits to ensure long-term viability.	
HR	Annually review and analyze City's insurance program to ensure appropriate coverage level and cost-effectiveness.	

B. Safe, Inclusive & Connected

The City of Brookings will create an environment for inclusive programs, gathering places, and events where the community can safely live, work and come together to participate in opportunities for learning, recreation and enjoyment.

GOAL 1: Identify and develop programs.

OBJECTIVES:

		Progress *(% Complete)*
ALL	Provide orientation to new members of volunteer boards in collaboration with chair and staff liaison.	
ALL	Provide targeted training and development to volunteer boards.	
CD	Develop connectivity standards for new developments.	
CM	Revitalize neighborhoods that need safety, cosmetic and functional improvements.	
FD	Exercise, revise and improve the existing Emergency Management Plan to enhance City response, efficiency and community safety.	
IT	Integrate City facilities into organization-wide security software.	
LIB	Provide inclusive and exceptional programming for all ages.	
LIB	Host summer reading programs to support continuous learning	
LIB	Meet community recreation, informational and learning needs through a well-curated collection.	
PD	Implement drug (prescription meds) take-back program.	
PD	Partner with SDSU to implement mounted ceremonial unit.	
PD	Partner with Downtown Brookings to install interactive cameras.	
PRF	Implement recommendations outlined in 2020-2030 Parks & Recreation Master Plan.	
PW	Implement updated Winter Operations Plan.	

		Progress (% Complete)
PW	Implement standards for street markers.	
PW	Implement policy and process for acceptance of infrastructure.	
PW	Implement integrated HVAC controls at the Street Division Facility.	
PW	Enhance public outreach efforts for capital improvement projects and road closures/events.	

GOAL 2: Identify and develop places.

OBJECTIVES:

		Progress (% Complete)
ALL	Install backup power generators to critical City facilities.	
CD	Establish alternative Emergency Operation Center (EOC) with full backup power generation at City & County Government Center.	
CD	Implement recommendations outlined in 2022 Brookings County Housing Study.	
LIB/ PRF	Study potential renovation of Library and Activity Center to improve accessibility, functionality and community engagement.	
PRF	Implement and educate the community on recommendations outlined in 2017 Bicycle Master Plan.	
PW	Implement traffic calming improvements on Medary Avenue adjacent to SDSU.	

GOAL 3: Identify and develop community events.

OBJECTIVES:

		Progress (% Complete)

GOAL 4: Increase inclusive community communication and engagement.

OBJECTIVES:

		Progress (% Complete)
ALL	Update webpages in timely manner with accurate and helpful information and visuals to benefit all stakeholders.	
ALL	Evaluate board seats, quorum counts and role/purpose of liaison members.	
CLK	Implement volunteer board members management module.	
CLK	Improve availability of City records for electronic public access.	
CM	Expand and implement organization-wide training for culture-building.	
PD	Expand social media outreach.	
PD	Collaborate with SDSU on health and wellness initiative for BPD employees.	
PD	Expand Community Service Officer Unit to cover code enforcement, parking, security, and animal control.	
PD	Implement Police Department employee NIMS/FEMA/ICS job-specific supervision and leadership training.	
PIO	Increase community and civic engagement opportunities for LT, Council and community members.	
PIO	Increase awareness and use of EngageBrookings among community and staff.	
PIO	Develop crisis communication plan.	
PIO	Improve City website accessibility and accuracy.	

C. Service & Innovation Excellence

The City of Brookings will provide an accessible environment committed to ongoing innovation and outstanding service through listening and engagement.

GOAL 1: **Enhance and streamline community and operational engagement policies and processes.**

OBJECTIVES:

		Progress *(% Complete)*
CD	Create development process flowcharts and education tools.	
CM	Biannually review the City's selected performance metrics for relevance and update as needed to align with industry best practices.	
CM	Review City Charter every 10 years.	
CM	Conduct final review and adoption of updated City Council policies.	
CM	Engage local development community through Development Review Team.	
HR	Develop a comprehensive supervisor/leadership training series.	
LIB	Achieve voluntary Library accreditation through the South Dakota State Library.	
PD	To achieve CALEA accreditation, review, repeal, replace, and add policies.	
PRF	Review and complete the National Recreation and Park Association's Commission for Accreditation of Parks and Recreation Agencies (CAPRA) self-assessment.	
PRF	Review and complete National Council on Aging Senior Center Accreditation self-assessment and training.	

GOAL 2: Establish intergovernmental relationships for policy-shaping efforts.

OBJECTIVES:

		Progress (% Complete)
ALL	Serve on executive boards and committees of professional associations at state level.	
ALL	Review and respond to legislation impacting Brookings.	
CM	Build and strengthen relationships with elected officials.	

D. Sustainability

The City of Brookings will meet environmental, community and economic desires and needs without compromising future generations' quality of life by strategically planning, implementing and maintaining infrastructure and facilities.

GOAL 1: Create and implement master plans that ensure sustainable operations, services and programs.

OBJECTIVES:

		Progress (% Complete)
CD	Implement 2018 Comprehensive Plan.	
PW	Implement 2023 Solid Waste Master Plan.	
PW	Develop 2024 Stormwater Master Plan.	
PW	Complete 2024 Six Mile Creek Flood Feasibility Study.	
PW	Complete update to 2011 Master Transportation Plan.	
PW	Complete University Boulevard project to upgrade sanitary sewer and streetscape project.	

GOAL 2: Develop sustainable practices, policies and training.

		Progress (% Complete)
CM	Obtain sustainability certification for Sustainability Council staff liaison.	
FD	Institute and evaluate effectiveness of small-battery recycling program.	
PW	Host waste tire regional collection event, pending State funding, once every 3 years.	
PW	Host annual household hazardous waste collection event.	
PW	Implement a fee-for-service electronic-waste drop-off program.	
PW	Complete operational training on pancake-lift process at Landfill.	
PW	Implement recycled content policy for City office supplies.	
PW	Implement encroachment permits and fees.	

E. Economic Growth

The City of Brookings will support effective diversified community investment and equitable opportunities for prosperity.

GOAL 1: **Support a dynamic economic development ecosystem.**

OBJECTIVES:

		Progress (% Complete)
CM	Implement 2023-27 Community Economic Development Master Plan.	

GOAL 2: **Encourage continued development of commercial districts throughout the community.**

OBJECTIVES:

		Progress (% Complete)
CD	Evaluate zoning designations to ensure appropriateness of commercial uses.	
PW	Construct improvements to Research Park sanitary sewer.	

GOAL 3: **Implement strategies to bolster downtown development.**

OBJECTIVES:

		Progress (% Complete)
CM	Engage community, complete and implement 2024 Downtown Brookings Master Plan.	

GOAL 4:   **Maximize potential of existing community assets to generate revenue.**

OBJECTIVES:

		Progress *(% Complete)*
CM	Partner with Visit Brookings to research future bid opportunities.	

GOAL 5:   **Evaluate and enhance economic development policies.**

OBJECTIVES:

		Progress *(% Complete)*
CM	Update TIF and sales tax grant policies for Council action.	
CM	Draft and implement Triple Bottom Line policy.	