



BRING YOUR DREAMS.

Brookings City & County Government Center | 520 3rd St., Suite 230 | Brookings, SD 57006

# 2021 - 2026 CITY OF BROOKINGS, SOUTH DAKOTA STRATEGIC PLAN

UPDATED

MARCH 2021

BRING YOUR DREAMS.



## Vision

We are an inclusive, diverse, connected community that fuels the creative class, embraces sustainability and pursues a complete lifestyle. We are committed to building a bright future through dedication, generosity and authenticity. Bring your dreams!

## Mission

The City of Brookings is committed to providing a high quality of life for its citizens by fostering a diverse economic base, innovative thinking, strategic planning, and proactive, fiscally-responsible municipal government.

### *Brookings City Council*



Mayor Oepke "Ope" Niemeyer



Deputy Mayor Nick Wendell



Joey Collins



Leah Brink



Patty Bacon



Holly Tilton Byrne



Wayne Avery



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# 2021-2026 STRATEGIC PLAN

CITY OF BROOKINGS, SOUTH DAKOTA



## A. Fiscal Responsibility

*Brookings will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources for the short and long term. Brookings will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient, business friendly and ensure exceptional customer service to all stakeholders and citizens.*

**GOAL 1:** Outside Agency Funding Analysis (Capital/Economic/Social Services)

- Social service agency analysis/recommendation/impact report provided by United Way
- Economic Development agencies review started

**GOAL 2:** Evaluation of Existing Staffing, Service Delivery, and Service Level

- Three additional dispatchers funded in the 2022 budget
- Lead Dispatchers added to assist with overtime and span of leadership
- All open positions evaluated for need and position refinement
- Identified initial department needs and exploration of software, duties, and process ongoing

**GOAL 3:** Maintenance of City Facilities and Infrastructure (Unfunded Liability)

- \$1.2 million was budgeted in 2022 from City Council Financial Policy
- All future facility maintenance is now within the 10-year Capital Improvement Plan
- Upgraded the Library's HVAC system and exterior doors
- Replaced the Art Council's elevator

**GOAL 4:** Review of Financial Reserve Policy

**GOAL 5:** Long-Term Strategic Financial Plan

- 10-year operational plan started with consultant



- Financial reserve policy/analysis in collaboration with 10-year operating plan with development in 2022

**GOAL 6:** Internal Financial Process Review and Auditing

- Consultant contracted and primary areas for improvement identified
- Ongoing continuous improvement lead and completed by internal staff

**OTHER:**

- \$4.3 million in American Rescue Plan (1/2) funding received/administered with survey
- COVID incentive shot program complete and included partnership with SDSU/SWIFTEL
- 2020 Audit contained 0 material weakness
- Received the award for outstanding CAFR/ACFR
- 2021 Budget in Brief presented to all employees and community leadership groups
- New 2022 Budget in Brief developed
- Obtained a \$2,500 Literacy Grant to add Wonderbooks and launchpads
- Dark fiber infrastructure increase efficiencies/communication and opportunities while saving \$85,000 over 5 years
- Dell's VxRail Hyperconverged Infrastructure combined multiple datacenters into one creating costs savings
- Fortinet Fortigate 100F Nextgen firewall installation eliminated 14 outdated firewalls with increased protection



## B. Safe, Inclusive, and Connected

*Brookings and our partners will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning, recreation, and enjoyment. Connectivity within the community will be cultivated through citizen and cultural engagement, outstanding customer service, public safety and clear, accessible communication. Our community's history, its diversity, inclusivity, and environment will be protected for future generations.*

**GOAL 1:** Police Facility Improvements

- Owners representative hired
- Engineer and construction manager at risk with reconstruction/new construction estimate developed in the summer 2022
- 2021 approximately \$7million identified in CCFPP with \$500,000 committed in November

**GOAL 2:** Emergency Management Planning

- First Ever City/County emergency preparedness exercise in November

**GOAL3:** Fire Training Facility Improvements

**GOAL 4:** Food Pantry Improvements

- \$1.7 million Community Development Block Grant Secured for United Way, Food Pantry, Backpack Program, and senior programming with construction in 2022

**GOAL 5:** Park Master Plan Implementation

- Master plan completed
- Park Board will prioritize and strategize outcomes

**GOAL 6:** Bicycle Master Plan Awareness and Implementation

- Future implementation and funding of 1-1.5 mile of trails along 20<sup>th</sup> street identified for 2022
- \$87,000 State Grant awarded for Prairie Hills hike and bike path extension
- GIS bike master plan layer completed
- Bike Committee transferred as a Parks Board Subcommittee
- Bike Master Plan now included in Development Review Discussions

**GOAL 7:** Transportation Connectivity Index Development and Implementation

**GOAL 8:** Housing Study Update and Implementation

- BEDC, County and City contracted with RDG for a housing study with completion in early 2022
- Traditional zoning changes to R1D to include setback and lot size reductions ready for PC action
- Affordable housing infrastructure commencement at 15<sup>th</sup> and 7<sup>th</sup> Ave, developer agreement 2022
- Final Plat policy changed to allow administrative approval which expedites development
- Traditional Development proposed internally that increases workforce housing and peacemaking
- Development cost calculator completed

**GOAL 9:** Downtown Master Plan Development and Implementation

**GOAL 10:** Volunteer Board Advancement – Presentations (Annual Report and Goal Setting)

- Staff liaisons notified of 2022 Council Planning session discussion
- Elimination of inactive boards
- Combination of boards for greater efficiencies, resources, and outcomes
- Created new structured orientation process for all new members

**OTHER:**

- BMU water shutoff policy change to eliminate trip/ADA hazards in sidewalks
- New dog park grant awarded for Sexauer, 2022 development
- \$3.7m Bob Sheldon renovation completed
- Bob Sheldon art project designed, 2022 completion
- Inaugural Community Games

- BISA Hockey Performance Center project development
- Park & Rec Summer Guide printed in Spanish
- Library Board's 2022-2024 Strategic Plan finalized
- Native American History Month Speaker Series grant funded
- Safety assessment on the Library completed by the police department with 2022 improvements
- \$3,000 ALA "Libraries Transforming Communities" grant
- Sponsored and planned successful Juneteenth event
- Bystander training to the public
- Continuation of listening sessions



## C. Service and Innovation Excellence

*Brookings will provide a working environment that is committed to ongoing innovation and outstanding service through listening and engagement. Employees will be provided the tools, resources, and support while promoting continuous improvement and growth.*

**GOAL 1:** Performance Management Implementation and Enhancement  
 – Brookings Insights Performance Management implemented spring 2021 and updated every six Months  
 -Quarterly CFO report directly linked to the public facing website with interactive metrics

**GOAL 2:** Development Review Team Process Improvement

**GOAL 3:** City Governance and Operations Policy Review  
 – Governance policy complete  
 - Ends and other Council policy review underway  
 - Commission on Accreditation for Law Enforcement Agencies (CALEA) – Started a three year process for accreditation which includes the review of all police department policies

**GOAL 4:** Community Survey Development, Distribution, and Review

**GOAL 5:** Community-Oriented Policing Engagement, Awareness and Implementation  
 - National Night Out record breaking attendance (700+)  
 - Launch of Desk Officer Reporting system- Citizen reporting 24/7 of non-violent crimes  
 - Coffee with a Cop restarted

**GOAL 6:** Intergovernmental Relations and Policy Shaping

**GOAL 7:** Marijuana Implementation Planning and Policy  
 - Zoning, application, fee and process implemented

**OTHER:**  
 - Creation of a Public Works Department that improve efficiencies

- New City Planner – First AICP Certified Planner
- New City Engineer – Background in best management practices with environmental experience
- New Fire Chief and Deputy Fire Chief
- GIS division 95% base layer complete – Collaboration with the County, BMU, & School
- GIS – development of apps for code enforcement, sidewalk inventory, fire hydrants, water flow, bike master plan
- GIS story map of Brookings future development hindrances
- New employee evaluations and software system contracted
- New employee monthly news letter implemented
- Total compensation/benefit statements sent to all employees annually
- Part Time pay analysis brought employees into market
- Finalized department head 360 evaluations
- Organizational wide diversity and bias training
- Launched Engage Brookings App
- SDSU Project Engagement – Smart Projects, Sustainable initiatives, redevelopment opportunities, research park project
- Fleet Maintenance Software – Replacement and maintenance program
- American Public Works Association – Streets personnel attended AWA snow best practices to improve winter weather response and environmental friendly use of salt
- Evaluation and update of City/School District joint use agreement
- Restructure of Park Maintenance Staff to increase efficiencies with limited staffing
- Building permit software (iWorQ) integration with BMU for enhanced communication, efficiencies, etc. on building permit reviews
- Assisted 21 applicants to date with the 11.1 Historic Review process
- Joint Jurisdiction Zoning Ordinance Update – City & County Planning Commissions started the ordinance review process after a break during pandemic
- Successful negotiation of multi-year union agreements with police and city general
- Non-lethal force tools added with pepper ball launchers
- Text to 911 now available
- Implementation of Docusign software for better customer service and internal efficiencies



## D. Sustainability

*Brookings will meet our environmental, community, economic desires and needs without compromising future generations' quality of life. We will strategically plan, implement and maintain current and future infrastructure and facilities, using technology when possible, to support the community's quality of life, economic viability, and protect the environment.*

**GOAL 1:** Stormwater and Groundwater Master Plan, Best Practices, Maintenance, Development Code, Education, and Partnerships

- Stormwater master plan contracted and completion expected 2022
- Six Mile Stormwater Study FEMA grant awarded for \$100,000

- Stormwater pilot project on Jefferson addresses sump pump discharge complete with policy review for implementation in sections of new development
- SDSU Collaborations – Stormwater BMP (rain gardens, rain barrels, education)
- Impervious pavement project at Bob Shelden complete
- 20th & Medary stormwater improvement funding identified through TIF
- CITCO educational retention garden

**GOAL 2:** Sustainable Development Practices Training, Implementation, and Policy

- All Department Heads attended sustainability training
- \$10k new tree rebate program implemented
- CITCO electric vehicle charging station functional through a collaboration with BMU
- Fast charging station collaboration effort with BMU
- New Electric fleet vehicle and direction to start moving to renewable fuel fleet
- First Ever Household Hazardous Waste Event
- Emerald Ash Borer Management Plan

**GOAL 3:** Park Land Dedication Policy

**GOAL 4:** Comprehensive Plan Implementation

- Infrastructure Acceptance Policy approved to protect City/Residents infrastructure
- Commercial Overlay Districts adopted that protects the culture and aesthetics of Brookings on primary corridors
- Buffer Yard Regulations enacted to increased green space and landscaping (BMP stormwater) incorporated to protect environment and neighborhoods

**OTHER:**

- Landfill Master Plan state grant awarded to Identify recycling, household hazardous waste, risk/liability reductions, efficiencies, and sustainability of landfill facility
- Historic Preservation Plan Update completed
- Library HVAC – value engineered to reduce costs while gaining efficiencies
- City of Brookings new domain implementation increased interoffice communication
- Print services contract renegotiated to consolidate departments into one contract
- Migration of TimeClock and Springbrook financial/Personnel services to the cloud



## E. Economic Growth

*Effective community investment and equitable opportunities for prosperity fostered through streamlined processes, technology, safety, proper planning and an aesthetically attractive community appearance. This is supported by sustainable development through fostering partnerships. The quality of life for our citizens is key to our economic success.*



**GOAL 1:** Swiftel Center Return on Investment and Financial Planning  
- New contract with Spectra containing cost savings/mitigation measures

**GOAL 2:** Swiftel Center Facility Expansion and Hotel  
- Site listed with Brookings Economic Development Corporation to receive proposals

**GOAL 3:** Swiftel Center Agriculture Market Growth  
- Contracted with local consultant to assist in the growth of agriculture related events

**GOAL 4:** Marketplace Development

**GOAL 5:** City-Owned Land and Purchasing Policy

**GOAL 6:** Future Development and Growth Cost-Benefit Analysis  
- Cost – Benefit calculator created for residential development analysis through the University of Iowa

**GOAL 7:** Armory Redevelopment and Hotel  
- A new agreement was approved with transfer of the property expected July 2022

**GOAL 8:** I-29 and 20th Street Interchange Construction  
- Approval for entry received  
- Design completed  
- Bids received November 17 and awarded for \$15.3 million  
- Construction completion anticipated 2023

**OTHER:**  
- Future land use GIS presentation to the key stakeholder of 10-15 years of developable land  
- Inventory of community photos for marketing contracted and shared with city partners  
- 15th and 7th Street Infrastructure prepared for a workforce housing project  
- Attainment of McClemons Property for stormwater and street infrastructure  
- DRT met 33 times, reviewed 12 rezones, 5 preliminary plats, 29 development projects, 7 conditional use permits, 32 agenda items on policy/presentations, and 85 total agenda items  
- Creation of TIF #11 to spur economic growth in southwest portion of community