



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

December 2022

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.

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## *Brookings City Council*



Mayor Oepke "Ope" Niemeyer



Deputy Mayor Nick Wendell



Joey Collins



Bonny Specker



Brianna Doran



Holly Tilton Byrne



Wayne Avery

# 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)**

- Economic masterplan 2023-28 goals/objectives implementation
- City Council economic development masterplan creation
- Outside agency funding dedicated budget process with workshops and study sessions
- Agency subsidy benchmark analysis of peer communities completed
- Social service agency analysis/recommendation/impact report provided by United Way

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

- Creation of a Sergeant Professional Standards position to oversee internal affairs, self-assessment/auditing, accreditation, policy and procedure review, budgeting assistance, training
- All open positions evaluated for need and position refinement, including department location, job description, wages, etc.
- Parks 5-year succession plan and evaluation of the department structure
- Attain (1) landfill/collections, (1) Parks Staff, (1) Senior Citizen Center, (1) A2CM
- Solid Waste structure enhanced to improve the span of control and leadership advancement
- Evaluated staffing requests in City's 10-year financial operational plan to ensure long-term impact is sustainable
- In 2022, added 1 Deputy City Clerk (eliminated 2 part-time positions) and 3 Dispatchers
- Restructure of Solid Waste and Street Divisions for an appropriate span of control, enhanced accountability and internal promotion opportunities
- Lead Dispatchers added for an appropriate span of control, assist with overtime and provide necessary leadership
- New part-time pay scale enacted for the current market in 2022
- IT security review of infrastructure and software

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

- Audio/video upgrade in City/County chambers and community room
- Grant identification for desired projects through a contract with Baker Tilly
- Public Safety Center Grant exploration
- LED upgrades to all facilities through energy contract



- **Library Window replacement**
- **Library chiller upgrade**
- **Old food pantry facility demolition**
- Facilities impacted by 2022 Derecho impact fixed (majority)
- \$1.2 million of City Council Financial Policy in 2022 utilized for facility needs
- All future facility maintenance needs now within the 10-year Capital Improvement Plan
- Library exterior doors replaced and HVAC upgraded
- Library mothers' room completed
- Library HVAC system and exterior doors were replaced/upgraded
- Art Council's elevator replaced

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

- Reserve analysis provided at 2022 Council Retreat for initial direction
- City Council Priority Project Funding Report presented quarterly

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

- 10-year operational plan developed for annual utilization to ensure long-term viability
- Edgebrook Golf Course capital reserve account established

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

- **Strengthened key identified risk processes, including cash handling**
- **Assess opportunities to strengthen the safety of the City's payment process**
- **Ongoing continuous improvement lead and completed by internal staff**
- Consultant contracted and primary areas for improvement identified

**OTHER:**

- **TIF 7 and 11 strategy maximizing the use of proceeds to assist stormwater needs within the area**
- **FEMA financial reimbursement for Derecho impact**
- **City's Health Insurance plan analysis to ensure the long-term viability**
- 2020 Annual Comprehensive Financial Report (ACFR) Outstanding Award
- 2021 Audit contained 0 material weakness
- 2022 Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Budget presented to all employees and other outside groups
- New 2022 Budget in Brief developed
- \$125,000 in private donations received for park features, maintenance equipment and staff
- \$4.3 million in American Rescue Plan Act (ARPA) distributed through Council recommendation
  - \$2.2 million for Mental Health, Child Care and Affordable Housing
  - \$2.2 million for Public Safety Facility
- Purchase order system and project management program attained
- Solid Waste and Street Divisions comprehensive evaluation of the Capital Improvement Program
- COVID incentive shot program complete and included partnership with SDSU/SWIFTEL
- Obtained a \$2,500 Literacy Grant to add Wonderbooks and launchpads
- Dark fiber infrastructure attained that increases efficiencies/communication and opportunities 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, & Connected Community

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

### **GOAL 1: Police Facility Improvements**

- Fully fund, design, engage public, and construct
- FAA engaged to determine the feasibility of city-owned parcel
- Owners representative hired
- Engineer and construction manager at-risk selected for reconstruction/new construction
- Preliminary estimate developed
- Cash funding increased \$7.5 million to \$8.5 million through Council Financial Priority

### **GOAL 2: Emergency Management Planning**

- Tabletop emergency exercise
- Police Department employee NIMS/FEMA/ICS job-specific training
- Annual review of Emergency Plan
- Local emergency operations plan developed
- City/County emergency preparedness exercise 2021

### **GOAL3: Fire Training Facility Improvements**

- Installation and operable
- Facility bid and construction 2023
- City Council Financial Policy Projects prioritized funding

### **GOAL 4: Food Pantry Improvements**

- New facility for Food Pantry, United Way, Backpack and Senior
- Financial City administration and oversight of the project complete
- \$1.7 million Community Development Block Grant Secured
- \$1.9 million construction budget
- Council committed \$300,000 of Financial Policy Projects and County matched

### **GOAL 5: Park Master Plan Implementation**

- Grant submissions for multiple park amenities identified within the masterplan
- Edgebrook Golf Course revitalization plan
- User agreements review and cost recovery exploration
- Pickleball grant received
- Master Plan recommendations incorporated into the 10-year Capital Improvement Plan
- New Sexauer dog park grant attained and amenity developed
- Ongoing evaluation of existing/new park features and usage
- Expanded use of holding barn during the winter season
- Established snow management policy for trails
- Phase I construction of Dakota Nature Park Discovery Trail
- Holding barn improvements identified for indoor use at \$1.8 million (2022)
- Updated joint use agreement with Brookings Public Schools
- Updated agreements with user groups
- Developed a donor opportunity catalog
- Master plan completed

### **GOAL 6: Bicycle Master Plan Awareness & Implementation**

- Trails along 20<sup>th</sup> Street 1-1.5 miles local/state/federal funding identified
- Future trail easement acquisition
- Prairie Hills hike and bike path second-phase grant submitted
- On-street system considerations
- Bike Committee transferred as a Parks Board subcommittee
- Quarterly subcommittee meeting to review implementation progress and prioritize future plans
- GIS bike master plan layer
- Bike Master Plan now included in Development Review Discussions
- Prairie Hills hike and bike path extension \$87,000 State Grant awarded
- Prairie Hills hike and bike path Phase I construction

### **GOAL 7: Transportation Connectivity Index Development & Implementation**

- Develop Connectivity Index for new development considerations
- Identify connectivity opportunities for all forms of transportation within existing and new developments

### **GOAL 8: Housing Study Update & Implementation**

- Affordable housing project at 15<sup>th</sup> and 7<sup>th</sup> Ave
  - \$200,000 City Council approved ARPA funds and land sale
  - Developer attained tax credits
- Housing Study Completed
- Residential R1D zoning setback and lot size reductions approved for better land use
- Final Plat policy changed to allow administrative approval and expedite development
- Residential development cost calculator completed

### **GOAL 9: Downtown Master Plan Development & Implementation**

- Request for proposals drafted; progression pending funding prioritization

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

- Orientation provided to new members of all boards in collaboration with the chair and liaison
- Traffic Safety Committee examination and education continued
- Evaluation of board seats, quorum counts, and role/purpose of liaison members
- Historic Preservation Commission intern secured through grant funds
- Mayor’s Holiday celebration and awards event
- All boards present at Council Retreat
- Council elimination of inactive boards
- Combination of boards for greater efficiencies, resources and outcomes
- Created a newly structured orientation process for all new members

### **OTHER:**

- License plate readers
- Downtown interactive cameras
- Radio communication tower relocation with backup power generation
- Generator backup power to critical facilities
- Master Transportation Street Plan grant
- Implement fleet maintenance software
- American Public Works Association training for streets staff (best management practices)
- Signage standards for street markers
- Infrastructure acceptance process for streets, lighting and storm drainage
- Street facilities integrated into existing HVAC controls
- Street facility integrated with existing city security software
- Public outreach prioritized for capital improvement projects and road closures/events
- Project coordination with BMU and other local agencies of major projects
- Solid waste collection vehicles GPS and cameras added for efficiencies and operation safety
- In-house Freon removal process at the landfill to aid in recycling of white goods
- Natural Gas provider’s new Franchisee Agreement
- Police software increases accountability and efficiency with policy as well as citizen complaints
- Project portal for public viewing of project status
- Play Ball art installation at Bob Shelden Field
- Intergroup dialogue facilitator training at the library: 20 participants, 7 groups, 53 signed up
- Remote road temperature sensors improve public transportation safety and winter response
- Library Board’s 2022-2024 Strategic Plan finalized
- Safety assessment on the Library completed
- Security cameras and security card-key locks installed at the library
- Library story time with ADVANCE
- Library booth at Juneteenth Celebration
- Library Native American Heritage Month Events: 5 events with 87 participants
- Library LGBTQ+ Pride Events: 3 events with 37 participants
- Library Black History Month Events: 7 programs with 156 participants
- Library booth at the Multicultural Center Welcome Event: 33 signed up for library cards
- Human Right Commission and SDSU common read film screening
- Bystander training to the public
- Continuation of listening sessions
- South Dakota Humanities Grant for Native American History Month programming
- Transforming Communities Grant for Black History Month

- BMU water shutoff policy to eliminate trip/ADA hazards in sidewalks
- \$3.7m Bob Shelden Field renovation
- Community Games
- BISA Hockey Performance Center was privately funded and constructed
- Park & Rec Summer Guide printed in Spanish



## C. Service & 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 & Enhancement**

- Brookings Performance Management Insights implemented and updated every six months
- Quarterly CFO report directly linked to the public-facing website with interactive metrics
- Staff serves on the International City/County Managers Association (ICMA) best practices for performance metrics

### **GOAL 2: Development Review Team (DRT) Process Improvement**

- DRT met 33 times in 2022 to review plats, conditional use permits, policy, zoning and assistance
- SDSU, School District, Utility companies and DRT have regular meetings
- BMU and City meet quarterly on capital projects and opportunities
- DRT mission, vision and expectations one-pager for team members created
- Development community outline created to better understand DRT role, timeline and scope
- Planning Commission presentation of DRT's role in the development process
- Standardized packet item deadlines and submission to team members, including the amendment of deadlines in municipal code for certain items that go to Planning Commission to allow adequate review

### **GOAL 3: City Governance & Operations Policy Review**

- **Ends and other Council policy review underway**
- **Certified Public Safety Management (CPAM) study implementation**
- **Police policy and CALEA continuous review/implementation**
- **Police 30 x 30 initiative to increase diversity**
- City's green building standards policy
- Governance policies review
- Police Certified Public Safety Management operations assessment
- Special assessment policy

### **GOAL 4: Community Survey Development, Distribution, & Review**

- **Community Survey 2024**
- City Council American Rescue Plan Act (ARPA) community and business survey
- Economic Development Masterplan community and business survey
- Brookings housing study community/county survey



## **GOAL 5: Community-Oriented Policing Engagement, Awareness & Implementation**

- **Social media outreach program expansion**
- **Health and wellness collaboration with SDSU**
- Breakfast with Badges within the schools
- Compliment/complaint online reporting
- Two Citizen Academies
- Coffee with a Cop program revived
- National Night Out record-breaking attendance
- Desk Officer Reporting system: Citizen reporting 24/7 of non-violent crimes

## **GOAL 6: Intergovernmental Relations & Policy Shaping**

- Leadership continues relationships with local elected officials
- Leadership provides review and response to legislation impacting Brookings
- Leadership serves on multiple South Dakota Municipal League Committee
- Leadership serves on the Chamber Public Policy committee
- Staff serves on the executive board of professional associations at the state level

## **GOAL 7: Marijuana Implementation Planning & Policy**

- Renewal of businesses licenses and inspection process
- Initial zoning, application, fee, license and process created

## **OTHER:**

- **2023 Salary Survey**
- **Community Service Officer accreditation**
- **Voluntary donation of vacation/sick leave policy**
- **Voluntary Library accreditation through the South Dakota State Library**
- **Library Lab increased programming opportunities in the Children's Activity Room**
- Employee Suicide Prevention – training, first responders mental health services expanded, Connections consultant opportunities made available, doctor-on-demand mental health services
- \$40,000 Larson Family Foundation grant for a maker space and adding an audio system to the children's activity room
- City policy manual/union contracts/wage study on City of Brookings website for transparency
- Police Department receive emotional Intel, biased-based and de-escalation training
- Text to 911 implemented
- Utilization of recruiting services and community engagement for Police Chief hiring
- Performance review system updated
- BKD Integra Hotline established for Employee Concerns
- ADP implementation of payroll, compliance on-demand, data/document cloud, marketplace, time and attendance, benefit, employment verification, ACA, HR admin, talent services
- Organization-wide employee cultural survey
- Annual citywide diversity and biased-based training
- Implemented spring cleanup real-time tracking website
- Thermoplastic asset management and maintenance system created in GIS
- Building permit software (iWorQ) integration with BMU for enhanced communication, efficiencies, etc., on building permit reviews
- Joint Jurisdiction Zoning Ordinance Update – City and County Planning Commissions
- 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 & Groundwater Master Plan, Best Practices, Maintenance, Development Code, Education, & Partnerships**

- Stormwater master plan and funding
- Policy for development standards in flood-prone areas
- Six Mile Stormwater Study
- Permeable pavers installed at Bob Shelden
- Stormwater residential collection 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)
- 20th & Medary stormwater improvement funding identified through TIF
- CITCO educational retention demonstration garden partnership with SDSU
- Six Mile Stormwater Study FEMA grant awarded for \$100,000

### **GOAL 2: Sustainable Development Practices Training, Implementation & Policy**

- Waste tire regional collection event
- Annual household hazardous waste collection event
- Climate action plan
- Sustainability certification of staff
- Fast Charger public-private partnership for 60kW level 2 EV charger
- Electric vehicle-only parking ordinance
- CITCO electric vehicle charging station functional through a collaboration with BMU
- New Electric fleet vehicle and direction to start moving to renewable fuel fleet
- Urban Sustainability Director's Network meetings attended by staff
- Growing Sustainable Communities Conference attended by Staff and Sustainability Council
- Employee Training Steering Committee – established an organization-wide training, including succession planning, customer service and communication
- Library \$1,000 Tangled Bank Wildflowers grant
- Library wildflower seed giveaway
- Library programming of wildflower/native pollinators
- Library built and programmed 2 raised flower beds
- Bid out recycling processing contract
- All Department Heads attended sustainability training
- Expansion of the Brookings Urban Forest tree program
- Clothes recycling report
- \$10k new tree rebate program implemented
- Emerald Ash Borer Management Plan

### **GOAL 3: Park Land Dedication Policy**

- Research indicates this is not possible in South Dakota

### **GOAL 4: Comprehensive Plan Implementation**

#### **- Parking minimum reduction**

- Per unit density requirement eliminated in R-3 & R-3A districts for better land use
- Increased maximum height in R-3 & R-3A districts to increase density
- Electric (EMD) sign code updated
- Maximum height adjustments in commercial and industrial districts
- Infrastructure Acceptance Policy approved to protect City/Resident's infrastructure
- Commercial Overlay Districts adopted that protects the culture and aesthetics of Brookings on primary corridors
- Buffer Yard Regulations enacted to increase green space and landscaping (BMP stormwater) incorporated to protect environment and neighborhoods

### **OTHER:**

- Develop regional stormwater cell/system west of 32<sup>nd</sup> Ave and north of 14
- Street Excavation Permit revision to protect road infrastructure
- Update pavement management system to ensure the quality of streets are sustained
- Landfill Master Plan



## E. Economic Growth

*Effective community investment and equitable opportunities for prosperity are 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 & Financial Planning**

- Swiftel Center operating below the previous management deficit
- Continuous review for cost-saving measures
- New contract with Spectra containing cost savings/mitigation measures

### **GOAL 2: Swiftel Center Facility Expansion & Hotel**

- Study concluded Swiftel Center Facility not optimal for expansion at this time
- Study concluded hotel development would benefit Swiftel
- Consultant studied market & expansion needs

### **GOAL 3: Swiftel Center Agriculture Market Growth**

- Secured large cattle show for summer 2023
- Contracted with a local consultant to assist in the growth of agriculture-related events
- Hosted SDSU Jackpot Memorial Cattle show with prospects of an annual show

**GOAL 4: Marketplace Development**

- Progress proposals received

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

**GOAL 6: Future Development & Growth Cost-Benefit Analysis**

- Cost Benefit calculator created for residential development analysis

**GOAL 7: Armory Redevelopment & Hotel**

- A new agreement approved with the transfer of property
- New roof
- TIF approved in 2022

**GOAL 8: I-29 & 20th Street Interchange Construction**

- Construction completion anticipated 2023
- Funding, design, agreements attained
- Council commitment of \$2 million, County \$2 million, Private local \$700,000 and \$18 million Fed

**OTHER:**

- City Council economic development masterplan 2023-28 implementation
- Research Park sanitary sewer upgrade 20-100% capacity using CIP & TIF - \$2.5m
- Inventory of community photos for marketing contracted and shared with city partners
- Brookings area workforce scholarship program \$100,000 annually
- Future land use GIS presentation to the key stakeholder of 10-15 years of developable land
- Creation of TIF #11 to spur economic growth in the southwest portion of the community