

City of Berea

STRATEGIC PLAN

Adopted April 5, 2011

MISSION STATEMENT:

The City of Berea will provide high quality services to its citizens, safely, consistently, and ethically, and will safeguard the City's financial integrity, employ the best workforce possible, and plan proactively for growth while preserving Berea's unique character.

STRATEGIES:

The City of Berea will strive to achieve this mission through the following strategies:

- I.** Provide high quality, timely, and consistent city services;
- II.** Provide for the demands of growth and a changing economy;
- III.** Maintain positive relationships with employees, citizens, industry, businesses, elected officials, other governments, and interest groups;
- IV.** Explore opportunities offered by regional action;
- V.** Maintain sound financial management;
- VI.** Maintain and improve infrastructure;
- VII.** Require fair, ethical, consistent, responsive conduct by all city employees and representatives.

ACTION PLANS:

The City of Berea will pursue these strategies through the following action plans:

I. Provide high quality, timely and consistent city services.

1. Maintain adequate trained staff and evaluate regularly; (**Stone, department heads**).
2. Hire one additional employee in Codes office; (**Mayor, Stone, VanWinkle**).
3. Hire two additional staff in Parks department; (**Stone, Kriebel**).
4. Evaluate need for business manager or accounting position in utilities; (**Stone, utility director, Council**).
5. Implement GIS program in utility department; (**Stone, utility director**).
6. Re-organize police department without adding personnel to make more officers available for patrol; (**Stone, police chief**).
7. Evaluate changes in city workforce that reduce ability to provide service; initiate a succession plan in each department for retiring senior employees and certified staff; (**Mayor, Stone, department heads**).
8. Monitor training status of planning department and commissioners to ensure compliance with Kentucky law; (**VanWinkle**);
9. Secure and maintain adequate equipment, materials, and supplies to provide service; (**Stone, department heads, Council**).
10. Develop, evaluate, review and update as needed written procedures and emergency plans; participate in exercises with affected groups, including Berea College security; (**Stone, police department, fire department, street department**).

11. Develop conservation programs at utility department, and communicate opportunities to citizens; (**utility director; personnel administrator**).
12. Give citizens prior-notice of potential impact of significant projects before starting; (**Stone, department heads, Council, Mayor**).
13. Inform citizens of services available from city departments; (**Stone, department heads, Mayor, Council**).
14. Regularly evaluate the cost-effectiveness, reliability, and adequacy of city services; (**Stone, department heads, Council, Mayor**).
15. Ask Planning Commission to include the FEMA flood map changes in its Comprehensive Plan update; (**VanWinkle, Schrader**).

II. Provide for the demands of growth and a changing economy.

1. Continue to update the City's Comprehensive Plan annually; include necessary components from that plan in annual budget; (**Mayor, Stone, VanWinkle, Gilbert, Schrader**).
2. Continue to review land use and development ordinance to determine ways to achieve acceptable growth; (**Mayor, Stone, VanWinkle, Schrader**).
3. Evaluate the impact of large projects on city workforce, capital needs, roads, and traffic; (**Stone, VanWinkle, utility, street, police, fire and finance department heads**).
4. Regularly review the need to raise fees to pay the cost of staff inspections in the Codes office; (**Stone, VanWinkle**).
5. Schedule city engineer at city hall when needed; (**Stone, VanWinkle, Schrader**).

6. Support efforts of the Industrial Development Authority to acquire additional land and/or right-of-way at the end of Mayde Road to connect Menelaus Road; (**McCay, Mayor, Stone, Industrial Authority**).
7. Formulate strategies to attract and support small businesses and industries in Berea; promote job-training and vocational education; seek funding for local technical school; consider KCTCS option to enhance job creation; (**McCay, Mayor, Stone**).
8. Evaluate strategic plan of Tourism Commission and how it relates to Berea's economy; review and approve Tourism budget annually; hold a joint meeting between Council and Tourism Commission in 2011 to discuss long-term strategies; (**Jackson, Stone, Mayor, Council, Tourism Commission**).
9. Continue to develop tourism relationship with Lexington to promote Berea; (**Jackson, Tourism Commission, Stone**).
10. Continue to enhance communication between City and planning commission on priorities in development; (**VanWinkle, Schrader, Mayor, Stone**).
11. Evaluate infrastructure needs in growth areas of the city for water, sewer and electric services and report to Council; (**VanWinkle, utility director, Schrader, Stone**).
12. Aspire to provide city services, including police, fire, street maintenance, and code enforcement, to newly annexed areas as growth occurs; (**police chief, fire chief, street department head, Stone**).
13. Promote economic development in Berea by means of the internet; (**Stone, McCay, Jackson**).
14. Pursue the concept of the Chestnut Street economic development corridor; (**McCay, Jackson, Stone, Mayor, Council**).

15. Identify and recommend to Council a suitable economic development facilitator to moderate a community discussion on economic development strategies for Berea; **(Mayor, Stone, McCay)**.

16. Conduct a pickup for batteries and e-waste during fall clean up in 2011; **(Stone, Taylor, Mayor)**.

17. Make final revisions to convention center feasibility study RFP requested by Chamber of Commerce and issue RFP in 2010-11 fiscal year; **(Stone, Mayor, Jackson, McCay, Council)**.

III. Maintain positive relationships with employees, citizens, industry, businesses, elected officials, other governments and interest groups.

1. Provide each employee annually a statement of benefits (hidden paycheck); **(Stone, Renfroe)**.

2. Promote wellness program among city employees and their family; **(Stone, Chasteen, department heads)**.

3. Develop in each department a plan for staff succession; **(department heads, Stone, Renfroe)**.

4. Regularly evaluate employee pay, benefits and working conditions for fairness and competitiveness; **(Stone, Renfroe, Council)**.

5. City administrator and department heads will adopt an open-door policy with employees and communicate procedure for employees to contact the mayor and Council; **(Stone, department heads, Mayor, Council)**.

6. Maintain positive relationships with interest groups inside and outside the City; **(Mayor, Stone, Council)**.

7. Educate citizens about the value of tourism to the Berea economy and the expanded definition of tourism in Berea; **(Jackson, Tourism Commission, Stone, Mayor, Council)**.

8. Communicate information about city issues and activities to citizens through public meetings and other media, both written and verbal; **(Mayor, Council, Stone)**.
9. Keep information on the city website and public access channel current; **(VanWinkle, IT committee, Meeks, Jackson, Stone, department heads)**.
10. Identify and implement ways for greater interaction between citizens, Council, and city management; **(Stone, Mayor, Council)**.
11. Maintain the positive relationship existing between the City and industrial employers in Berea; **(McCay, Stone, Mayor, Industrial Authority)**.
12. Provide appropriate training for employees in use of the internet and social media policies; emphasize regulatory requirements; **(Stone, Meeks, VanWinkle, IT committee)**.
13. Maintain positive relationships with visitors and tourists; continue Ambassador Program; **(Tourism Commission, Jackson, Stone)**.
14. Survey employees and citizens in 2011 for satisfaction and complaints; provide summary to Council; **(Stone, Mayor, department heads)**.
15. Develop a policy for citizen-use of Channel 12; begin replaying appropriate city meetings on available media; **(Mayor, Stone, VanWinkle, Jackson, Schrader, IT committee)**.
16. Evaluate the feasibility of paperless communication; **(Stone, IT committee, Meeks)**.
17. Include copies of minutes from appointed Boards and Commissions in Council packets; **(Mayor, Stone, Chasteen, VanWinkle)**.

IV. Explore opportunities offered by regional action.

1. Discuss with regional partners their interest in forming a Tourism Region with shared activities and cross-promotion; consider City of Lexington, Renfro Valley, Shaker Town, Battle of Richmond, and state attractions such as White Hall, Boonesboro, Kentucky Horse Park, and the Artisan Center at Berea; **(Jackson, Tourism Commission, Stone, Mayor, Council)**.
2. Discuss joint industrial recruitment by Berea, Richmond, and Madison County; **(McCay, Stone, Mayor, Industrial Authority, Council)**.
3. Consider whether the Madison County Airport and the Bluegrass Army Depot represent untapped economic development resources for the City of Berea; **(McCay, Jackson, Stone, Mayor, Council)**.
4. Continue to seek other opportunities like the Madison County Ambulance Service and the joint 911 dispatch operation to provide premium service to the public efficiently and effectively; **(Stone, Mayor, Council)**.

V. Maintain sound financial management.

1. Develop budgets to operate the City on a sound financial basis; **(Stone, Mayor, Council, department heads)**.
2. Purchase and implement new computer system for the City in 2011; **(Stone, IT committee, Meeks, Council)**.
3. Use the new computer system to reduce use of paper; **(Meeks, department heads, Stone)**.
4. Search for efficiencies and cost controls in all departments; evaluate health savings accounts; **(Stone, department heads)**.
5. Review utility rates annually; **(Stone, utility director, Council)**.
6. Evaluate the benefit of operating utility as city department versus semi-independent commission; **(Stone, utility director, Mayor, Council)**.

7. Evaluate the benefit of using a broker to evaluate placement of workers compensation, liability, and casualty insurance coverage and report recommendation to Council; **(Stone, utility director)**.

VI. Maintain and improve infrastructure.

1. Evaluate the need for a new fire station; **(Stone, fire chief, police chief, Council)**.

2. Regularly assess transportation needs and adopt official maps; **(Schrader, Stone, Taylor, Council)**.

3. Plan to rebuild gravel streets as able; **(Taylor, Stone, Council)**.

4. Complete sewer extensions as feasible; implement strategy to complete the Terrill Branch sewer extension prior to the construction of phase II of the bypass; **(Utility director, Stone, Council)**.

5. Maintain existing infrastructure; complete renovation of train depot in 2011; **(Stone, department heads, Jackson, VanWinkle)**.

6. The following projects are listed in order of their priority: a) Phase 2 of the bypass; b) crossing signals at Mayde and Menelaus Roads; c) Menealus Road rebuild; d) US 25 North upgrade; e) Bratcher LN rebuild; f) Scaffold Cane shared-use path and bridge at Brushy Fork; g) crosswalk at Frost building on Chestnut Street;

7. Pursue Upper Owsley Fork as additional raw water source with Berea College and Corps of Engineers; **(utility director, Stone, Mayor, Council)**.

8. Monitor viability of Berea Country Club golf course; **(Mayor, Council, Stone)**.

9. Develop and implement a storm water drainage plan; **(Schrader, Stone, Taylor, Council)**.

10. Provide infrastructure for industrial park as needed; **(Stone, McCay, Mayor, Industrial Authority, Council)**.

11. Upgrade utility electrical distribution from 4KV to 12KV and connect Rash Road and Lewis Street sub-stations; **(utility director, Stone, Council)**.

VII. Require fair, ethical, consistent, responsive conduct from all city employees and representatives.

1. Document citizen complaints and City responses to ensure consistent treatment for all citizens; **(department heads, Stone)**.

2. Continue regular review of internal controls; make appropriate changes as needed; **(Meeks, Stone, audit and finance committee, Mayor)**.

3. Document and obtain prior approval for outside employment by full-time city employees to ensure that such work does not interfere with job performance or constitute a conflict of interest; **(Stone, department heads, Council, Mayor)**.

4. Periodically review requirements of the ethics code with employees, elected officials, and members of boards/commissions; **(Mayor, Stone, VanWinkle, Council)**.

5. Enlarge the financial disclosure filing requirement of the ethics code to include the Tourism Commission and Industrial Development Authority; **(Mayor, city attorney, Stone, Council)**.