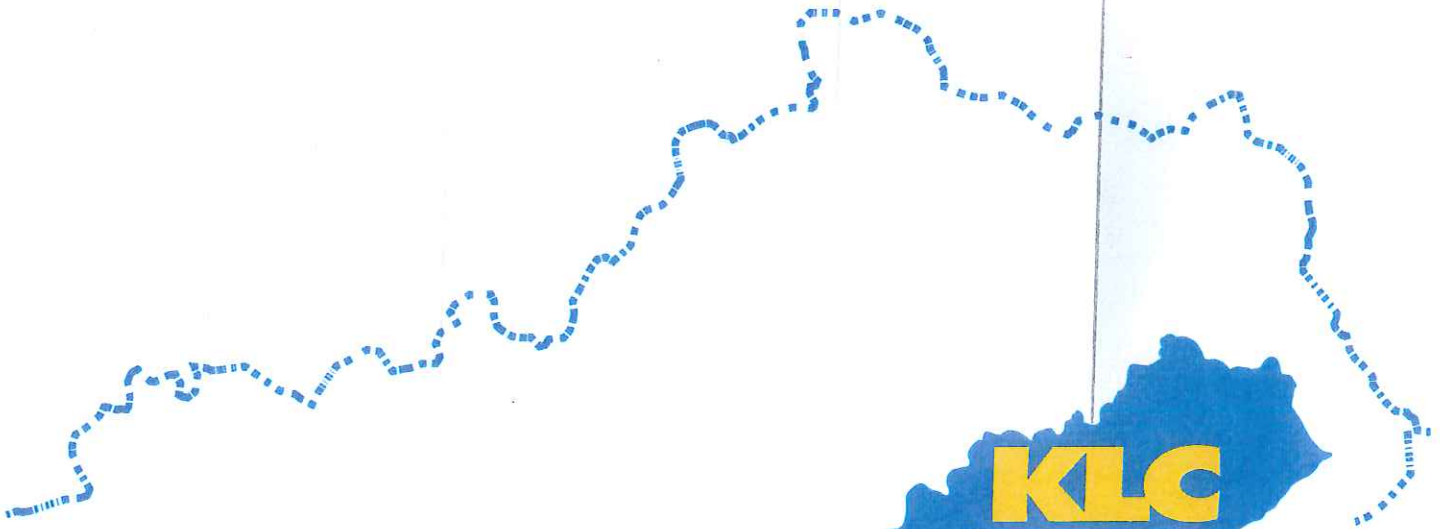


City of Berea

CITY COUNCIL WORK PLAN

SUBMITTED BY:

Kentucky League of Cities Community Consulting Services
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Kentucky League of Cities

2017 City Council Work Plan

City of Berea Elected Officials

Steven Connelly, Mayor

Bruce Fraley, Councilmember

Jim Davis, Councilmember

Jerry Little, Councilmember

Ronnie Terrill, Councilmember

Cora Wilson, Councilmember

Steve Caudill, Councilmember

David Rowlette, Councilmember

Tom Schultz, Councilmember

City Administration

Randy Stone, City Administrator

Mission Statement

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

Executive Summary

In 2017, the Berea City Council met twice in retreat format to discuss city operations and to plan what they would like to accomplish during their terms in office. In their discussions, they provided ideas on how best to implement their goals.

In a separate meeting, city department heads informed the council about each department's successes, challenges, and ideas for future growth and development. Each department also commented on the previous strategic plan describing what had been completed, work in process, and plans where no action had been taken.

The results of these collective efforts resulted in the following goals, recommended strategies and action plans for the City of Berea.

A special thank you to Berea Tourism for the use of photography throughout this document.

Goals



- I. Provide high quality, timely, and consistent city services
- II. Continue sound financial management
- III. Maintain and improve infrastructure
- IV. Plan for the demands of growth and a changing economy
- V. Maintain and improve the quality of life for Berea citizens
- VI. Continue to build relationships and partner with other entities that share the city council's interests

Recommended Tactics

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

A. Complete current projects.

Recommendations:

1. Develop a list of priority projects and for each project (US 25, city hall and bypass), create timelines leading to completion which reflect the actions needed from the city council.
2. For all projects not already underway, create an implementation plan and timeline to convey to council members and staff a clear understanding of what is needed.
3. Develop multi-year funding plans for each initiative that show gaps in funding and identify possible additional sources.

B. Communicate to the public actions being taken.

Recommendations:

1. Develop a city communications plan to highlight achievements.
2. Clearly define target audiences and segment messages. The mayor and city council are responsible for highlighting the city's achievements to the general public. The tourism commission is responsible to promote Berea to tourists. These are two different audiences that need different messaging strategies.
3. Work with community partners to help get the city's achievements recognized within the local community.
4. Include aspects of social media.
5. Establish a funding plan to implement the city's communications plan.

C. Address electrical proposal for 2019 and begin to prepare for 2024.

Recommendations:

1. Develop a calendar to show a timeline for the project.
2. Delineate responsibilities.
3. Develop a multi-year funding plan.
4. Identify funding gaps and develop an action plan to fill them.

D. Determine succession plans for city administration.

Recommendations:

1. Identify which positions may open in the next two to three years and, if possible, ascertain expected departure dates.
2. Identify existing personnel who could fill the positions when available.
3. Consider restructuring job duties.
4. Clarify current job descriptions and determine if revision is needed.

Recommended Tactics

II. Continue sound financial management

A. Devise a five-year plan.

Recommendations:

1. Strengthen reserve funds.
2. Anticipate budgetary needs for police and fire departments.
3. Anticipate financial needs of the city's water supply and electric plans.
4. Communicate the plan to the public.
5. Consider taking the four percent annual property tax increase.



Recommended Tactics

III. Maintain and improve infrastructure

- A. Continue to monitor all infrastructure needs and projects, and make improvements as necessary.

Recommendations:

1. Review current water supply and collection process and identify concerns. Detail BMU staff to report to city council plans for ongoing maintenance, current needs, budget concerns and expected future needs.
2. Devise and fund a system to manage stormwater flooding.
3. Finalize the electrical proposal for 2019, and work towards consensus on a plan to purchase wholesale electric power after 2024.
4. Support and encourage the completion of widening US 25 and the extension of the bypass.
5. Support planning and zoning in Berea and help define its role and achievements.
 - a. Establish a working group to review current processes and procedures and implement a plan of action.
 - b. Review the approval process for building permits.
 - c. Expedite the approval process to create efficiencies.
 - d. Investigate how other cities have established "one-stop shops" for planning and zoning conveniences (e.g., the cities of Murray and Henderson).
 - e. Determine the process that will work best for the City of Berea and adopt changes as necessary.



Recommended Tactics

IV. Plan for the demands of growth and a changing economy

- A. Review the plan of the City of Berea's Office of Business Development. Assess how it addresses the city council's ideas on plans for economic growth.
- B. Address tourism specifically within the city's overall plan for economic growth.

Recommendations:

1. Determine what else should be included in the plan. City council suggested these items be considered for inclusion:
 - a. Diversify the economy by working to develop and attract tech-related jobs and perhaps agritourism.
 - b. Support existing employers.
 - c. Shared office space locations for persons working at home.
 - d. Support and encourage the completion of the widening of US 25 and extension of the bypass.
 - e. Investigate the possibility of engaging retired individuals as a trained workforce.
 - f. Leverage Berea's geographic location along I-75, the railroad between two industrial parks and a growing regional airport.
 - g. Support and encourage entrepreneurship given the variety of local foods, craft alcohol, and niche markets.
 - h. Include tourism as an element of economic development strategies.
 2. If the economic development plan should expand to include others in the community, work with existing community partners to define an agenda and organize a working group consisting of representatives from all appropriate parties (e.g., city, county, economic development, chamber of commerce, local schools, colleges and vocational-technical schools).
 3. Report progress to city council on a regular basis and to the public as needed.
 4. Work collaboratively to discuss with state government affiliates about Berea's economic development strategies.
 5. Council should consider budgeting for these suggested items.
1. Invite the tourism commission into ongoing dialogue to address issues identified by city council and the tourism commission:
 - a. Renew joint meetings of small groups of tourism commission and city council members, and increase frequency.
 - b. Work collaboratively to compliment both council and tourism strategic plans.
 - c. Develop an interactive marketing and communication campaign to reach Berea citizens as to how their tax dollars are being spent.
 - d. Address needs for beautification at city entrances and exits.
 - e. Review the city's brand statement and adjust as needed.
 - f. Enhance the city's relationship with Berea College as a tourism draw.
 - g. Determine who else is offering hospitality training for front line people and work collaboratively to maintain over time.
 - h. Maintain arts and crafts as a part of Berea's unique identity, but diversify as possible.
 - i. Investigate the possibility of a shuttle system that runs from the Arts Center at Exit 77 to the city (e.g., a light rail into Old Town and Chestnut Street).
 - j. As part of Berea's branding, consider significant historic elements such as connecting to Boone's Trace along Brushy Fork.
 2. Establish ongoing meetings with community partners to create a marketing and communications plan.
 3. Work collaboratively with community partners to update and complete an economic development and funding plan that clearly defines roles, responsibilities and contributions from each entity.

Recommended Tactics

V. Maintain and improve the quality of life for Berea citizens

A. Evaluate current availability and variety of housing and recreational spaces.

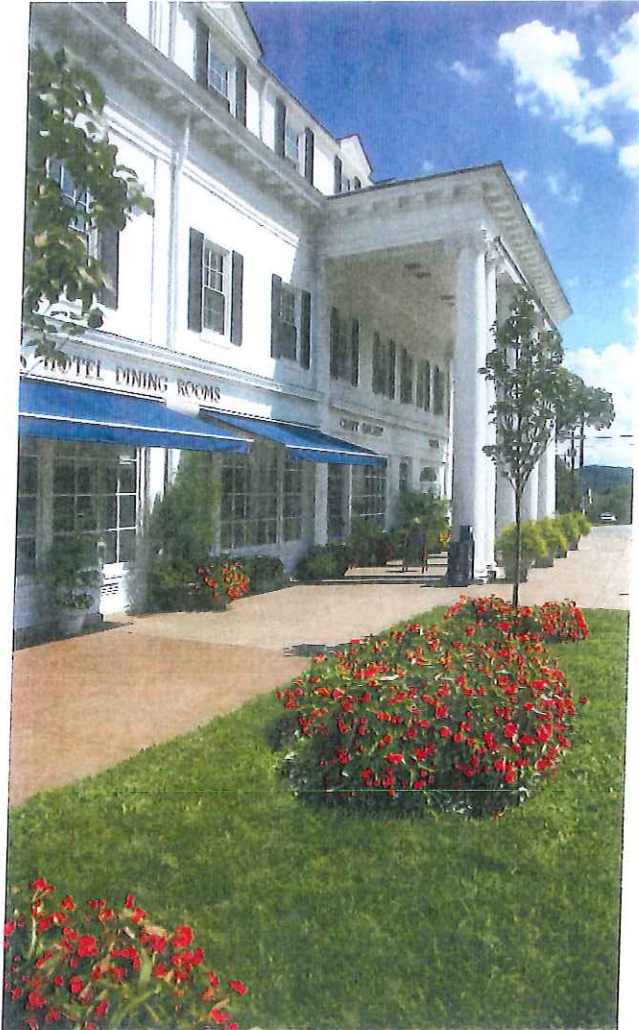
Recommendations:

1. While working with economic development partners, consider the following concerns raised by city council:
 - a. Investigate the possibility of a conference center.
 - b. Consider a combination space to address needs of an indoor recreation facility and an events space to accommodate 200-300 people.
 - c. Council should consider a study to assess possible costs of various versions of these plans to help in the evaluation.
2. Work with state partners to conduct a housing study to evaluate existing housing, and determine what direction the city should take to provide the appropriate mix, which should include assisted living and rentals.
3. Identify which quality of life items (e.g., walking and bike paths and assisted living), should be priorities and include in ongoing planning efforts.
 - a. Collaborate with existing parks committee to gain a broad understanding of current plans and assess what should be added or expanded.



Recommended Tactics

VI. Continue to build relationships and partner with other entities that share the city council's interests



- A. Review and evaluate current partnerships with external organizations and groups, and maintain open communication regarding concerns facing Berea.

Recommendations:

1. Evaluate current recreational opportunities, vocational education and medical services.
 - a. Identify gaps and work with partners such as Berea College, parks board, health department and others, to expand offerings.
2. Cooperate with conversations held by organizations currently addressing the drug problem in the community.
 - a. Assess what other work is being done.
 - b. Identify what, if any, role exists for Berea City Council.
 - c. Establish next steps.
 - d. Communicate to the public at large what efforts are being done on the local level.
3. Seek opportunities to collaborate with all educational partners.

