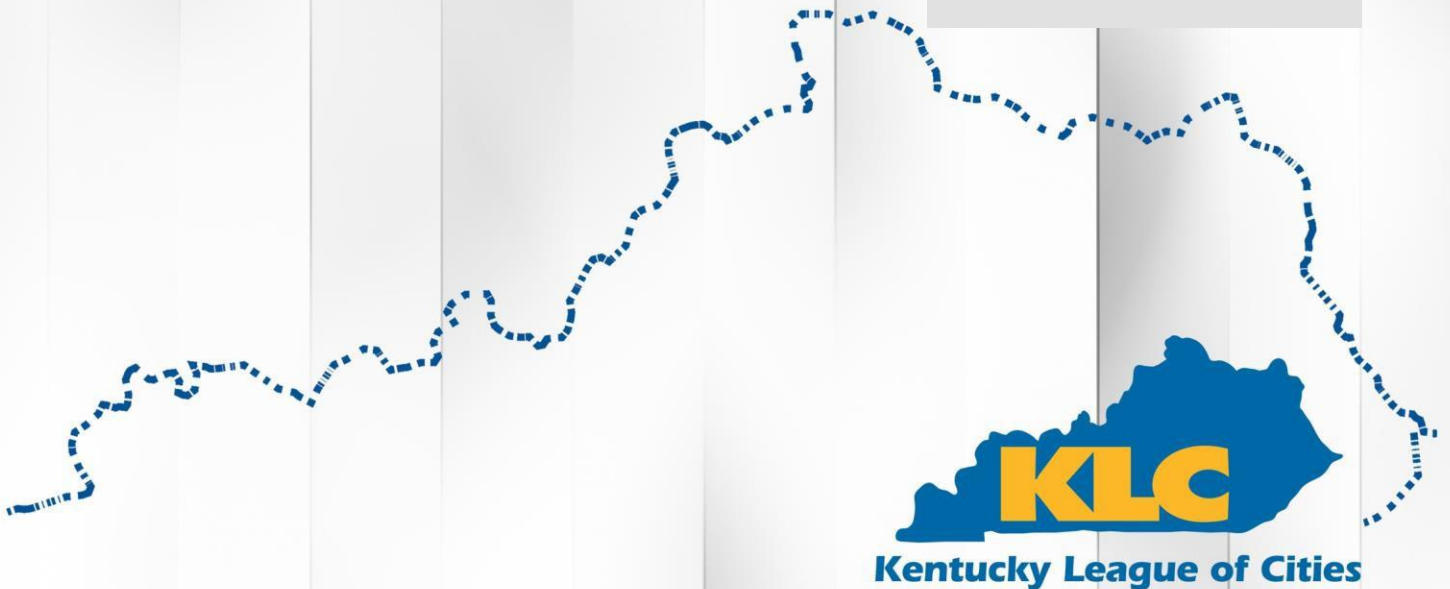


City of BEREA Kentucky

City Council Work Plan

SUBMITTED BY:

Kentucky League of Cities Community Consulting Services
100 East Vine Street, Suite 800
Lexington, Kentucky 40507



**City of Berea
2019 Update
City Council Work Plan**

City of Berea Elected Officials

Bruce Fraley, Mayor
Jim Davis, Councilmember
Jerry Little, Councilmember
Ronnie Terrill, Councilmember
Cora Wilson, Councilmember
Steve Caudill, Councilmember
John Payne, Councilmember
David Rowlette, Councilmember
Emily LaDouceur, 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.

As the new year began in 2019, the newly seated Mayor and City Council took the opportunity to review the City Council Plan created in 2017 through the lens of what has been accomplished, what should continue, stop, start, or in some cases, restart. The following information provides the results of their review.

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



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

A. Complete current projects.

Recommendations:

1. Complete the by-pass and continue Cherry Road drainage project.
2. Phase 2 of the bypass should be completed in 2020.
3. Plan for parks expansion of athletic fields, a dog park, paths and sidewalks. Seek funding for each initiative.
4. Determine how to replace funding from C-SEPP Fund. (Funds from the destruction of the chemical weapons depot.)

B. Communicate to the public actions being taken.

Recommendations:

1. Develop a city communications plan to highlight achievements. Need to describe how tourism tax directly impacts the lives of residents.
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. City has a Facebook page and an excellent weekly calendar of activities. Police and Fire are using twitter.
5. Establish a funding plan to implement the city's communications plan.

C. Prepare an electrical proposal for 2024.

Recommendations:

1. Start evaluating the 2019 change over.
2. Delineate responsibilities.

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.

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. Plan to take the four percent annual property tax increase. Communicate what this percentage provides to the residents; how the increase benefits them.



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. Prepare a plan to purchase wholesale electric power after 2024.
4. Continue to support and encourage the extension of the bypass.
5. Support planning and zoning in Berea and help define its role and achievements.
6. Establish a working group to review current processes and procedures and implement a plan of action.
7. Review the approval process for building permits.
8. Expedite the approval process to create efficiencies.
9. Investigate how other cities have established “one stop shops” for planning and zoning conveniences (e.g., the cities of Murray and Henderson).
10. Determine the process that will work best for the City of Berea and adopt changes as necessary.



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.

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. Continue to support and encourage the extension of the bypass.
 - e. Investigate the possibility of engaging retired individuals as a trained workforce.
 - f. Encourage the hiring of persons with disabilities.
 - g. Leverage Berea's geographic location along I-75, the railroad between two industrial parks and a growing regional airport.
 - h. Support and encourage entrepreneurship given the variety of local foods, craft alcohol, and niche markets.
 - i. 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.

B. Address tourism specifically within the city's overall plan for economic growth.

Recommendations:

1. Invite the Tourism Commission into ongoing dialogue to address issues identified by city council and the Tourism Commission:
 - a. Continue joint meetings of small groups of Tourism Commission and city council members and increase frequency.
 - b. Restart collaboration 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. Continue to 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. Restart ongoing meetings with community partners to create a marketing and communications plan.
3. Restart collaboration with community partners to update and complete an economic development and funding plan that clearly defines roles, responsibilities and contributions from each entity.

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. Council should consider a study to assess costs 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.

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 affordable, assisted living and rentals. Consider:

- a. KY River Foothills scheduling change
- b. Social worker funding

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.
- b. Ongoing review of public transportation
- c. More public transit – dock-less bike share
- d. Broadband expansion in the parks, particularly for areas without Wi-fi.



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 opportunities to engage 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. Reassess and restart 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.
 - e. Find ways to network and provide support to persons in transitional programs.
3. Seek opportunities to collaborate with all educational partners.