

**CITY OF COOS BAY CITY COUNCIL
Agenda Staff Report**

MEETING DATE	AGENDA ITEM NUMBER
January 7, 2014	

TO: Mayor Shoji and City Councilors
FROM: Rodger Craddock, City Manager *pel*
ISSUE: **2014 Council Goals**

BACKGROUND

Council members and staff met on December 14, 2013 for a scheduled work session dedicated to goal setting. After the meeting, staff took the major items of interest and framed them into a short list of goals. The items were categorized into the five different overall goals that were carried over from last year. You will note that each of the goals has a goal statement and at least two identified goal priorities. In addition, you will find a list of short term, long term, and ongoing activates each aimed at achieving the goal priorities.

ADVANTAGES

Council Goals provides a better understanding by citizens and staff of the City Council's plans for the future; provides priority projects that can be completed successfully; staff can be more focused and effective in addressing City Council priorities; staff is more accountable to the City Council for achieving the goals; City Council and staff are less inclined to be side-tracked by less important activities or projects; and formally adopted City Council Goals provide staff official direction to plan and organize resources to ensure their completion.

DISADVANTAGES

None

BUDGET

Not known at this time.

RECOMMENDATION

If it pleases the City Council, staff recommends approval of the 2014 Council Goals.



City of Coos Bay

2014 Council Goals

Citizen Education & Involvement: Educate, cultivate, and encourage public participation in City government, urban renewal and disaster preparedness.

Top Goal Priorities:

- ✓ Educate citizens on the roles and activities of City government and Urban Renewal.
- ✓ Educate citizens on the street, wastewater, stormwater infrastructure needs in the City.
- ✓ Educate citizens on disaster preparedness.
- ✓ Encourage citizen input and volunteerism in City government and the Urban Renewal activities.

Infrastructure and Services: To maintain and improve the City's physical infrastructure and provide quality services for current and future citizens.

Top Goal Priorities:

- ✓ Maintain staffing levels to adequately provide core services.
- ✓ Ensure that the City can protect and enhance the useful life of streets, utilities, and facilities.
- ✓ Ensure staff is properly equipped and trained to deliver city services to those who work, live, and visit the City of Coos Bay.

Economic Development & City Revitalization: To create a vibrant community for City citizens and entrepreneurs.

Top Goal Priorities:

- ✓ To promote and assist in the revitalization of the Downtown and Empire URA Districts in an effort to provide development opportunities for businesses and industry.
- ✓ To coordinate with our economic development partners in an effort to attract, retain, and promote expansion of local business opportunities.

Finance: To adopt and maintain a sustainable budget that reflects City priorities and realizes current economic conditions.

Top Goal Priorities:

- ✓ Provide a sustainable level of core services, meet regulatory requirements, and contribute to a stated goal within budgetary constraints of predictable revenue.
- ✓ Maintain public trust and confidence by utilizing resources in the most efficient manner possible.

City Policies, Procedures & Partnerships: To review and evaluate the City Charter, ordinances, and policies to provide for the current and future needs of the citizens.

Top Goal Priorities:

- ✓ Evaluate the City Charter, ordinances, and policies to efficiently address the needs of the businesses and citizens in a cost effective and timely manner.
- ✓ Evaluate the City Charter, ordinances, and policies for compliance with existing and revised federal and state regulatory agency rules.



City of Coos Bay

2014 Goals, Priorities, and Activities

Citizen Education & Involvement: Educate, cultivate, and encourage public participation in City government, urban renewal and disaster preparedness.

Top Goal Priorities:

- ✓ Educate citizens on the roles and activities of City government and Urban Renewal.
- ✓ Educate citizens on the street, wastewater, stormwater infrastructure needs in the City.
- ✓ Educate citizens on disaster preparedness.
- ✓ Encourage citizen input and volunteerism in City government and the Urban Renewal activities.

Ongoing Activities Aimed at Achieving Goal Priorities:

- Provide opportunities for individuals, groups, and service clubs to actively participation in community projects, committees, meetings, projects, and other forums.
- Provide educational and training opportunities for citizens, elected officials, and staff on disaster preparedness.

Short Term Activities Aimed at Achieving Goal Priorities:

- Continue to enhance the City's new website in an effort to provide additional information on city services, projects, programs, and upcoming public meetings.
- Utilize social media as an additional tool to educate, cultivate, and encourage public participation in City government.
- Encourage the media to report on City related activities, programs, events and Council business.
- Utilize direct mailings, town hall meetings, civic club presentations, etc to educate citizens on the street, wastewater, stormwater infrastructure needs in the City.
- Increase information and reporting data related to the City's Urban Renewal Agency districts on the City's website and annual report to include, but not limited to: (1) measureable impacts of economic development in the URA districts; (2) funding of URA through tax increment financing; and (3) a list of completed URA projects.
- Provide ongoing education, training, and information on disaster preparedness to citizens of the community.



City of Coos Bay

2014 Goals, Priorities, and Activities

Infrastructure and Services: To maintain and improve the City's physical infrastructure and provide quality services for current and future citizens.

Top Goal Priorities:

- ✓ Maintain staffing levels to adequately provide core services.
- ✓ Ensure that the City can protect and enhance the useful life of streets, utilities, and facilities.
- ✓ Ensure staff is properly equipped and trained to deliver city services to those who work, live, and visit the City of Coos Bay.

Ongoing Activities Aimed at Achieving Goal Priorities:

- Maintain staffing levels to adequately provide core services as allowed by available resources.
- Maintain equipment replacement schedules to ensure staff is properly equipped to provide and deliver city services.
- Improve sidewalk crossings and ADA access (ADA curb cuts) throughout the City.

Short Term Activities Aimed at Achieving Goal Priorities:

- Implement identified facilities improvement projects which include but are not limited to: stabilization and repair of the Library foundation, reroofing of the Library, restoration of the Egyptian Theatre, development of multi-modal pathways on S Empire Blvd., Hwy 101 fence / sidewalk project, Rail Museum flooding mitigation, grading, and lighting project and scheduled wastewater / stormwater projects in the capital improvement plan.
- Update the 2002 Pavement Management Plan.
- Conduct an evaluation of the City's stormwater tide gates.
- Complete the sidewalk expansion & management plans.
- Complete the Wastewater Treatment Plant II final design plans.
- Conduct facility evaluation of the Empire Fire Station.
- Seek grant funding and community support for the construction and maintenance of a dog park. Explore private development and maintenance of a public dog park.

Long Term Activities Aimed at Achieving Goal Priorities:

- Complete facilities master plan to include, but not limited to: Library expansion, remodel and / or replace of the Empire Fire Station, and relocation of City Shops outside the floodplain.
- Evaluate Newmark Avenue traffic/pedestrian safety improvements.



City of Coos Bay

2014 Goals, Priorities, and Activities

Economic Development & City Revitalization: To create a vibrant community for City citizens and entrepreneurs.

Top Goal Priorities:

- ✓ To promote and assist in the revitalization of the Downtown and Empire URA Districts in an effort to provide development opportunities for businesses and industry.
- ✓ To coordinate with our economic development partners in an effort to attract, retain, and promote expansion of local business opportunities.

Ongoing Activities Aimed at Achieving Goal Priorities:

- Continue to implement economic development programs such as the façade program and explore ways through which the City can encourage the revitalization of underutilized and blighted areas in the City.
- Encourage redevelopment of downtown buildings through enforcement of existing building codes and available economic development programs.
- Provide a business-friendly environment that attracts and retains both large and small businesses to our community.
- Continue to support the Downtown Association with its efforts to bring economic development through the Main Street program.

Short Term Activities Aimed at Achieving Goal Priorities:

- Advocate VCB for promotion of the City in VCB advertising / promotion activities.
- Encourage strategic planning and coordination of economic development activities through our economic development partners including but not limited to URA, SCDC, Chamber, and VCB.
- Pursue the development of Hollering Place, and the Lockhart and old fire station lots.
- Start discussions on economic development along the Coos Bay Boardwalk and the waterfront walkway area.
- Update the Front Street Master Plan.
- Work with the Coos Bay Downtown Association in developing wayfinding signage or legends to aid in directing drivers and pedestrians off of Hwy 101 and into the downtown business district and businesses on the waterfront.
- Identify possible changes to 2nd Court to encourage economic development and increased pedestrian usage.
- Through the Coos Bay Urban Renewal Agency and the Urban Renewal Advisory Committee review and update the City's two urban renewal plans.
- Pursue upper floor redevelopment opportunities within the downtown and Empire districts.
- Sell unneeded City owned property which may provide development and/or redevelopment opportunities within the City.
- Investigate possible traffic reconfigurations for Curtis (between Broadway and Bayshore) and S 3rd St. (between Commercial Ave and Market Ave).
- As part of our community branding, find ways to recognize and celebrate our famous citizens, e.g. Steve Prefontaine, Mel Counts, etc.

Long Term Activities Aimed at Achieving Goal Priorities:

- Consider future development alternatives and the renaming of the Pedway.
- Increase bus / parking / bike / walking connections in the downtown area.
- Develop an elevator grant aimed at encouraging upper floor usage and redevelopment.



City of Coos Bay

2014 Goals, Priorities, and Activities

Finance: To adopt and maintain a sustainable budget that reflects City priorities and realizes current economic conditions.

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- ✓ Provide a sustainable level of core services, meet regulatory requirements, and contribute to a stated goal within budgetary constraints of predictable revenue.
- ✓ Maintain public trust and confidence by utilizing resources in the most efficient manner possible.

Ongoing Activities Aimed at Achieving Goal Priorities:

- Exercise fiscal responsibility and keep the City Council actively involved in monitoring the financial health of the City.
- Conduct long range revenue & expenditure forecasting to better anticipate upcoming financial challenges and allow opportunities to make necessary adjustments.
- Demonstrate financial stability by maintaining healthy solvency, liquidity, and leverage measures.
- Through Council consideration and action, develop an adequate reserve policy to fund predictable future costs as well as unforeseen eventualities.
- Through Council consideration and action, develop an investment policy which maintains a secure, adequate and liquid operational cash balance as well as a secure, acceptable reserve cash balance.
- Maintain current financial rating to maintain and continue to earn the lowest possible cost of financing needed for capital projects.
- Before the City undertakes capital expenditures or accepts grant funds, the ongoing costs and commitments should be described fully including identification of the revenue sources expected to provide for such ongoing costs, so that proper consideration may be given to the longer term financial sustainability of the project or commitment.

Short Term Activities Aimed at Achieving Goal Priorities:

- Explore and evaluate shared service options with other municipalities and the county, e.g. a countywide 9-1-1 / dispatch center, in an effort to obtain increased efficiencies in the delivery of city services.
- Complete and submit a State Revolving Fund (SRF) loan application for Wastewater Treatment Plant II.
- Negotiate a "fee for services" agreement with the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Tribes for providing public safety services at their facilities within the City.
- Review, evaluate and update municipal fees (planning, building codes, moorage, etc.) to ensure the fees cover the cost of providing the related services.
- Evaluate discontinuing moratorium on system development charges (SDC).
- Complete the biennial timber harvest to assist in funding the City's capital needs.



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Top Goal Priorities:

- ✓ Evaluate the City Charter, ordinances, and policies to efficiently address the needs of the businesses and citizens in a cost effective and timely manner.
- ✓ Evaluate the City Charter, ordinances, and policies for compliance with existing and revised federal and state regulatory agency rules.

Short Term Activities Aimed at Achieving Goal Priorities:

- Review and evaluate the City Charter to ensure it provides the necessary framework to provide for the current and future needs of our citizens.
- Review, evaluate, and update if needed, the City's Development Code to provide for the current and future needs of our community.
- Evaluate, implement, revise & update as necessary, City ordinances to include but not limited to Empire Design Standards, Downtown Design Standards, Wind Energy Conversions Systems, Marijuana Dispensaries, Taxi Cab's & Towing ordinances.
- Evaluate, implement, revise, and update as necessary, ordinances, and rules for the City's various boards, commissions, and committees.
- Craft a right-of-way utility cut policy for Council review and possible adoption.
- Review, evaluate and update the City's Urban Forestry Policy.
- Review, evaluate and update the City's Engineering Standards and Details manual.
- Complete and publish the updated City's personnel policies.
- Complete and codify an updated investment policy.
- Review and update the URA Façade Grant program to include fencing and landscaping as fundable components of an overall façade improvement project.
- Review and evaluate the City's existing partnership and management agreements. Encourage self-sustainability of the current partners with a management agreement with the City.