

# City of Gold Beach Business Plan

*Latest Revision January 2013*

Goals & Objectives	Priority/Action Items	Responsible Party	Target
<b>GOAL 1: Achieve Fiscal Sustainability</b>			
<ul style="list-style-type: none"> <li>• Sufficient revenue to sustain City services at appropriate levels.</li> <li>• Provide competitive employee compensation.</li> <li>• Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.</li> <li>• Stable, effective and accountable management.</li> <li>• Include sustainability considerations in purchasing decisions.</li> <li>• Encourage new private investment in the City.</li> <li>• Expedite implementation of approved development plans.</li> </ul>	1	Maintain yearly contingency of at least 5% and an unappropriated ending fund balance of a minimum of 15% in the General Fund operating budget.	CA ONGOING
	2	Establish fiscal and budget policies for the City.	CA/CC 09/2010 03/2013
	3	Maximize long-term debt repayments.	CA 06/2011 ONGOING
	4	Improve and simplify financial reporting and monitoring. COMPLETED	CA 09/2010 COMPLETED
	5	Develop <del>five</del> -THREE year revenue/expenditure forecast.	CA 12/2010 03/2013
	6	BI-Annually review System Development Charges and update as needed.	CA/PWS April annually ODD YEARS
	7	Review and update all fees annually.	CA April annually
	8	Aggressively pursue grant funding.	CA ONGOING
	9	Undertake comprehensive compensation and classification review and update City salary schedule. COMPLETED BUT REVISIT	CA 11/2010 REVISIT 11/2013
	10	Seek alternative energy solutions for City operations.	PWS ONGOING
<b>GOAL 2: Enhance Quality of Life in Gold Beach</b>			
<ul style="list-style-type: none"> <li>• Enhance opportunities for social interaction among citizens of the community.</li> <li>• Encourage the development of recreational activities and community events that benefit all ages.</li> </ul>	1	Pursue formation of a parks and recreation district. REVISIT DUE TO ECONOMY	CC 07/2010- 05/2011 REVISIT
	2	Pursue development of a community garden.	CA/CC 07/2010- 05/2011 ONGOING
	3	Develop community vision and mission statement. COMPLETED BUT REVISIT IN 2015	CC 08/2010 REVISIT 2015

**KEY:**

CC = City Council  
FC = Fire Chief

CA = City Administrator

PC = Police Chief

PWS = Public Works Superintendent

# City of Gold Beach Business Plan

*Latest Revision January 2013*

Goals & Objectives	Priority/Action Items		Responsible Party	Target
<ul style="list-style-type: none"> <li>Promote and assist in developing educational opportunities.</li> </ul>	4	Pursue opportunities to enhance education outreach and workforce/VOCATIONAL training programs for Gold Beach residents.	CA	Ongoing
	5	Provide community events and activity schedule	CA	07/2010 ONGOING
	6	Update and maintain park facilities	PWS	ONGOING
<b>GOAL 3: Improve Internal Systems</b>				
Positive workplace environment and employee morale. Assure internal consistency and efficiency. Excellent customer service.	1	Conduct quarterly workshops AS PART OF REGULAR COUNCIL MEETINGS to review progress on goals. <b>SCHEDULE</b> JANUARY: Review Goals 1 & 2 APRIL: Review Goals 3 & 4 JULY: Review Goals 5 & 6 SEPTEMBER: Review Goals 7 & 8	CA/CC	10/2010 ONGOING
	2	Review and update administrative policies and procedures. <b>COMPLETED</b> REVIEW AT SAME TIME AS TEAMSTERS CONTRACT AND SALARY STUDY	CA/CC	09/2010 EVERY 3 <sup>RD</sup> YEAR 2013
	3	Review and update personnel policies and procedures. <b>COMPLETED</b> REVIEW AT SAME TIME AS TEAMSTERS CONTRACT AND SALARY STUDY	CA/CC	08/2010
	4	Complete public works standards and specifications for new plant.	PWS	09/2010 ONGOING
	5	Regularly review and update organizational chart.	CA	Ongoing
	6	Review and update Municipal Code.	CC	Ongoing
	7	Integrate infrastructure data into GIS.	PWS/FC/PC	<del>06/2011</del> ONGOING
	8	Computerize, catalog and back-up City records	CA	<del>06/2011</del> 12/2012 THEN ONGOING

**KEY:**

CC = City Council  
 FC = Fire Chief

CA = City Administrator

PC = Police Chief

PWS = Public Works Superintendent

# City of Gold Beach Business Plan

*Latest Revision January 2013*

Goals & Objectives	Priority/Action Items		Responsible Party	Target
	9	Improve internal control policies and procedures	CA	10/2010 ONGOING
	10	Provide for efficient, timely and thorough audits	CA	09/2010 ONGOING
<b>GOAL 4: A Safe Community</b>				
Adequately staffed, equipped and housed police and fire departments. Maintain streets in a safe/serviceable condition. Provide clean drinking water and compliant wastewater treatment. Improve personal/family preparedness.	1	Provide minimum <del>24/7</del> 20/7 police coverage	PC	07/2013 ONGOING
	2	Provide for a community shelter as part of a multi-use community center	CA	07/2015
	3	Acquire and install emergency power generators.	PWS/CA	05/2011 CHECK
	4	Develop/update emergency plans & procedures COMPLETED BUT ONGOING	CA	07/2010 ONGOING
	5	Update and adopt hazard mitigation plan. COMPLETED BUT ONGOING	CA/ CC	09/2010 ONGOING
	6	Pursue streets/highway safety project funding.	CA/PWS	07/2010 ONGOING
	7	Pursue funding for bicycle/pedestrian improvements.	CA/PWS	07/2010 ONGOING
<b>GOAL 5: Complete Capital Projects and Identify Future Capital Needs</b>				
Complete approved capital projects in a timely and cost efficient manner. Provide infrastructure to support economic growth.	1	Complete new sewer plant	PWS/CA	03/2013 07/2013
	2	Evaluate and identify water projects.	PWS	06/2011 COMPLETED
	3	Complete funding and construction of 3 <sup>rd</sup> street sidewalks	CA/PWS	11/2011 ONGOING
	4	Evaluate possibility of relocating city facilities	CA/CC	07/2011 ONGOING
	5	Complete pavement management analysis.	PWS	07/2011 CHECK

**KEY:**

CC = City Council  
FC = Fire Chief

CA = City Administrator

PC = Police Chief

PWS = Public Works Superintendent

# City of Gold Beach Business Plan

*Latest Revision January 2013*

Goals & Objectives	Priority/Action Items		Responsible Party	Target
	6	Improve project readiness to take advantage of federal/state funding opportunities	CA/PWS	Ongoing
<b>GOAL 6: Influence Economic Growth</b>				
Establish development policies and public improvements/standards that recognize economic trends. Secure needed resources. Establish policy that City is pro-growth.	1	Study annexation pros and cons INFO GATHERING AND WORKSHOPS	CC	<del>01/2011</del> SUMMER 2012
	2	Pursue development of an urban renewal district. FORMED AGENCY	CC	<del>09/2010</del> AGENCY FORMED 07/2010
	3	Participate in regional economic development activities; develop strategic partners.	CA	Ongoing
	4	Develop and regularly review/update infrastructure master plans and development standards.	PWS/CA	<del>07/2011</del> ONGOING
	5	Develop plan for addressing downtown parking needs. TASK TO PLANNING COMMISSION	CA/ PLANNING COMM	<del>05/2011</del> ONGOING
<b>GOAL 7: Effective Intergovernmental Relations</b>				
Influence regional, state, national policy on issues important to achieving City goals. Secure grant funding. Efficient use of City resources. Orderly urban growth. Achieve City goals through strategic partnerships.	1	Participate in intergovernmental agencies and initiatives that further the City's goals.	CA/CC	Ongoing
	2	Develop strategic partners, public and private.	CA/CC	Ongoing
	3	Improve relations with the Fair Board, County and Port District and participate in joint activities with Port Orford and Brookings	CA/CC	Ongoing

**KEY:**

CC = City Council  
FC = Fire Chief

CA = City Administrator

PC = Police Chief

PWS = Public Works Superintendent

# City of Gold Beach Business Plan

*Latest Revision January 2013*

Goals & Objectives	Priority/Action Items		Responsible Party	Target
<b>GOAL 8: Update City Planning</b>				
Become more proactive in planning activities	1	Update the current city sign code and incorporate it into the zoning ordinance	CA/CC	05/2011 12/2012
	2	Develop general zoning standards for “hot button” topics such as: <ul style="list-style-type: none"> <li>• Homeless shelters</li> <li>• Wind turbines</li> <li>• No pornography near schools</li> <li>• Credit for on-street parking and parking in general</li> <li>• Viewscape/viewshed protection standards</li> <li>• Height limits – generally</li> <li>• Maximum/minimum setbacks in commercial and high density residential zones</li> <li>• Affordable housing</li> </ul>	ASD/CC	03/2012
	3	Investigate the <del>ODOT Safe Routes to School</del> program for possible grant opportunities for the library sidewalk and other pedestrian/bike path projects.	CA	11/2010 ONGOING
	4	Update the land division code	CA/CC	06/2012 06/2013
	5	Formulate site review/site design standards for building permit and land use applications. This would include <del>landscaping requirements</del> OPEN SPACE OPTIONS.	CA/CC	07/2011 06/2013
	6	Triage the current Comprehensive Plan and begin the process of updating the chapters (current comp plan circa 1984).	CA/CC	01/2011 12/2012

**KEY:**

CC = City Council  
FC = Fire Chief

CA = City Administrator

PC = Police Chief

PWS = Public Works Superintendent