

Harrisburg Strategic Plan

FY2015 – FY2019



**Prepared by City Staff
February 2015**

City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's five-year Strategic Plan. This plan will serve as a guide to fulfill Harrisburg's mission and vision through a number of goals, objectives and actions. There are four overarching themes in the plan, which bring focus to the mission and vision of the city and organize the long term goals of the plan. The four themes of the plan are:



1. Great Neighborhoods
2. Public Safety
3. Economic Development
4. Efficient Governance

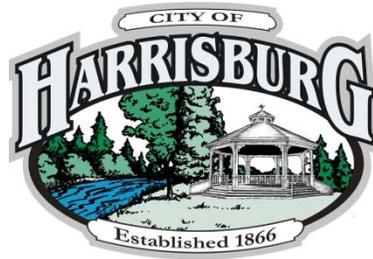
Within each theme are goals, and objectives and actions. The goals are intended to last for many years and should only change with shifting community values. The objectives and actions however, are dynamic and should be modified to ensure the goals, vision, and mission of the city are being met.

The Strategic Plan fulfills the desires of the Mayor and City Council to look forward and plan ahead. The plan is intended to enhance the quality of life for our citizens and patrons, as well as ensuring the city organization is run with efficiency and effectiveness.

A special thanks to the management team involved in the development of this plan. Their contributions and input into the plan have been and will continue to be invaluable as we work together to accomplish the many objectives and actions identified in the plan.

A handwritten signature in black ink, appearing to read "Brian Latta", written over a horizontal line.

Brian Latta
City Administrator



OUR MISSION

**“Providing the highest quality public services
for a better hometown Harrisburg”**

OUR VISION

“A vibrant and charming community that has a high quality of life, great neighborhoods, balanced economic growth, and quality public services”

OUR VALUES

The City of Harrisburg's Strategic Plan is governed by three key elements: our mission, vision, and values. Our Mission Statement reflects the character of our community and is based on the principles of service and commitment. Our Vision Statement honors our history and presents a promising future to which this Strategic Plan is directed. Our mission and vision are built on the foundation of the following core values, by which our elected officials, employees and volunteers are expected to act.

Transparent, Open, and Honest Government – This value reflects our most important responsibility to our citizens and customers. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, honesty, and integrity.

Public Service – We are public servants. We are accessible, responsive, respectful, consistent, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention.

Fiscal Responsibility – Proper use of public resources is a trust which we honor and protect. In our management of this trust, we must avoid even the appearance of impropriety. In our management of public funds, we constantly strive for the greatest possible efficiency and effectiveness.

Personal Honesty and Integrity – Each of us demonstrates the highest standards of personal integrity and honesty in our public activities to inspire confidence and trust in our government.

Excellence – Excellence is shown by being creative, professional, taking risks, showing initiative, and being committed to our community. In this pursuit, we support continuing education and training for everyone in the organization.

Teamwork – We are a team that emphasizes high levels of trust and cooperation and a commitment to excellent communications within the organization. We embrace a spirit of teamwork, empowerment, cooperation, collaboration, and community. We operate under the Together Everyone Accomplishes More (T.E.A.M.) concept.

Diverse and Humane Organization – We are an organization that honors diversity and protects individual rights. Open communication, respect for others, compassion, and a sense of humor are essential tools in our organization. We value the cultural and social diversity that is reflected in our community, and we welcome the changes and new perspectives that this diversity brings to us.

STRATEGIC PLAN THEMES

The Strategic Plan has four main themes that reflect our Mission and Vision Statements: Great Neighborhoods, Public Safety, Economic Development, and Efficient Governance. Specific goals, objectives, and actions related to these four themes will cause the city to achieve its mission and create the vision of the community.

Each theme is followed by the City's primary goals under that theme for the foreseeable future. The goals should remain constant over time and only be revised to reflect significant community changes or unanticipated events. A list of measureable objectives with benchmarks helps us track progress towards the goals. Objectives are generally identified to cover the five-year strategic planning period from the date they are adopted. Action items are the steps needed to meet the objective. Many more strategies and action items will be developed throughout the organization to align the entire organization with the goals and objectives identified in this plan.

This Plan is intended as a work in progress. While the mission, vision, values, and goals should remain constant, the objectives and action items will need periodic review and adjustment. We will track progress through regular reporting on the measures, and they will be incorporated into organization and community publications. The annual Budget and Capital Improvement Program will serve as reporting and implementing policy documents, identifying relationships with the Strategic Plan. The Comprehensive Plan, Transportation System Plan, Water Master Plan, Wastewater Master Plan, Drainage Plan, and Parks Master Plan, and related planning documents also support the Strategic Plan.

I. GREAT NEIGHBORHOODS

Goals:

- **Goal 1:** Develop and maintain diverse neighborhoods where citizens will take pride in where they live.
- **Goal 2:** Provide diverse recreational, cultural, and educational opportunities for our citizens and visitors.
- **Goal 3:** Provide a functional transportation system that supports all modes of transportation.

Great Neighborhood Objectives:

Goal 1: Develop and maintain diverse neighborhoods where citizens will take pride in where they live.

Objective 1: Review and update the Harrisburg Zoning and Subdivision Ordinances, and assure the ordinances reflect changing community conditions. [City Planner]

Actions: Review and update at least annually.

Objective 2: Preserve and enhance the Historic Resources/District in the city and seek technical and financial assistance. [City Planner]

Actions: By 2016 work with State Historic Preservation Office to become a Certified Local Government; Investigate the Oregon Main Street program and determine if the City should become a Main Street Community.

Objective 3: Enforce municipal ordinance violations that negatively impact property values, affect public safety, or diminish the quality of life of our residents. [City Administration]

Actions: Respond to all complaints; reduce the number of unresolved cases annually.

Objective 4: Create a Day of Service event, with the intent of cleaning up neighborhoods and marginalized public areas. [City Administration]

Actions: Determine a date on an annual basis for a Day of Service event, and create an inclusive program that addresses areas that need attention.

I. GREAT NEIGHBORHOODS (continued)

Measures

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|---|--------|--------|--------|--------|--------|
| 1 | Annual Zoning/Subdivision Ordinance updates | 1 | 1 | 1 | 1 | 1 |
| 2 | Become a Certified Local Government | 1 | | | | |
| 2 | Investigate Oregon Main Street Program | 1 | | | | |
| 3 | 100% response to code enforcement complaints | 100% | 100% | 100% | 100% | 100% |
| 3 | % of resolved cases per year | 70% | 75% | 80% | 80% | 85% |
| 4 | Creation and implementation of Day of Service Program | 1 | 1 | 1 | 1 | 1 |

Goal 2: Provide diverse recreational, cultural, and educational opportunities for our citizens and visitors.



Harrisburg Library

Objective 4: Review and analyze baseline data for library use in relation to current programs. [Library / City Recorder-ACA]

Actions: Review and analyze data on the number of library patrons, number of items checked out, number of programs offered and attendance at the programs.

Objective 5: Starting in 2016 increase number of library visits by 5 percent annually. [Library]

Actions: Add one new program per year; collaborate with the school district and other community organizations to determine ways to increase patron visits to the library; and, improve library visibility through signage, landscaping, and art.

Objective 6: Achieve and maintain total City park land inventory at a minimum of 7 acres per 1,000 residents. [City Administrator]

Actions: Acquire by purchase the 100-acre parcel from Knife River.

Objective 7: Promote, collaborate, and support the Harrisburg Area Museum. [City Administrator]

Actions: By the end of 2014, finalize the Operations and Management and Lease agreements between the City and the Harrisburg Area Museum. Continue City-participation on the Harrisburg Area Museum Board.



Harrisburg Area Museum Whitmer Bldg.

I. GREAT NEIGHBORHOODS (continued)

Objective 8: Organize a sesquicentennial celebration for the City in the year 2016. [City Administrator / City Recorder-ACA]

Actions: Form a sesquicentennial celebration committee; collaborate with the school district, fire district, and other community organizations on the organization of the committee.

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|---|--------|--------|--------|--------|--------|
| 4 | Monthly review and analysis on number of library patrons, number of books checked out, number of library cards issued, etc. | 12 | 12 | 12 | 12 | 12 |
| 4 | Quarterly reporting on program offered (e.g. child story time) and number of participants. | 4 | 4 | 4 | 4 | 4 |
| 5 | Increase number of library programs by 1 each year. | n/a | 1 | 1 | 1 | 1 |
| 6 | Make final payment to Knife River by 2019 or earlier as specified in the 5-year extension agreement. | n/a | n/a | n/a | n/a | 1 |
| 7 | Participate in Museum Board meetings. | 12 | 12 | 12 | 12 | 12 |
| 8 | Formation of a sesquicentennial committee | 1 | n/a | n/a | n/a | n/a |

Goal 3: Provide a functional transportation system that supports all modes of transportation.

Objective 9: Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities. [Public Works, Finance Officer]

Actions: Identify and report existing street and sidewalk conditions, and prioritize street and sidewalk maintenance and repair projects. Create and implement budget policies that increase the street maintenance fund. Seek alternative permanent street funding options.

Objective 10: Review and update the Transportation System Plan (TSP), and assure the plan incorporate changing community conditions. [Public Works, City Planner]

Actions: Seek grant opportunities through the Oregon Department of Transportation (ODOT) Transportation and Growth Management (TGM) program to update the City's TSP. The plan update needs to address the UGB expansion and other changing conditions.



Skate Park

I. GREAT NEIGHBORHOODS (continued)

Objective 11: Work with Lane Transit District (LTD), Lane Council of Governments (LCOG), and Cascade West Council of Governments (CWCOG) to provide public transportation for our community. [City Administrator]

Actions: Initiate discussions and identify scenarios where public transportation through Harrisburg is feasible. Identify the feasibility of a loop route between Coburg and Junction City and Eugene that goes through Harrisburg.

Objective 12: Initiate water conservation measures and best-practices community education programs. [Public Works, City Administrator]

Actions: Present annually a water conservation presentation to the local schools. Inform the community on the importance of conservation methods through the use of our newsletter, social media and our website. Provide homeowner community education classes on increasing irrigation efficiency, low flow fixtures, proper watering techniques, and landscape management to further reduce their monthly water bills.

Objective 13: Encourage recycling in City facilities and in our community. [City Administration]

Action: Continue to work with Republic Services to build and encourage the recycling program in Harrisburg. Work in conjunction with the Harrisburg School District, and Republic Services in educating the community to encourage them to re-use and recycle materials.

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|---|---------------------|----------|----------|----------|----------|
| 9 | By the end of FY 2015: 1. Create prioritized inventory of street maintenance projects; and, 2. Create and implement budgetary policies that increase and sustain the street maintenance fund. | Complete both items | n/a | n/a | n/a | n/a |
| 9 | By 2017, explore options and implement an increase in revenue to the street maintenance fund. Target is \$25,000/ year. | n/a | n/a | \$25,000 | \$25,000 | \$25,000 |
| 10 | Obtain TGM grant and complete TSP update | n/a/ | n/a | Complete | n/a | n/a |
| 11 | Complete Transit Plan / Feasibility Study | n/a | n/a | n/a | Complete | n/a |
| 12 | Initiate water conservation practices and public education | Complete | Ongoing | Ongoing | Ongoing | Ongoing |
| 13 | Work with Republic Services to institute a community recycling day. Coordinate/promote recycling education opportunities. | n/a | Complete | n/a | n/a | n/a |

II. PUBLIC SAFETY

Goals:

- **Goal 1:** Ensure public safety by protecting people and property.
- **Goal 2:** Provide safe and reliable drinking water, sewage disposal and drainage systems.

Public Safety Objectives:

Goal 1: Ensure public safety by protecting people and property.

Objective 14: Maintain our contract with Linn County Sheriff's Office for four officers at 70 percent coverage. [City Administrator]

Actions: Negotiate the contract to ensure that all crimes and offenses that can be, are cited to municipal court. Negotiate a contract that strives for a cost neutral position for the City, by instituting performance measures for law enforcement.



Justice/Municipal Court Offices

Objective 15: Retain Municipal Court services. [City Administrator]

Actions: Explore options that strive to increase revenue and/or reduce the costs associated with the municipal court; the result being a cost neutral position for the City.

Objective 16: Update and maintain applicable building codes as they are amended by the State of Oregon to ensure safe construction [City Recorder-ACA]

Actions: Research and identify revised building codes; review and adoption by City Council.

Objective 17: Continue participation in FEMA National Flood Insurance Program and start participation in the Community Rating System (CRS) program. [City Recorder-ACA]

Actions: Make application to participate in the CRS.

Objction 18: Respond to all property code violations, unsafe housing conditions, and inadequate infrastructure needs. [City Administrator, Public Works, and City Recorder-ACA]

Actions: City staff will follow through on all complaints of substandard housing, work being performed without permits, and complaints of water leaks or plugged sewer lines.



Expansion at River Life Resort

II. PUBLIC SAFETY (Continued)

Objective 19: Update and maintain applicable Design & Construction Standards to ensure consistent and safe construction. [Public Works, City Recorder-ACA]

Actions: Research and identify Design & Construction Standards; review and adoption by City Council.

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|---|----------|----------|----------|----------|----------|
| 14 | Negotiated Contract with revised terms, as directed by Council policy. | Complete | Complete | Complete | Complete | Complete |
| 15 | Implement changes that result in an improved cost recovery | 75% | 80% | 85% | 90% | 95% |
| 16 | Complete a municipal code amendment to ensure our adopted building codes are current. | Complete | n/a | n/a | Complete | n/a |
| 17 | Apply to the CRS rating program with FEMA | n/a | Complete | n/a | n/a | n/a |
| 18 | Respond to and correct blight issues in the City | Yes | Yes | Yes | Yes | Yes |
| 19 | Update and maintain Design & Construction Standards | Complete | n/a | Complete | n/a | Complete |



Wastewater Facility - Poplar Plantation

Goal 2: Provide safe and reliable drinking water, sewage disposal and drainage systems.

Objective 20: Expansion and replanting of our poplar tree water reuse area to help ensure that we maintain and operate an environmentally friendly Wastewater Treatment Facility.

Actions: Expansion of the Poplar tree area by 29 acres and plant with new hybrid poplar trees. Harvest and replant existing 63 acre Poplar Tree plantation. [Public Works]

II. PUBLIC SAFETY (Continued)



City's 2-Million Gallon Water Storage Tank

Objective 21 Effectively and efficiently design, build and operate any conventional Water Treatment Facilities that Harrisburg's citizens need, want, and are willing to support to provide the highest quality drinking water. [City Administrator, Public Works]

Actions: Have open discussions with the community on ways to improve the water quality to the extent on which they would be willing to fund. Initiate and implement the direction the community wants to pursue.

Objective 22: Renew pipe sections of the Storm Sewer System listed in the Capital Improvement Plan to more effectively remove standing water from our streets. [Public Works]

Actions: Using the Capital Improvement Plan (CIP) as our guide, make improvements to identified areas of the system nearest to the river to support drainage capacity of the outlying areas of the system

Objective 23: Reduce excessive Inflow and Infiltration (I & I) in the wastewater collection system which will prevent excessive flows from entering the Wastewater Treatment facility. [Public Works]

Actions: Using the Capital Improvement Plan (CIP) as our guide, repair or replace identified collection system pipes having the largest amounts of recorded I & I.

Objective 24: Prepare and plan for possible critical infrastructure failures due to a catastrophic event (Fire, Earthquakes, natural disasters) and have the resources and contingencies in place to restore critical services to the citizens of Harrisburg as soon as possible. [City Administrator, Public Works]

II. PUBLIC SAFETY (Continued)

Actions: Work in cooperation with state and local emergency response teams to plan and prepare for a worse-case-scenario water and/or wastewater system failure(s). Ratify mutual aid agreements with qualifying and available emergency and non-emergency agencies. Review and update the City's Emergency Response Plan (ERP) and proper emergency response procedures to critical infrastructure failure. Design, develop, implement and acquire temporary critical infrastructure backup systems.

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|--|--------|--------|--------|--------|--------|
| 20 | Expansion and Replantation of the poplar tree area | 50% | 50% | 10% | 10% | 10% |
| 21 | Construct and Operate possible Water Treatment Facility | 5% | 10% | 15% | 20% | 30% |
| 22 | Renew listed sections of the Storm Water System | 1% | 1% | 1% | 2% | 2% |
| 23 | Reduce Inflow and infiltration in the Wastewater system | 5% | 5% | 5% | 5% | 5% |
| 24 | Develop, design , purchase and implement critical infrastructure backups systems and equipment | 5% | 5% | 10% | 10% | 20% |



Wastewater Facility Lagoon 2

III. ECONOMIC DEVELOPMENT

Goal 1: Business Friendly – Promote an environment where businesses come, stay, and thrive through improved infrastructure, less red tape, and partnerships.

Goal 2: Maintain an active Harrisburg Redevelopment Agency who responds to the changing needs of the economy and is active in downtown redevelopment.

Goal 3: Regional Partnerships – Strengthen the Tri-County area through local and regional cooperation and coordination on economic development planning and projects.

Economic Development Objectives:

Goal 1: Business Friendly – Promote an environment where businesses come, stay, and thrive through improved infrastructure, less red tape, and partnerships.

Objective 25: Create an encouraging environment for the development and expansion of desired businesses. Collaborate with organizations focused on business retention, expansion, startup development, and entrepreneurship to establish new firms and strengthen existing businesses. [City Administrator, City Recorder-ACA]

Actions: Conduct regular visits to businesses and industries as an ambassador. Address regulatory barriers and provide resources that enable development and retention of businesses in Harrisburg. Connect local businesses with available resources including the Tri-County Chamber, CWCOG, SBA, and the Small Business Development Center (SBDC) at LBCC.

Objective 26: Provide an adequate supply of land zoned for commercial and industrial development, consistent with the City's EOA. [City Administrator, City Recorder-ACA]

Actions: Develop and maintain data sheets of employment lands, including infrastructure needs and contacts for local, regional and state economic development agencies.

Objective 27: Maintain the City's Enterprise Zone tax abatement program, and consider other incentive programs for the development and retention of job-creating businesses. [City Administrator]

Actions: By 2016, renew the Harrisburg Enterprise Zone with the State. Consider modifying the boundaries to remove the conflict with the Urban Renewal District, and expansion of the boundary in Junction City.

III. ECONOMIC DEVELOPMENT (Continued)

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|---|----------|----------|----------|--------|--------|
| 25 | Conduct visits to local businesses and industries | 12 | 12 | 12 | 12 | 12 |
| 25 | Biennially review and revise Title 5 of the Municipal Code to identify and remove barriers to business and industry | Complete | n/a | Complete | n/a | n/a |
| 26 | Develop template; create and maintain data sheets | 25% | 25% | 50% | 50% | 75% |
| 27 | Enterprise Zone renewed | n/a | Complete | n/a | n/a | n/a |

Goal 2: Maintain an active Harrisburg Redevelopment Agency who responds to the changing needs of the economy and is active in downtown redevelopment.

Objective 28: Utilize Urban Renewal dollars to maximize the total investment and redevelopment efforts in Harrisburg’s downtown. Create an increase in the assessed value of the Harrisburg redevelopment area by making strategic public investments to spur private investments. [City Administrator, Finance Officer]

Actions: Implement Substantial Amendment #5 of the HRA plan, by focusing on public infrastructure projects that will encourage and support private investment in the downtown.

Goal 3: Regional Partnerships – Strengthen the Tri-County area through local and regional cooperation and coordination on economic development planning and projects.

Objective 29: Work closely with partners at CWCOG, Tri-County Chamber, Junction City, and Halsey and Visit Linn Coalition to cultivate local and regional economic development projects. Support programs and projects of our regional partners that facilitate attraction, retention, diversification and expansion of local businesses. [City Administrator, City Recorder-ACA]

Actions: Participate in meetings of partner organizations. Share and communicate our economic development goals and policies with our partners. Maintain positions of any boards of our partner organizations.

Objective 30: Create and maintain a dialogue between city officials and local businesses in regards to things that the City can do to assist local businesses; respond to all economic development information requests. [City Administrator, City Recorder-ACA]



HRA Boundary

III. ECONOMIC DEVELOPMENT (Continued)

Actions: Maintain strong interoffice communication to deliver prompt and accurate responses to economic development information requests. Apprise the City Council of economic development projects and identify regulatory barriers to these projects.

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|--|--------|--------|--------|--------|--------|
| 28 | Total value of public infrastructure investments | \$0 | \$2.5M | \$0 | \$0 | \$0 |
| 28 | Total Value of private investment | \$0 | \$75K | \$75K | \$100K | \$100K |
| 29 | Maintain positions on regional boards | 2 | 2 | 2 | 2 | 2 |
| 30 | 100% response to economic development inquiries | 100% | 100% | 100% | 100% | 100% |

IV. EFFICIENT GOVERNANCE

Goal 1: Effectively and efficiently provide the services that Harrisburg's citizens need, want, and are willing to support.

Goal 2: Maintain a qualified, effective, and happy workforce.

Goal 3: Establish Harrisburg as a small city model of sustainability practice.

Efficient Governance Objectives:

Goal 1: Effectively and efficiently provide the services that Harrisburg's citizens need, want, and are willing to support.

Objective 31: By 2016, H.A.R.T. Family Resource Center to become a 501(c)(3) nonprofit organization, and be independent from the City operations. [City Administrator, H.A.R.T. Director]

Actions: Build H.A.R.T. board membership and provide training opportunities to transition from municipal board to a nonprofit board.

Provide nonprofit and managerial training for H.A.R.T. Director. Continue City's financial contribution to the H.A.R.T. Family Resource Center, as determined through the City's Annual Budget process.



Harrisburg City Hall

Objective 32: Reduce "Non-revenue Water" (water loss) to less than 10 percent in any calendar year. [Public Works]

Actions: Continue leak detection efforts to identify leaks in the system. Continue meter replacement program to reduce under reading water usage.

Objective 33: Ensure compliance with all federal and state regulations relating to municipal services. [All Departments]

Actions: Routinely monitor federal and state regulations, and respond to changes accordingly.

Objective 34: Ensure City's Fee Schedule is fair and comparable to our comparator cities. [City Administrator, City Recorder-ACA]

Actions: Annually review and compare fees to comparator cities' fees, evaluate service needs, and amend fee schedule, if needed.

IV. EFFICIENT GOVERNANCE (Continued)

Objective 35: Ensure transparent financial reporting and budgeting to the community. Maintain annual audit results establishing conformance to requirements and generally accepted accounting principles. [Finance Officer]

Actions: Continue to publish annual budget and audit results on the City's website. Achieve annual audit with no reportable findings of non-compliance.



Goal 2: Maintain a qualified, effective, and happy workforce.

Objective 36: Timely, meaningful annual reviews are conducted for all full-time and part-time employees. [All Departments]

Actions: Employee evaluations are completed by the supervisor prior to an employee's anniversary date.

Objective 37: Maintain staff that are well-trained, certified, and given opportunities for growth inside the City organization. [All Departments]

Actions: Employees and supervisors are encouraged to find relevant training opportunities to ensure employees are qualified for assigned work tasks. Where appropriate,

supervisors shall cross-train employees.

Objective 38: Provide prompt and efficient customer service to land use review applicants. [City Planner]

Actions: Meet or exceed all state requirements for land use reviews and permits. Ensure that all applicable agencies are notified for a land use decision that impacts them.

Goal 3: Establish Harrisburg as a small city model of sustainability practice.

Objective 39: Create administrative sustainability practices and implement them throughout the organization.

Actions: Increase employee involvement in sustainable practices and increase awareness. Develop and implement a City Sustainability plan.

IV. EFFICIENT GOVERNANCE (Continued)

| Objective | Measure | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|-----------|---|-----------|--------|----------|--------|--------|
| 31 | Fill all vacancies on H.A.R.T. Board | 3 | n/a | n/a | n/a | n/a |
| 31 | Transition H.A.R.T. Center from City Department to independent 501(c)(3) nonprofit organization | Completed | n/a | n/a | n/a | n/a |
| 32 | Replace outdated meters | 30 | 40 | 50 | 60 | 70 |
| 33 | Compliance with federal and state regulations | Yes | Yes | Yes | Yes | Yes |
| 34 | Annually Review and Update City's Fee Schedule | Yes | Yes | Yes | Yes | Yes |
| 35 | Reportable audit findings of noncompliance | None | None | None | None | None |
| 36 | 100% evaluations completed on-time | 100% | 100% | 100% | 100% | 100% |
| 37 | Maintain certifications for public works employees and City Recorder | 13 | 17 | 17 | 18 | 18 |
| 37 | Increase number of water and wastewater certifications for public works employees | 4 | 0 | 1 | 1 | 1 |
| 38 | Land use decision issued within 120 days. | 100% | 100% | 100% | 100% | 100% |
| 38 | Create a land use decision routing list | Complete | n/a | n/a | n/a | n/a |
| 39 | Create City Sustainability Plan | n/a | n/a | Complete | n/a | n/a |