

Harrisburg Strategic Plan

FY2016 – FY2020



**Prepared by City Staff
December 2015**

City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's FY2016-20 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 solid black rectangular box used to redact the signature of Brian Latta.

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.

The Plan, although adopted near the beginning of the calendar year, is based on the Fiscal Year schedule. For example, a plan objective identified to be accomplished in 2016 means Fiscal Year 2016-17. The timing of the adoption of the plan allows the City Council to have a mid-year check in with how the prior year's plan objectives are progressing, and also assists City staff with preparing the budget to assist with the Council's priorities adopted in the Plan.

Council Priorities

The City Council identified its priority objectives and actions for Fiscal Year 2016-17 from out of the strategic plan. The following table lists the top four priorities. These priorities shape the work plan for city staff and have budgetary impacts.

Objective / Action #	Description
Objective # 23	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.
<i>Actions</i>	<i>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.</i>
Objective # 10	Celebrate Harrisburg's 150 th Incorporation Anniversary.
<i>Actions</i>	<i>Create Historic Harrisburg Walking Tours; bury a 50-year time capsule; and, hold a 150th two-day celebration event on October 22-23rd.</i>
Objective # 15	Work with the Railroad to repair and improve 4 th Street from LaSalle Street to Smith Street.
<i>Actions</i>	<i>Design and construct a long-term rail/roadway solution with the railroad. Determine how to fund this project.</i>
Objective # 14	Restore a functional year round boating access to the Willamette River.
<i>Actions</i>	<i>Obtain funding, permitting, and reconstruct the existing boat ramp in the downtown Riverfront Park.</i>

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: 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 3: 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.

Objective 4: Become a Tree City USA city. [Public Works Director]

Actions: Satisfy the four Tree City USA designation criteria, namely: 1) form a tree committee; 2) adopt a tree ordinance; 3) budget for tree maintenance; 4) Create Arbor Day celebratory event.

Objective 5: Initiate water conservation measures and best-practices community education programs. [Public Works, City Administrator]

I. GREAT NEIGHBORHOODS (continued)

Actions: Present annually water conservation presentations to the public at various venues such as the Senior Center, Library, or HART Center. 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.

Measures

Objective	Measure	FY2016	FY2017	FY2018	FY2019	FY2020
1	Annual Zoning/Subdivision Ordinance updates	1	1	1	1	1
2a	100% response to code enforcement complaints	100%	100%	100%	100%	100%
2b	% of resolved cases per year	75%	80%	80%	85%	85%
3	Creation and implementation of Day of Service Program	1	1	1	1	1
4	Annually satisfy the four <i>Tree City USA</i> designation criteria	100%	100%	100%	100%	100%
5	Initiate water conservation practices and public education	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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



Harrisburg Library

Objective 6: 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 7: 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 8: 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.

I. GREAT NEIGHBORHOODS (continued)



Area Museum Whitmer Bldg.

Objective 9: Promote, collaborate, and support the Harrisburg Area Museum. [City Administrator]

Actions: Continue City-participation on the Harrisburg Area Museum Board.

Objective 10: Celebrate Harrisburg's 150th Incorporation Anniversary. [City Administration]

Actions: Create Historic Harrisburg Walking Tours; bury a 50-year time capsule; and, hold a 150th two-day celebration event on October 22-23rd.

Objective	Measure	FY2016	FY2017	FY2018	FY2019	FY2020
6a	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
6b	Quarterly reporting on program offered (e.g. child story time) and number of participants.	4	4	4	4	4
7	Increase number of library programs by 1 each year.	n/a	1	1	1	1
8	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
9	Participate in Museum Board meetings.	12	12	12	12	12
10a	Create Historic Harrisburg Walking Tours	Complete	n/a	n/a	n/a	n/a
10b	Create and bury a 50-year time capsule	Complete	n/a	n/a	n/a	n/a
10c	150 th Harrisburg Incorporation Celebration 10/22-23	Complete	n/a	n/a	n/a	n/a

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

Objective 11: Review and update the Transportation System Plan (TSP), and assure the plan incorporates 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 12: 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: Research and identify scenarios where public transportation through Harrisburg is feasible. Seek funding to complete a feasibility study.

Objective 13: Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities. [Public Works, Finance Officer]

Actions: Create and implement budget policies that increase the street maintenance fund. Seek alternative permanent street funding options.

Objective 14: Restore a functional year round boating access to the Willamette River.

Actions: Obtain funding, permitting, and reconstruct the existing boat ramp in the downtown Riverfront Park.

Objective 15: Work with the Railroad to repair and improve 4th Street from LaSalle Street to Smith Street.

Actions: Design and construct a long-term rail/roadway solution with the railroad. Determine how to fund this project.

Objective	Measure	FY2016	FY2017	FY2018	FY2019	FY2020
11	Obtain TGM grant and complete TSP update	n/a	Complete	n/a	n/a	n/a
12	Complete Transit Plan / Feasibility Study	n/a	n/a	Complete	n/a	n/a
13	By 2017, explore options and implement an increase in revenue to the street maintenance fund. Target is \$25,000/ year.	n/a	\$25,000	\$25,000	\$25,000	\$25,000
14a	Obtain ConnectOregon VI Grant	Complete		Complete		Complete
14b	Obtain Permits and Construct New Boat Access		Complete		Complete	
15	Repair and Improve the roadway		1 block	1 block	1 block	1 block

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 16: Maintain a contract with Linn County Sheriff's Office for law enforcement services. [City Administrator]

Actions: Negotiate a contract that strives for a 50% cost recovery position for the City, by instituting performance measures for law enforcement.



Justice/Municipal Court Offices

Objective 17: 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 70% cost recovery position for the City.

Objective 18: 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 19: 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.

Objection 20: 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 21: 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 22: Bring community awareness to crime issues in our city and work to create solutions to reduce and prevent crime.

Actions: Hold quarterly community crime prevention forums; Establish and strengthen neighborhood watch groups and neighborhood networks.

Objective	Measure	FY2016	FY2017	FY2018	FY2019	FY2020
16	Negotiated Contract with revised terms, as directed by Council policy.	Complete	Complete	Complete	Complete	Complete
17	Implement changes that result in an improved cost recovery	45%	50%	55%	60%	65%
18	Complete a municipal code amendment to ensure our adopted building codes are current.	Complete	n/a	n/a	Complete	n/a
19	Apply to the CRS rating program with FEMA	50%	Completed	n/a	n/a	n/a
20	Respond to and correct blight issues in the City	Yes	Yes	Yes	Yes	Yes
21	Update and maintain Design & Construction Standards	n/a	Complete	n/a	Complete	n/a
22a	Quarterly Community Crime Prevention Forums	4	4	4	4	4
22b	Establish Neighborhood Watch groups	2	2	1	1	1



Wastewater Facility - Poplar Plantation

II. PUBLIC SAFETY (Continued)

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

Objective 23: 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.



City's 2-Million Gallon Water Storage Tank

Objective 24: 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 25: 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.

II. PUBLIC SAFETY (Continued)

Objective 26: 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]

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	FY2016	FY2017	FY2018	FY2019	FY2020
23	Construct and Operate Water Treatment Facility	10%	15%	20%	30%	40%
24	Renew listed sections of the Storm Water System	1%	1%	2%	2%	2%
25	Reduce Inflow and infiltration in the Wastewater system	5%	5%	5%	5%	5%
26a	Develop, design , purchase and implement critical infrastructure backups systems and equipment	5%	10%	10%	20%	20%
26b	Develop a coordinated Emergency Response Communication Plan between the City of Harrisburg, Harrisburg Fire & Rescue, Harrisburg School District, and Linn County.		Complete			



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 27: 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 28: 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. Develop an inventory of commercial lands and buildings, including data on vacancy, rents, square footages, and owners contact information.

Objective	Measure	FY2016	FY2017	FY2018	FY2019	FY2020
27a	Conduct visits to local businesses and industries	12	12	12	12	12
27b	Biennially review and revise Title 5 of the Municipal Code to identify and remove barriers to business and industry	n/a	Complete	n/a	Complete	n/a
28a	Develop template data sheets and create and maintain data sheets for employment lands.	25%	50%	50%	75%	75%
28b	Develop template data sheets and create and maintain data sheets for commercial lands and buildings	25%	50%	50%	75%	75%

III. ECONOMIC DEVELOPMENT (Continued)

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

Objective 29: 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: Design and Construct Smith Street Reconstruction project, including RRFB signals at the Smith St. and Hwy 99E crosswalk. Create and implement a private property incentive program for redevelopment of downtown buildings.

Objective 30: Improve and make accessible the existing Willamette River boat landing.

Actions: If necessary, do a minor amendment to the HRA plan to supplement funding for the reconstruction of the Harrisburg Boat Ramp.

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

Objective 31: 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 32: 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	FY2016	FY2017	FY2018	FY2019	FY2020
29a	Total value of public infrastructure investments	\$2.5M	\$0	\$200K	\$0	\$0
29b	Total Value of private investment	\$75K	\$75K	\$100K	\$100K	\$100K
30	HRA Amendment #6	n/a	Complete	n/a	n/a	n/a
31	Maintain positions on regional boards	2	2	2	2	2
32	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 33: 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.



Harrisburg City Hall

Objective 34: 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 35: Ensure City's Fee Schedule is fair and comparable to our comparator cities. [City Administrator, City Recorder-ACA]

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

Objective 36: 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.

IV. EFFICIENT GOVERNANCE (Continued)



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

Objective 37: 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 38: 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 39: 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 40: Create administrative sustainability practices and implement them throughout the organization. [City Administration]

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

Objective 41: 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.

IV. EFFICIENT GOVERNANCE (Continued)

Objective	Measure	FY2016	FY2017	FY2018	FY2019	FY2020
33	Replace outdated meters	40	50	60	70	80
34	Compliance with federal and state regulations	Yes	Yes	Yes	Yes	Yes
35	Annually Review and Update City's Fee Schedule	Yes	Yes	Yes	Yes	Yes
36	Reportable audit findings of noncompliance	None	None	None	None	None
37	100% evaluations completed on-time	100%	100%	100%	100%	100%
38a	Maintain certifications for public works employees and City Recorder	17	17	18	19	20
38b	Increase number of water and wastewater certifications for public works employees	0	1	1	1	1
39	Land use decision issued within 120 days.	100%	100%	100%	100%	100%
40	Create City Sustainability Plan	n/a	Complete	n/a	n/a	n/a
41	Work with Republic Services to institute a community recycling day. Coordinate/promote recycling education opportunities.	Complete	n/a	n/a	n/a	n/a

STRATEGIC PLAN ACCOMPLISHMENTS

Under Strategic Plan FY2015-2019

Great Neighborhoods

- Objective 1: By March 2016, city staff will have updated the Zoning Ordinance to amend the nonconforming chapter, add chapters for wireless telecom facilities and marijuana uses, and reconciled inconsistencies with residential densities and lot areas.
- Objective 3: Staff presented a council policy to the City Council which was adopted regarding Code Enforcement division of responsibilities. Staff also presented a municipal code change to allow citations to be delivered by mail, which Council adopted. This has helped expedite the enforcement process. Finally, City staff are being held accountable by producing quarterly code enforcement activity reports.
- Objective 4(b): Library staff have been submitting monthly reports with library use data.
- Objective 7: City and Museum Board have entered into a long-term lease and operations agreement. City staff are an ex officio member of the Museum Board and regularly attends the monthly board meetings. City staff also respond to all maintenance requests for Museum buildings.
- Objective 8: A sesquicentennial committee has been formed and is planning the October 22-23rd 150th incorporation anniversary celebration and other activities.
- Objective 9: By June 30, 2016, city staff will have completed a street and sidewalk inventory and present to the City Council draft budgetary policies.
- Objective 11: City staff discussed transit options with Lane Transit District, but were unsuccessful in coming to a resolution.

Public Safety

- Objective 14: City staff negotiated a contract with Linn County Sheriff's office. City staff felt the new contract requires more accountability from the Sheriff's office. The number of hours received was increased from a minimum of 404 to a minimum of 440 per month. In addition, all citations, except felonies are now by contract cited into municipal court. The contract is not cost neutral at this time.
- Objective 15: City staff presented a municipal code amendment to ensure all applicable building codes are current in the City's code. The Council adopted the ordinance change.

STRATEGIC PLAN ACCOMPLISHMENTS

Under Strategic Plan FY2015-2019

- Objective 18: City staff have addressed building code violations on a case-by-case basis. In some instances these issues arise through code enforcement proceedings, while others are through public works orders.
- Objective 20: City staff identified an exception in statutes which enabled the City to retain the poplar trees for more than 14 years. No additional plantings or harvesting will be done at this time.
- Objective 21: City staff and the City Council held a public town hall meeting to understand the concerns of the public. A community survey was taken. The Council budgeted \$100K to conduct a water treatment feasibility study. Branch Engineering is working with a water consultant and city staff to complete the study. It's anticipated this study will be completed in late spring 2016.
- Objective 23: City staff purchased flow monitoring equipment to do investigative work and flow studies, but have been unable to do the work because of low rainfall this past year.
- Objective 24: The Public Works Director has been attending regional disaster meetings. The City's Emergency Response Plan is being updated. City staff have been investigating critical infrastructure needs at site specific locations such as pump stations.

Economic Development

- Objective 27: City staff have recommended the City Council renew the Harrisburg Enterprise Zone by June 2016. Council will review this recommendation at its December 2015 meeting.
- Objective 28: The City has begun design of the Moore Street reconstruction project. It is anticipated that construction will be completed in late Spring 2016.
- Objective 29: The City Recorder-ACA sits on the Tri-county Chamber of Commerce board, and the City Administrator is chair of the Visit Linn Coalition. The City Administrator also attends regular meetings with the CWCOG regarding economic development in the region.

STRATEGIC PLAN ACCOMPLISHMENTS

Under Strategic Plan FY2015-2019

Objective 30: City staff participate in economic development conversations as they arise. For example, the Tri-county Chamber of Commerce board attended a City Council meeting earlier this year where this topic was discussed.

Efficient Governance

Objective 31: The H.A.R.T. Board decided to become a 501(c)(3) non-profit organization earlier this year. City staff are working with the board to make this transition smooth. It is expected the transition will be complete by June 15, 2016.

Objective 32: City staff purchased leak detection equipment. Additionally, city staff will be replacing up to 50 water meters in the spring.

Objective 33: City staff regularly monitor changes in federal and state laws and inform the Council when changes are necessary. An example this past year would be all of the changes regarding marijuana in the state of Oregon.

Objective 34: City staff have worked with the Gov't Committee to prepare a resolution and draft fee schedule for 2016-17. The fee schedule and resolution will be considered by the City Council at their December 9, 2015 meeting, and if approved will be effective January 1, 2016.

Objective 35: City staff have put the City's budget reports on its website. The audit of FY2014-15 has not yet been completed to determine if there are any findings of non-compliance.

Objective 36: All employee performance evaluations were completed and on-time.

Objective 37: Internal training is occurring regularly, especially through the safety committee and in the public works department. Department heads and the City Administrator have attended state and national conferences on topics relevant to their daily work tasks. Public Works employees are continuing to work towards obtaining additional water and sewer certifications.

Objective 38: All land use reviews have been completed within state-mandated timeframes. A land use routing sheet has been created and is used for all land use application submissions.