

Harrisburg Strategic Plan

FY2017 – FY2021



**Prepared by City Staff
December 2016**

City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's FY2017-21 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.



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 2017-18 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 |
|----------------------|---|
| 10 | <p>Objective: Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities.</p> <p><i>Actions: Create and implement budget policies that increase the street maintenance fund. Seek alternative permanent street funding options.</i></p> |
| 11 | <p>Objective: Work with the Railroad to repair and improve 4th Street from LaSalle Street to Smith Street.</p> <p><i>Actions: Design and construct a long-term rail/roadway solution with the railroad. Determine how to fund this project.</i></p> |
| 14 | <p>Objective: Develop plans and remodel the Justice Center building for needed civic and community services.</p> <p><i>Action: By June 2018, the Justice Center building will be remodeled to best accommodate the civic and community needs of the City.</i></p> |
| 20 | <p>Objective 20: 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.</p> <p><i>Actions: Initiate and implement the direction the community wants to pursue.</i></p> |

I. GREAT NEIGHBORHOODS

Goals:

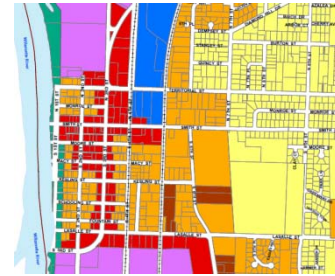
- **Goal 1:** Develop and maintain diverse neighborhoods where citizens will take pride in where they live.
- **Goal 2:** Provide diverse recreational, cultural, and educational opportunities for our citizens and visitors.
- **Goal 3:** Provide a functional transportation system that supports all modes 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: Complete a comprehensive re-write of the city's subdivision and zoning ordinance in 2017-18. Thereafter, review and update the ordinance biennially.



Zoning Map

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

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|--|---------|---------|---------|---------|---------|
| 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 | 80% | 80% | 85% | 85% | 85% |
| 3 | Initiate water conservation practices and public education | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing |

I. GREAT NEIGHBORHOODS

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. [Library / City Administrator]

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: Increase number of library visits by 5 percent annually. [Library]

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



Area Museum Whitmer Bldg.

| Objective | Measure | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|---|--------|--------|--------|--------|--------|
| 4a | 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 |
| 4b | Quarterly reporting on program offered (e.g. child story time) and number of participants. | 4 | 4 | 4 | 4 | 4 |
| 5 | Increase number of library visits. | 5% | 5% | 5% | 5% | 5% |
| 6 | Make final payment to Knife River by 2019 or earlier as specified in the 5-year extension agreement. | n/a | n/a | 1 | | |
| 7 | Participate in Museum Board meetings. | 12 | 12 | 12 | 12 | 12 |

I. GREAT NEIGHBORHOODS

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

Objective 8: Review and update the Transportation System Plan (TSP), and assure the plan incorporates changing community conditions. [Public Works, City Planner]

Actions: Apply for a grant 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

Objective 9: 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 10: Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities. [Public Works, Finance]

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

Objective 11: 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|---|----------|----------|----------|----------|----------|
| 8 | Obtain TGM grant and complete TSP update | Complete | | | | |
| 9 | Complete Transit Plan / Feasibility Study | n/a | n/a | Complete | n/a | n/a |
| 10 | By 2017, explore options and implement an increase in revenue to the street maintenance fund. Target is \$50,000/ year. | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| 11 | Repair and Improve the roadway | 1 block | 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 12: Retain the Linn County Sheriff's Office for law enforcement services. [City Administrator]

Actions: Negotiate a financially sustainable contract for the City, by instituting maximum rate increases tied to the annual percentage increase of property taxes for the city. Also, negotiate the contract to include performance measures for desired services.



Objective 13: Expand municipal court services to handle traffic offenses. [City Administrator]

Actions: On July 1, 2017, traffic offenses in the city will be handled in municipal court.

Objective 14: Develop plans and remodel the Justice Center building for needed civic and community services.

Municipal Court Offices

Action: By June 2018, the Justice Center building will be remodeled to best accommodate the civic and community needs of the City.

Objective 15: 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 16: 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 17: Respond to all property code violations, unsafe housing conditions, and inadequate infrastructure needs. [City Administrator, Public Works, and City Recorder-ACA]



Expansion at River Life Resort

II. PUBLIC SAFETY

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.

Objective 18: 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 19: Bring community awareness to crime issues in our city and work to create solutions to reduce and prevent crime. [City Administrator]

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

| Objective | Measure | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|---|----------|----------|----------|----------|----------|
| 12 | Negotiated Contract with revised terms, as directed by Council policy. | Complete | Complete | Complete | Complete | Complete |
| 13a | Add traffic offenses to municipal court | Complete | | | | |
| 14 | Complete the remodel of Justice Center Building | Complete | | | | |
| 15 | Complete a municipal code amendment to ensure our adopted building codes are current. | n/a | n/a | Complete | n/a | n/a |
| 16 | Apply to the CRS rating program with FEMA | Complete | | | | |
| 17 | Respond to and correct blight issues in the City | Yes | Yes | Yes | Yes | Yes |
| 18 | Update and maintain Design & Construction Standards | Complete | n/a | Complete | n/a | Complete |
| 19a | Quarterly Community Crime Prevention Forums | 4 | 4 | 4 | 4 | 4 |
| 19b | Establish Neighborhood Watch groups | 2 | 1 | 1 | 1 | 1 |



Wastewater Facility - Poplar Plantation

II. PUBLIC SAFETY

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

Objective 20: 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: Initiate and implement the direction the community wants to pursue.



City's 2-Million Gallon Water Storage Tank

Objective 21: 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 22: 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 23: 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

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|--|--------|--------|--------|--------|--------|
| 20 | Construct and Operate Water Treatment Facility | 10% | 15% | 20% | 30% | 40% |
| 21 | Renew listed sections of the Storm Water System | 1% | 1% | 2% | 2% | 2% |
| 22 | Reduce Inflow and infiltration in the Wastewater system | 5% | 5% | 5% | 5% | 5% |
| 23a | Develop, design , purchase and implement critical infrastructure backups systems and equipment | 5% | 5% | 5% | 5% | 5% |
| 23b | Develop a coordinated Emergency Response Communication Plan between the City of Harrisburg, Harrisburg Fire & Rescue, Harrisburg School District, and Linn County. | 50% | 100% | | | |



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 24: 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]

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 25: Provide an adequate supply of land zoned for commercial and industrial development, consistent with the City’s EOA. [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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|---|--------|----------|--------|----------|--------|
| 24a | Conduct visits to local businesses and industries | 12 | 12 | 12 | 12 | 12 |
| 24b | 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 |
| 25a | Develop template data sheets and create and maintain data sheets for employment lands. | 25% | 50% | 50% | 75% | 75% |
| 25b | Develop template data sheets and create and maintain data sheets for commercial lands and buildings | 25% | 50% | 50% | 75% | 75% |

III. ECONOMIC DEVELOPMENT

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

Objective 26: 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 27: 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.



HRA Boundary

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

Objective 28: 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 on any boards of our partner organizations.

Objective 29: 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]

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.

III. ECONOMIC DEVELOPMENT

| Objective | Measure | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|--|----------|--------|--------|--------|--------|
| 26a | Total value of public infrastructure investments | \$2M | \$0 | \$200K | \$0 | \$0 |
| 26b | Total Value of private investment | \$75K | \$75K | \$100K | \$100K | \$100K |
| 27 | HRA Amendment #6 | Complete | | | | |
| 28 | Maintain positions on regional boards | 2 | 2 | 2 | 2 | 2 |
| 29 | 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 30: 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 31: 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 32: 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 33: Ensure transparent financial reporting and budgeting to the community. Maintain annual audit results establishing conformance to requirements and generally accepted accounting principles. [Finance]

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

IV. EFFICIENT GOVERNANCE



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

Objective 35: Maintain staff that is 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 36: 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 37: 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 38: 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-----------|---|--------|--------|--------|--------|--------|
| 30 | Replace outdated meters | 50 | 50 | 50 | 50 | 50 |
| 31 | Compliance with federal and state regulations | Yes | Yes | Yes | Yes | Yes |
| 32 | Annually Review and Update City's Fee Schedule | Yes | Yes | Yes | Yes | Yes |
| 33 | Reportable audit findings of noncompliance | None | None | None | None | None |
| 34 | 100% evaluations completed on-time | 100% | 100% | 100% | 100% | 100% |
| 35a | Maintain certifications for public works employees and City Recorder | 17 | 17 | 18 | 19 | 20 |
| 35b | Increase number of water and wastewater certifications for public works employees | 1 | 1 | 1 | 1 | 1 |

IV. EFFICIENT GOVERNANCE

| | | | | | | |
|----|---|----------|----------|------|------|------|
| 36 | Land use decision issued within 120 days. | 100% | 100% | 100% | 100% | 100% |
| 37 | Create City Sustainability Plan | n/a | Complete | n/a | n/a | n/a |
| 38 | 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 FY2016-2020

Great Neighborhoods

- Objective 1: Staff has presented several proposed chapters to the Planning Commission in work session style meetings. This effort will continue into FY2017-18.
- Objective 4: The City has formed a tree committee, held an Arbor Day event, and has submitted its application to become a Tree City USA.
- Objective 9: Staff has supported the Museum Board as an ex officio board member. Staff has continued to perform maintenance and repairs to the museum buildings.
- Objective 10: The City threw a great 150th Celebration in October. It included historic tours, parades, and living history demonstrations.
- Objective 13: Staff completed a street inventory and are working with the Public Works committee to prioritize street improvement projects and recommend funding options to the Council.
- Objective 14: Staff prepared and submitted a ConnectOregon VI grant application, but was unsuccessful. Staff did obtain a financial commitment from the Oregon State Marine Board as part of this process.
- Objective 15: Staff has and continues to work with the railroad on a shared project. Staff will complete a design standard for 4th Street.

Public Safety

- Objective 16: City staff negotiated a contract with Linn County Sheriff's office with a zero dollar cost increase. The total number of contracted hours was slightly reduced.
- Objective 17: Staff terminated the contract with Linn County for the provision of municipal court services. The city hired a new municipal court judge and is staffing the court.
- Objective 22: Staff has worked with LCSO to host crime prevention forums on a quarterly basis. One new neighborhood watch groups have been formed.
- Objective 23: Branch Engineering is working with a water consultant and city staff to complete the study. Two pilot studies have been conducted and the results will be presented in early 2017. It's anticipated a bond measure will be presented to the voters in May or October 2017.
- Objectives 24 & 25: City staff has completed a utility mapping project. Staff also performed smoke testing to identify leaks in the sewer system and have been making repairs.

STRATEGIC PLAN ACCOMPLISHMENTS

Under Strategic Plan FY2016-2020

Objective 26: The Public Works Director has been attending regional disaster meetings. The City's Emergency Response Plan is being updated. City staff has been investigating critical infrastructure needs at site specific locations such as pump stations.

Economic Development

Objective 27: City staff has met with a few businesses to discuss their needs.

Objective 29: Plans to reconstruct Moore Street have been completed and is currently out to bid for the second time. The project will be completed by Summer 2017.

Objective 31: City staff participates on several regional economic development boards.

Efficient Governance

Objective 33: City staff are on pace to replace 50 water meters this year.

Objective 35: City staff has updated the fee schedule and will likely do so again by the end of the fiscal year.

Objective 36: City staff has put the City's budget reports on its website. The audit of FY15-16 has not yet been completed to determine if there are any findings of non-compliance.

Objective 37: All employee performance evaluations were completed and on-time.

Objective 38: 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 39: 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.