

Harrisburg Strategic Plan

FY2018 – FY2022



**Prepared by City Staff
December 2017**

City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's FY2018-22 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:



Brian Latta - City Administrator

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". The signature is written in a cursive, flowing style. Below the signature is 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 proactively find solutions to the community's needs. We are accessible, responsive, respectful, consistent, and understanding. We provide assistance beyond our customers' expectations.

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, innovative, 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 supports each other and the community, and we emphasize a high level of trust. 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 2018-19 from out of the strategic plan. The following table lists the top three priorities. These priorities shape the work plan for city staff and have budgetary impacts in the immediate future.

Objective / Action #	Description
Objective 8	Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities.
<i>Actions</i>	<i>Create and implement budget policies that increase the street maintenance fund. Seek alternative permanent street funding options.</i>
Objective 14	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>Acquire financing, design, and construct the \$7.5 million water system improvement project approved by the Harrisburg voters.</i>
Objective 22	Create and maintain a dialogue between city officials, developers, and local businesses in regards to things that the City can do to encourage private investment and development; respond to all economic development information requests.
<i>Actions</i>	Maintain strong interoffice communication to deliver prompt and accurate responses to economic development information requests. Actively engage developers and the business community to encourage private investment.

I. GREAT NEIGHBORHOODS

Goals:

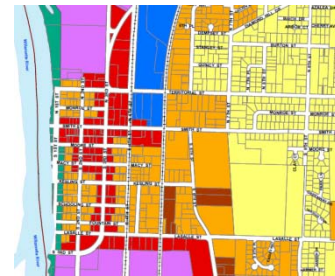
- **Goal 1:** Develop and maintain diverse neighborhoods where citizens will take pride in where they live.
- **Goal 2:** Provide diverse recreational, cultural, and educational opportunities for our citizens and visitors.
- **Goal 3:** Provide a functional transportation system that supports all modes 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 by June 30, 2020. 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. [Code Enforcement]

Actions: Respond to all complaints; resolve 80% of actual violations within 60 days.

Objective 3: Initiate water conservation measures and best-practices community education programs. [Public Works]

Actions: Present annually water conservation presentations to the public at various venues such as the Harrisburg Schools, 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	FY2019	FY2020	FY2021	FY2022	FY2023
1	Annual Zoning/Subdivision Ordinance updates	n/a	1	n/a	1	n/a
2a	100% response to code enforcement complaints	100%	100%	100%	100%	100%
2b	% of resolved cases within 60 days	80%	80%	80%	80%	80%
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: Promote and encourage more patron use of the Library. [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 remodeling the space, signage, landscaping, and art.

Objective 5: 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. Develop existing and future parklands.

Objective 6: Promote, collaborate, and support the Harrisburg Area Museum. [Public Works]

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



Area Museum Whitmer Bldg.

Objective	Measure	FY2019	FY2020	FY2021	FY2022	FY2023
4	Increase number of library visits.					
5a	Make final payment to Knife River by 2019 or earlier as specified in the 5-year extension agreement.	n/a	1			
5b	Apply for and acquire grants to develop existing and future parklands.	1	1	1	1	1
6	Participate in Museum Board meetings.	6	6	6	6	6

I. GREAT NEIGHBORHOODS

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

Objective 7: 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.



4th Street Railroad Project

Objective 8: 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 9: Repair and improve 4th Street from LaSalle Street to Smith Street. [Public Works, City Administrator]

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

Objective	Measure	FY2019	FY2020	FY2021	FY2022	FY2023
7	Obtain TGM grant and complete TSP update	n/a	Complete	n/a	n/a	n/a
8	Explore options and implement an increase in revenue to the street maintenance fund. Target is \$250,000/ year.	\$100,000	\$175,000	\$200,000	\$250,000	\$250,000
9	Repair and Improve the roadway			Complete		

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 10: 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.



LCSO Vehicle and Jail

Objective 11: Expand municipal court services to handle traffic offenses. [Court]

Actions: By July 1, 2018, traffic offenses in the city will be handled in municipal court.

Objective 12: 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.

Objective 13: 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	FY2019	FY2020	FY2021	FY2022	FY2023
10	Negotiated Contract with revised terms, as directed by Council policy.	n/a	Complete	n/a	n/a	Complete
11	Add traffic offenses to municipal court	Complete	n/a	n/a	n/a	n/a
12	Apply to the CRS rating program with FEMA	n/a	n/a	Complete	n/a	n/a
13a	Quarterly Community Crime Prevention Forums	4	4	4	4	4
13b	Establish Neighborhood Watch groups	1	1	1	1	1

II. PUBLIC SAFETY



Wastewater Facility - Poplar Plantation

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

Objective 14: 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. [Finance, Public Works]

Actions: Acquire financing, design, and construct the \$7.5 million water system improvement project approved by the Harrisburg voters.



City's 2-Million Gallon Water Storage Tank

Objective 15: 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

II. PUBLIC SAFETY

Objective 16: 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 17: 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. [Finance, Public Works]



Sewer Repair Project - 2017

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	FY2019	FY2020	FY2021	FY2022	FY2023
14	Construct and Operate Water Treatment Facility	10%	15%	20%	30%	40%
15	Renew listed sections of the Storm Water System	1%	1%	2%	2%	2%
16	Reduce Inflow and infiltration in the Wastewater system	5%	5%	5%	5%	5%
17a	Develop, design , purchase and implement critical infrastructure backups systems and equipment	5%	5%	5%	5%	5%
17b	Develop a coordinated Emergency Response Communication Plan between the City of Harrisburg, Harrisburg Fire & Rescue, Harrisburg School District, and Linn County.	50%	75%	100%		

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 18: Provide a Capital Improvement Plan and System Development Charges (SDC) program that encourages development. [City Administrator, Finance, Public Works]

Actions: Revise and update the City’s Capital Improvement Plan. Update the City’s SDC program and consider SDC incentives to encourage development.

Objective 19: 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	FY2019	FY2020	FY2021	FY2022	FY2023
18.a	Revise and Update City’s Capital Improvement Plan	1	n/a	n/a	n/a	n/a
18.b	Revise SDC program	1	n/a	n/a	n/a	n/a
19a	Develop template data sheets and create and maintain data sheets for employment lands.	25%	50%	50%	75%	75%
19b	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 20: 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. Continue to promote the HRA Loan and Grant programs for redevelopment of downtown buildings.

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

Objective 21: Work closely with partners at CWCOG, Tri-County Chamber, Junction City, and Halsey 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 22: Create and maintain a dialogue between city officials, developers, and local businesses in regards to things that the City can do to encourage private investment and development; respond to all economic development information requests. [City Administrator, City Recorder-ACA]

Actions: Maintain strong interoffice communication to deliver prompt and accurate responses to economic development information requests. Actively engage developers and the business community to encourage private investment.



HRA Boundary

Objective	Measure	FY2019	FY2020	FY2021	FY2022	FY2023
20a	Total value of public infrastructure investments	\$2M	\$0	\$200K	\$0	\$0
20b	Total Value of private investment	\$75K	\$75K	\$100K	\$100K	\$100K
21	Maintain positions on regional boards	2	2	2	2	2
22a	100% response to economic development inquiries	100%	100%	100%	100%	100%
22b	New Single Family Dwelling Units Constructed	10	10	10	10	10

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.

Efficient Governance Objectives:

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

Objective 23: 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 24: 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.

Objective 25: Investigate and implement new technologies and workplace practices that save time and resources. [All Departments]

Actions: Implement technology and workplace practices that reduce costs by \$75,000.



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

Objective 26: 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 27: Maintain staff that is well-trained, certified, and given opportunities for growth inside the City organization. [All Departments]

IV. EFFICIENT GOVERNANCE

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 28: 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.

Objective	Measure	FY2019	FY2020	FY2021	FY2022	FY2023
23	Replace outdated meters	50	50	50	50	50
24	Reportable audit findings of noncompliance	None	None	None	None	None
25	Reduce service delivery costs by \$75,000	\$75,000	Maintain	Maintain	Maintain	Maintain
26	100% evaluations completed on-time	100%	100%	100%	100%	100%
27a	Maintain certifications for public works employees and City Recorder	17	17	18	19	20
27b	Increase number of water and wastewater certifications for public works employees	1	1	1	1	1
28	Land use decision issued within 120 days.	100%	100%	100%	100%	100%