

Harrisburg Strategic Plan

FY2020 – FY2025



**Prepared by City Staff
February 2020**

City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's FY2020 - 2025 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:



City Administrator John Hitt

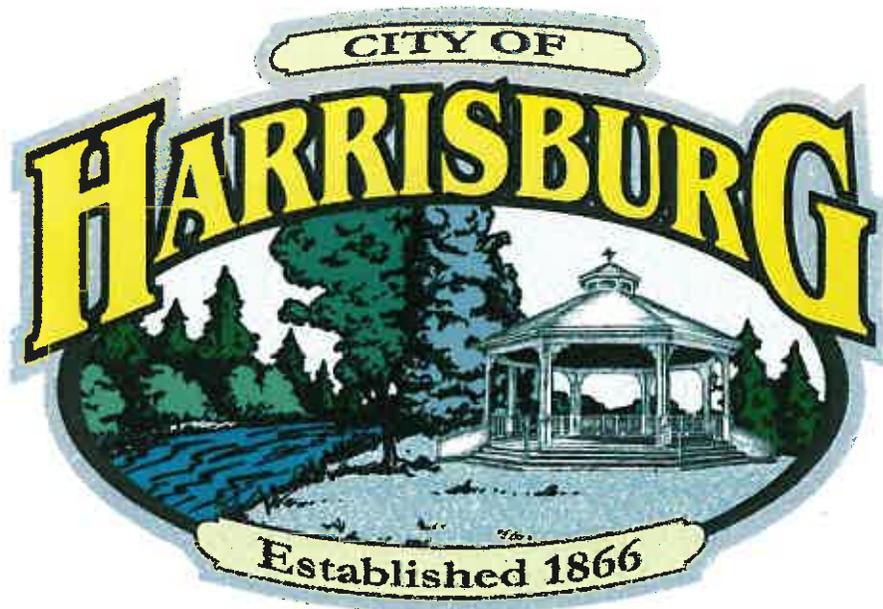
1. Great Neighborhoods
2. Public Safety
3. Economic Development
4. Efficient Governance

Within each theme are goals, objectives and actions. Most of the goals are intended to last for many years and should only change with shifting community values or new city opportunities or needs. 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. Staff's contributions and expertise are vital. A good Strategic Plan depends on staff, as well as elected officials in both its formation and execution. Ultimately, of course, this plan belongs to the City Council. Their contributions and input are fundamental. It is hoped that the City Council members will frequently review this plan and team together with staff and the public to achieve the vision and mission it embraces.

John Hitt
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 measurable 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, that bear close 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, depends on the Fiscal Year for its annual progress or implementation. For example, a plan objective identified to be accomplished in 2016 means Fiscal Year 2016-17.(July 1, 2017 – June 30, 2017) The timing of the adoption of the plan allows the City Council to have a mid-year check on 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 previously identified its priority objectives and actions for Fiscal Year 2019-20 from out of the strategic plan. The following table lists the priorities and updates as the date of this plan update.

Objective / Action #	Description
#4	Achieve and maintain total City park land inventory at a minimum of 7 acres per 1,000 residents.
#5	Obtain TGM Grant and update Transportation System Plan (TSP) and Transportation SDC's
#6	Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities.
#7	Make regular and substantive improvements to City streets.
#9	Bring community awareness to crime issues in our City and work to create solutions to reduce and prevent crime.
#11	Provide second sanitary sewer crossing beneath the railroad tracks.
#13	Provide a Capital Improvement Plan and System Development Charges (SDC) program that encourages development.

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, as well as provide greater flexibility in order to facilitate and promote a variety of development opportunities including a wide choice of types of housing, as well as commercial and industrial development



Zoning Map

Actions: Complete a comprehensive re-write of the city's subdivision and zoning ordinance by June 30, 2021. Thereafter, review and update the ordinance biennially.

Objective 2: 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	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
1.a	Major Zoning/Subdivision Ordinance Revision		X				
1.b	Biennial Review of Zoning/Subdivision Ordinances				X		X
2	Initiate water conservation practices and public education	Ongoing	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 3: 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, develop and implement new library programs.

Objective 4: Achieve and maintain total City park land inventory at a minimum of 7 acres per 1,000 residents. [City Administrator]

Actions: Finalize purchase of 100-acre parcel from Knife River. Develop existing and future parklands.

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
3	New Library Programs	2	1	1	1	1	1
4.a	Make final payment to Knife River by 2019 or earlier as specified in the 5-year extension agreement.	X	n/a	n/a	n/a	n/a	n/a
4.b	Apply for and acquire grants to develop existing and future parklands.	1 OPRD		X			
4.c	Update Parks Master Plan by obtaining a RARE Intern, funded by the OPRD grant.		50%	50%	X		
4.d	Obtain development and facilities plan for 100 acres park	OPRD	50%	50%	X		

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

Objective 5: Review and update the Transportation System Plan (TSP), and Transportation SDC's. [Public Works, City Administrator]

Actions: Apply for a grant through the Oregon Department of Transportation (ODOT) Transportation and Growth Management (TGM) program to update the City's TSP, using a RARE Intern. The plan update needs to address the UGB expansion and other changing conditions.



4th Street Railroad Project

Objective 6: Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities. [Public Works, Finance]

I. Great Neighborhoods

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

Objective 7: Make regular and substantive improvements to City Streets.

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

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
5	Obtain TGM grant and complete TSP update	Apply	Ongoing	X	n/a	n/a	n/a
6	Explore options and implement an increase in revenue to the street maintenance fund. Target is \$250,000/ year.	\$175,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000
7	Repair/Upgrade City Streets to at least a 'C' standard; IAW Cities "Street Assessment Report 2016".	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
8	Review and Update Franchise Agreement with BNRR prior to expiration in 2022		50%	X			

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

Actions: Consider making application to participate in the CRS.

Objective 10: 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. Work with LCSO to establish a statistical crime reporting baseline and regularly update public and City Council on progress in reducing crime.

Objective	Measure	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
9	Consider Applying to the CRS rating program with FEMA		Make decision	X	n/a	n/a	n/a
10.a	Quarterly Community Crime Prevention Forums	1	4	4	4	4	4
10.b	Establish Neighborhood Watch groups & Work with LCSO to establish a statistical crime baseline and regular updates	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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

Objective 11: Design, build, and operate a conventional Water Treatment Plant. [Finance, Public Works]

Actions: Complete design, and construction of the \$7.5 million water system improvement project approved by the Harrisburg voters.

Objective 12: Provide second sanitary sewer crossing beneath the railroad tracks. [Public Works]



II. PUBLIC SAFETY

Actions: Design and construct LaSalle Street pump station or alternate; and piping beneath the BNR railroad crossing near LaSalle Street.

City crews repairing sanitary sewer system

Objective 13: Address the 5th Street storm drainage issues

Actions: Design and construct storm drainage solutions to effectively remove storm water from 5th Street as part of 5th Street repair/improvement project

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
11	Construct and Operate Water Treatment Facility	10%	10%	15%	25%	40%	Complete
12	Design and construct LaSalle Street sewer crossing, pump station/alternate and piping.	0%	25%	75%	n/a	n/a	n/a
13	Design and construct storm drainage infrastructure for 5 th Street	0%	X	N/A	N/A	N/A	N/A

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 and consider possible expansion of the Harrisburg Redevelopment Agency in order to continue downtown improvements and facilitate other development opportunities.

Goal 3: Position Harrisburg as a community prepared for and welcoming to new development.

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 14: Provide a Capital Improvement Plan and System Development Charges (SDC) program that encourages development. [City Administrator, City Recorder/ACA, 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 15: Enhance Economic Development Outreach.

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

Objective 16: 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, City Recorder/ACA, Finance Officer]

Actions: Continue to promote the HRA Loan and Grant programs for redevelopment of downtown buildings.



Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
14.a	Revise and Update City's Capital Improvement Plan		X	n/a	n/a	n/a	n/a
14.b	Revise SDC program			X	n/a	n/a	
15.a	Coordinate closely with Biz Oregon, OCWCOG, OEDA and others to reduce development impediments and attract new, desired development	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
15.b	Develop economic development marketing plan and review/update as needed.		X				X
16	Total Value of private investment	\$75K	\$75K	\$100K	\$100K	\$100K	\$150K
16.a	Analyze opportunity for URD expansion/new URD		X				

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 17: 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. Investigate software options that could provide greater transparency and access to city information and data.



Harrisburg City Hall

Objective 18: 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 19: 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 20: 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. Budgeted funds for training shall be reviewed to assure necessary training is accomplished.

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
17	Reportable audit findings of noncompliance	None	None	None	None	None	None
18	Reduce service delivery costs by \$75,000	\$75,000	Maintain	Maintain	Maintain	Maintain	Maintain
19	100% evaluations completed on-time	100%	100%	100%	100%	100%	100%
20	Maintain certifications for employees	17	17	18	19	20	20