

Harrisburg Strategic Plan

FY2021 – FY2026



**Prepared by City Staff
January 2021**

City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's FY2021 - 2026 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. As we discussed and then adopted our five-year plan last February, no one foresaw the affects of COVID-19 on our City, state, and nation. While much debate has swirled around public and private sector response to COVID-19, we can anticipate that 2021 will see much less impact from this disease.



City Administrator John Hitt

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, 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 looks to 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 follow.

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, 2016 – 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 #4. A & 4. B	Achieve and Maintain Total City park land inventory at a minimum of 7 acres per 1,000 residents.
#5	Review and update the 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.
#10	Bring community awareness to crime issues in our city and work to create solutions to reduce and prevent crime.
#12	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

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 use limited due to COVID limitations) [Library]

Actions: Electronic/Digital Library access to be provided to patrons as part of Library Services in July 2021. Re-establish Library Programs as pandemic allows.

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

Actions: Purchase of 100-acre parcel from Knife River now accomplished. Develop existing and future parklands. Revise/Update Parks Master Plan, with the next step being Parks Development.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
3	New Library Programs/Addition of Electronic/Digital Library Access by July 2021	1	1	1	1	1	1
4.a	Apply for and acquire grants to develop existing and future parklands.	OPRD					
4.b	Update Parks Master Plan and Parks SDC's, funded by the OPRD grant. (If awarded)	25%	50%	25%			
4.c	Obtain development and facilities plan for 132-acre park	n/a	OPRD	50%	50%		

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: Application for a grant through the Oregon Department of Transportation (ODOT) Transportation and Growth Management (TGM) program was denied. The plan update is needed to address the UGB expansion and other changing conditions, and to detail a prioritized project list of needed transportation improvements.



4th Street Railroad Project

I. Great Neighborhoods

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

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
5	Obtain TGM grant and complete TSP update in order to assure a transportation network that is prepared for growth. If the grant remains unfunded, offset costs by using transportation SDC's	Ongoing/Apply – Budget in 21/22 Fiscal Year	Hire Consultant	Finish TSP	Begin Implementation	Ongoing Implementation	Ongoing
6	Explore options and implement an increase in revenue to the street maintenance fund. Target is \$250,000 per year.	\$250,000	\$250,000	\$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 consider participation in the Community Rating System (CRS) program. (This program delayed by the COVID-19 Pandemic) [City Recorder, City Administrator]

Actions: Consider making application to participate in the CRS, after participating in training provided by FEMA/CRS Oregon Group.

Objective 10: Bring community awareness to crime issues in our City and work to create solutions to reduce and prevent crime. [City Administrator]

Actions: COVID-19 effectively prevented holding quarterly community crime prevention forums; Establish and strengthen neighborhood watch groups and neighborhood watch patrol when allowed. The City did work with LCSO to establish a statistical crime reporting baseline and plan quarterly updates to the City Council and the public on progress in reducing crime.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
9	Consider Applying to the CRS rating program with FEMA	Make decision	Ongoing	n/a	n/a	n/a	n/a
10.a	Quarterly Community Crime Prevention Forums	2	4	4	4	4	4
10.b	Establish Neighborhood Watch groups & Work with LCSO	Late 2021	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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

II. PUBLIC SAFETY

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

Actions: Detailed engineering plans underway. Start of construction scheduled for 2nd quarter of 2021. Over 5,150 feet of waterline have been replaced in 2020.

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

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



Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
11	Construct and Operate Water Treatment Facilities	10%	15%	25%	40%	Complete	N/A
12	Design and construct sewer crossing, pump station/alternate and piping.	25%	75%	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 13: Provide a Capital Improvement Plan and System Development Charges (SDC) program that encourages development. [City Administrator, City Recorder, Finance/Deputy Recorder, 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 14: Begin operating our own Building and Electrical permit Programs in order to enhance responsiveness to contractors and developers.

Actions: Submit Building and Electrical Assumption Application to the Building Codes Division

Objective 15: Enhance Economic Development/Outreach to existing businesses.

Actions: Coordinate with Biz Oregon, OCWCOG, RAIN/MVP, OEDA and others to reduce development impediments and attract new, desired development. Develop economic development marketing plan and review/update as needed.



Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
13.a	Revise and Update City’s Capital Improvement Plan	X	n/a	n/a	n/a	n/a	n/a
13.b	Revise SDC program	n/a	X	n/a	n/a	n/a	n/a
14	Obtain OBCD approval to begin issuing our own building and electrical permits	X	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
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	n/a	n/a	x	n/a

III. Economic Development

Goal 2: *Maintain and consider possible expansion of the Harrisburg Redevelopment Agency in order to continue downtown improvements and facilitate other development opportunities.*

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, Finance Officer/Deputy City Recorder]

Actions: Continue to promote the HRA Loan and Grant programs for redevelopment of downtown buildings. Analyze opportunities to expand URD or establish a new one.

Objective 17: Update the City’s Zoning Code and Land Division in order to simplify and speed land use changes and applications. (City Administrator, City Recorder)

Actions: Hire Consultant and continue to review through the Planning Commission.

Objective 18: Continue to Preserve Willamette River Water Rights and utilize for possible Economic Development Opportunities. (City Administrator, Public Works)

Actions: Review in the future to verify requirements in order to utilize and preserve our water rights.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
16.a	Total Value of Private Investment Exceeded	\$75K	\$100K	\$100K	\$100K	\$150K	\$150K
16.b.	Analyze opportunity for URD expansion/new URD	X	X	n/a	n/a	n/a	n/a
17	Update the City’s Zoning Code & Land Division in order to simplify and speed land use changes or applications	X	Complete	n/a	n/a	n/a	n/a
18.	Continue to Preserve Willamette River Water Rights and utilize for possible Economic Development opportunities.	X	X	X	X	X	Review & Discuss Requirements

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 19: Ensure transparent financial reporting and budgeting to the community. Maintain annual audit results establishing conformance to requirements and generally accepted accounting principles. [Finance/Deputy City Recorder]



Harrisburg City Hall

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.

Objective 20: Investigate and implement new technologies and workplace practices that save time and resources. [All Departments]

Actions: Implement technology and workplace practices that continue to reduce costs. Purchase Oregon State Accela/E-permitting program

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
19	Reportable audit findings of noncompliance	None	None	None	None	None	None
20.a	Continue to reduce service delivery costs	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
20.b	Purchase and Install Accela/State E-Permitting system	100%	n/a	n/a	n/a	n/a	n/a

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

Objective 21: 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 22: 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.

IV. Efficient Governance

Objective 23: Perform Compensation Analysis to keep wages consistent for comparably sized or regional Cities to better retain employees. [City Recorder]

Actions: Staff will perform Compensation Analysis on every three-year schedule.

Objective	Measure	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
21	100% evaluations completed on-time	100%	100%	100%	100%	100%	100%
22	Maintain certifications for employees	17	18	19	20	20	20
23	RFP/IGA with an agency for Compensation/Wage Analysis Services	100% for FY 22/23	n/a	n/a	100% for FY 24/25	n/a	n/a