

# Harrisburg Strategic Plan

FY2022 – FY2027

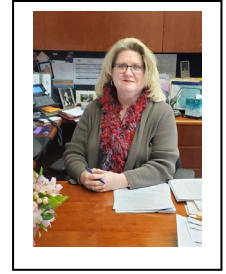


**Prepared by City Staff  
January 2022**

## City Administrator Message

Mayor and City Council,

I am pleased to present the City of Harrisburg's FY2022 - 2027 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 plans in both 2020 and 2021, no one foresaw the full and continued impacts of COVID-19 on our City, state, and nation.



City Administrator Michele Eldridge

Everyone had hoped that COVID would be under more control by the end of 2021. However, debate continues to swirl around public and private sector response to COVID-19, and we can now anticipate that the Coronavirus or its variants will continue in 2022 and likely beyond.

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 be proactive and to 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.

Michele Eldridge  
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 allow the city to achieve its mission and follow the vision of the community.

Each theme includes 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, Storm 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 2021-2022 from out of the strategic plan. The following table lists the priorities and updates as the date of this plan update.

<b>Objective Action #</b>	<b>Description</b>
<b>#3</b>	<b>Create &amp; Advocate for a Wide Range of Housing Opportunities while Preserving and Improving Existing Affordable Housing.</b>
<b>#5a &amp; 5c</b>	<b>Develop, Maintain and Improve Total City Park Land Inventory; Apply for Grants and Obtain Development and Facilities Plan</b>
<b>#7</b>	<b>Make Regular and Substantive Improvements to City streets.</b>
<b>#10</b>	<b>Bring Community Awareness to Crime Issues in our City and Work to Create Solutions to Reduce and Prevent Crime</b>
<b>#14</b>	<b>Enhance Outreach to Existing Businesses; Work with Regional Partnerships to Promote Harrisburg Businesses and Economic Development</b>
<b>#21</b>	<b>Update Capital Improvement Program (CIP) and Verify SDC's and other Fee Structures are Still Competitive</b>

# I. Great Neighborhoods

## Goals:

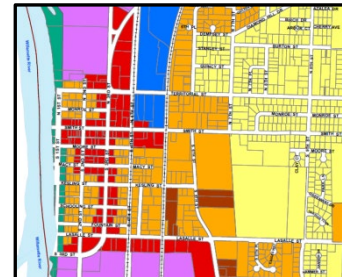
- **Goal 1:** Develop and maintain diverse neighborhoods where citizens will take pride in where they live. Create affordable and/or low-income housing opportunities while preserving and improving existing affordable housing.
- **Goal 2:** Provide diverse recreational, cultural, and educational opportunities 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. Create affordable and/or low-income housing opportunities while preserving and improving existing affordable housing.

**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

*Actions: Complete a comprehensive re-write of the city's subdivision and zoning ordinance by July 30, 2022. Thereafter, review and update the ordinance biennially starting in 2025.*



Zoning Map

**Objective 2:** Initiate water conservation measures and best-practices community education programs. This project remains on hold due to COVID, plus major Street and Water Projects [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.*

**Objective 3:** Create and advocate for a wide range of housing opportunities while preserving and improving existing affordable housing.

*Actions: Work with contractors and developers to allow for flexibility, and to expedite processes wherever possible. Start marketing our developable residential properties when the water system is closer to completion, with direct mailing to builders' associations, and contractors who are located in our regional area.*

# I. Great Neighborhoods

## Measures

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
1	Biennial Review of Zoning/Subdivision Ordinances			X		X
2	Initiate water conservation practices and public education	x	x	x	x	
3a	Work with contractors and developers to allow for flexibility, and to expedite processes wherever possible.	X	Direct Mail	X	X	x
3b	Start marketing our developable residential properties when the water system is closer to completion, with direct mailing to builders' associations, and contractors who are located in our regional area.	x	x	1 <sup>st</sup> Draft	Annual Marketing	Annual Marketing

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



**Objective 4:** Promote and encourage more patron use of the Library. (Library use still somewhat limited due to COVID limitations) [Library]

*Actions: Continue to Re-establish Library Programs as Pandemic allows.*

Harrisburg Library

**Objective 5:** Develop, maintain, and improve total City park land inventory. [City Administrator]

*Actions: Apply for grants to assist in developing existing and future parklands. Complete the Parks Master Plan, and revise Parks SDC's with the next step being new Parks Development, as well as improving our existing parks, and making them more accessible*

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
4	New Library Programs	1	1	1	1	1
5.a	Apply for and acquire grants to develop existing and future parklands.		OPRD		OPRD	
5.b	Update Parks Master Plan and Parks SDC's, funded by the OPRD grant.	Complete				
5.c	Obtain development and facilities plan existing parks, making them more accessible.	50%	50%			



# I. Great Neighborhoods

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

**Objective 6:** Review and update the Transportation System Plan (TSP), and Transportation SDC's. [Public Works, City Administrator]

*Actions: Work with consultant provided through and by ODOT/TGM Grant to complete a new Transportation System Plan (TSP). Complete a prioritized project list of needed transportation improvements that address the UGB expansion and other changing conditions, while updating the Transportation SDC's*



4th Street Railroad Project

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

*Actions: Repair/Upgrade City Streets to at least a 'C' Standard. Design and construct a long-term rail/roadway solution with the railroad. Determine how to fund this project.*

**Objective 8:** Apply for SRTS Grant to Improve the west side of N. 9<sup>th</sup> St. with curbs, gutters, and sidewalks from Smith St. to Diamond Hill Rd.

*Actions: Apply for SRTS Grant in 2022/2023.*



9th St. @ Burton, and nearby– 9<sup>th</sup> & Territorial St. SRTS Project

# I. Great Neighborhoods

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
6.a	Work with Consultant on a new Transportation System Plan.	Hire Consultant	Finish TSP	Begin Implementation	N/A	N/A
6.b	Complete a prioritized project list of needed transportation improvements that address the UGB Expansion and other changing conditions; and update Transportation SDC's.	Project List	Update SDC's	Ongoing Implementation	N/A	N/A
7.a	Repair/Upgrade City Streets to at least a 'C' standard; IAW Cities "Street Assessment Report 2016".	x	x	x	x	x
7.b	Design and Construct a long-term rail/roadway solution with BNSF	Establish	Seek Grants if necessary			
8	Apply for SRTS Grant in 2022/2023	Apply	Develop New Project	Apply		

## 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 continues to be 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 which now provides quarterly updates to the City Council and the public on progress in reducing crime. Work on improving/enhancing relations and accessibility to law enforcement agencies and programs*

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
9	Consider Applying to the CRS rating program with FEMA	Make Decision	Ongoing if Applicable		x	
10.a	Quarterly Community Crime Prevention Forums; Encourage citizens to do create new Neighborhood Watch program's.	4	4	4	4	4
10.b	Work on Improving/Enhancing Communication, Relations & Accessibility to Law Enforcement Agencies & Programs.	Establish	Update Program	x	Update Program	x

## II. PUBLIC SAFETY

**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/Deputy Recorder, Public Works]

*Actions: Detailed engineering plans now complete. Start of construction scheduled for 3<sup>rd</sup> quarter of 2022. Over 9,450 feet of waterline have been replaced by the end of 2021.*



**Objective 12:** Provide second sanitary sewer crossing beneath the railroad tracks, and add slipline to existing sewer line under the RR Tracks, businesses, and N. 3<sup>rd</sup> St. [Public Works] City crews repairing sanitary sewer system

*Actions: Design and construct a second sanitary sewer crossing and add slipline to the existing sewer line located under the RR Tracks, through businesses, and N. 3<sup>rd</sup> St. to the main lift station.*

**Objective 13:** Design and Replace the main sewer pressure line from City's Main Lift Station to WW Treatment Facility.

*Actions: Design and replace the main sewer pressure line from City's Main Lift Station to WW Treatment Facility.*

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
11	Re-bid/Construct and Operate Water Treatment Facilities	25%	40%	Complete	N/A	N/A
12.a	Finish construction of a pump station to complete the secondary sanitary sewer line	75%	Complete	n/a	N/A	
12.b	Add Slipline to Existing Sewer Line under the RR Tracks, businesses and N. 3 <sup>rd</sup> St.	10%	10%	10%	10%	10%
13	Design and replace the existing sewer pressure line from City's Main Lift Station to WW Treatment Facility.	10%	10%	10%	10%	10%

# III. Economic Development

**Goal 1:** Create an encouraging business environment by providing business resources, addressing regulatory barriers, and utilizing regional partnerships such as Oregon R.A.I.N., the Tri-County Chamber of Commerce, the Main Street Program and the Rural Economic Alliance. (REAL).

**Goal 2:** Continue to promote the Harrisburg Redevelopment Agency by advocating for the program and completing projects that can facilitate development opportunities.

**Goal 3:** Collaborate with Harrisburg businesses, focusing on business retention, expansion, promotion, start-ups, and entrepreneurship. Work actively to promote the business core, and attract new businesses to Harrisburg

## Economic Development Objectives:

**Goal 1:** Create an encouraging business environment by providing business resources, addressing regulatory barriers, and utilizing regional partnerships, such as Oregon R.A.I.N., the Tri-County Chamber of Commerce, the Main Street Program and the Mid-Valley Partnership.



**Objective 14:** Enhance Outreach to existing businesses. Work with regional partnerships to promote Harrisburg businesses and economic development. [City Administrator, City Recorder/Municipal Court Clerk]

*Actions: Coordinate with Biz Oregon, the Tri-County Chamber of Commerce, OCWCOG, RAIN/MVP, OEDA and others to reduce development impediments and attract new, desired development. Develop marketing program and review/update as needed. [City Administrator]*

*Actions: Using Main Street Resources at the Exploring Downtown level, continue to build stronger relationships with local businesses, establishing a Strategic Plan to develop innovative programs and promotions and attract new businesses.*

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
14.a	Coordinate closely with Biz Oregon, OCWCOG, OEDA, MVP and others to reduce development impediments and attract new, desired development	x	x	x	x	x
14.b	Develop marketing program and review/update as needed	Establish	Update		Update	
14.c	Strengthen Main Street Program by holding Quarterly Meetings, Establishing a Strategic Plan Workshop and Developing Innovative Programs and Promotions to attract new customers.	Establish Strategic Plan Workshop & Qtly Meetings	Develop Promotions	Increase Meetings		

# III. Economic Development

**Goal 2:** Continue to promote the Harrisburg Redevelopment Agency by advocating for the program and completing projects that can facilitate development opportunities.

**Objective 15:** Utilize Urban Renewal dollars to maximize the total investment and redevelopment efforts in Harrisburg’s downtown. Continue to increase the assessed value of the Harrisburg redevelopment area by making strategic public investments to spur private investments. [City Administrator, City Recorder/Municipal Court Clerk, Finance Officer/Deputy City Recorder]

*Actions: Continue to promote the HRA Grant programs for redevelopment of downtown buildings. Advocate for the URD program to outside taxing districts. . Incorporate funds from ARPA to catalyze Community & Economic Development in the historical downtown and commercial corridor.*

*Actions: Review the projects approved by Substantial Amendment No. 5 and analyze if tax proceeds can allow for expansion of projects, or the addition of new ones through a minor amendment.*

**Objective 16:** 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	FY2023	FY2024	FY2025	FY2026	FY2027
15.a.	Advocate the URD program to outside taxing districts through marketing materials	X	X	X	X	X
15.b	Incorporate funds from ARPA to catalyze Community & Economic Development in the historical downtown and commercial corridor	\$ Remaining	\$ Remaining			
15.c	Review Approved Projects, and Analyze for Expansion or Addition of Projects through a Minor Amendment	Begin Review	Minor Amendment if needed			
16.	Continue to Preserve Willamette River Water Rights and utilize for possible Economic Development opportunities.				Review & Discuss Requirements	Implementation

**Goal 3:** Collaborate with Harrisburg businesses, focusing on business retention, expansion, promotion, start-ups, and entrepreneurship. Work actively to promote the business core, and attract new businesses to Harrisburg

**Objective 17:** Using RAIN and the Tri-County Chamber of Commerce, work on establishing networking meetings with Harrisburg Businesses on a quarterly basis. Actively meet and collaborate with businesses to evaluate what business owners need from the City to improve/enhance their business.

*Action: Meet with RAIN and the Tri-County Chamber of Commerce to establish networking sessions, in Harrisburg on a quarterly basis. Send annual survey, and actively collaborate with area businesses.*

# III. Economic Development

**Objective 18:** Establish resources on the City Website and in City Hall for businesses.

Action: Include links on the City’s website to resources from RAIN, and promote entrepreneurship. Market Harrisburg Businesses through social media, website, and bi-annual newsletters and other promotional materials.

Action: Develop a Business Resources Webpage & new Business Packets

Objective	Measure	2023	2024	2025	2026	2027
17	Meet with RAIN & Chamber of Commerce to Establish Networking Sessions in Harrisburg on a Quarterly Basis	Establish	Quarterly	Quarterly	Quarterly	Quarterly
18.a	Send Annual Survey, and Contact Businesses on an annual basis to Actively Collaborate on measures to evaluate business needs	x	x	x	x	X
18.b	Develop Business Resources Webpage, & New Business Packets,	Establish		Update		Update

# 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 Officer/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.*

**Objective 21:** Update Capital Improvement Program, and Verify SDC’s and other Fee Structures are still competitive

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
19.	Reportable audit findings of noncompliance, increase transparency in operations	None	None	None	None	None
20.	Continue to reduce service delivery costs, and improve effectiveness of current services	Maintain	Maintain	Maintain	Maintain	Maintain
21.	Update Capital Improvement Program and Verify SDC’s and other Fee Structures are still competitive in our regional area	Update CIP	Review SDC’s & Fees		Review SDC’s & Fees	

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

**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/Municipal Court Clerk]

*Actions: Staff will perform Compensation Analysis on every three-year schedule. Determine a cost-of-living figure to apply to wages in years without a compensation analysis.*

Objective	Measure	FY2023	FY2024	FY2025	FY2026	FY2027
22.	Maintain certifications for employees	19	20	20	20	20
23.a	RFP/IGA with an agency for Compensation/Wage Analysis Services	n/a	100% for FY 24/25	n/a	n/a	100% for FY 27/28
23.b	Determine a cost-of-living figure to apply to wages in years without a compensation analysis	Configure COLI		Configure COLI	Configure COLI	