



City Council Work Session Meeting Agenda  
February 25, 2020  
6:30 PM

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Mayor: Robert Duncan  
Council President: Mike Caughey  
Councilors: Kimberly Downey, Robert Boese, Adam Keaton, Randy Klemm,  
Charlotte Thomas and Youth Advisor Quinton Sheridan  
Meeting Location: Harrisburg Municipal Center @354 Smith St.

**PUBLIC NOTICES:**

1. *This meeting is open to the public and will be tape-recorded.*
2. *Copies of the Staff Reports or other written documents relating to each item on the agenda are on file in the office of the City Recorder and are available for public inspection.*
3. *All matters on the Consent Agenda are considered routine and will be enacted by one motion. Any member of the public can request that a matter be removed from the Consent Agenda for discussion. It will then be discussed under the "Other" part of the meeting schedule.*
4. *The City Hall Council Chambers are handicapped accessible. Persons with disabilities wishing accommodations, including assisted listening devices and sign language assistance are requested to contact City Hall at 541-995-6655, at least 48 hours prior to the meeting date. If a meeting is held with less than 48 hours' notice, reasonable effort shall be made to have an interpreter present. The requirement for an interpreter does not apply to an emergency meeting. ORS 192.630(5)*
5. *Persons contacting the City for information requiring accessibility for deaf, hard of hearing, or speech-impaired persons, can use TTY 711; call 1-800-735-1232, or for Spanish voice TTY, call 1-800-735-3896.*
6. *The City of Harrisburg does not discriminate against individuals with disabilities, and is an equal opportunity provider.*
7. *For information regarding items of discussion on this agenda, please contact City Recorder/Assistant City Administrator Michele Eldridge, at 541-995-6655*

**CALL TO ORDER AND ROLL CALL** by Mayor, Robert Duncan

**CONCERNED CITIZEN(S) IN THE AUDIENCE.** (Please limit presentation to two minutes per issue.)

**RESOLUTIONS**

**1. THE MATTER OF CHANGING THE AUTHORIZED SIGNER FOR CLOSING ON THE PURCHASE OF PARK LAND FROM KNIFE RIVER BY ADOPTING RESOLUTION NO. 1228**

**STAFF REPORT:**

Exhibit A: Resolution No. 912

Exhibit B: Resolution No. 1228

**ACTION: MOTION TO APPROVE RESOLUTION NO. 1228, “A RESOLUTION CHANGING THE AUTHORIZED SIGNER FOR CLOSING ON THE PURCHASE OF PARK PROPERTY FROM KNIFE RIVER”**

**NEW BUSINESS**

**2. THE MATTER OF IMPROVEMENTS TO 5TH STREET AND KESLING FROM 4TH TO 5TH STREET**

**STAFF REPORT:**

Exhibit A: 5TH Street Improvement Plan

**ACTION: TBD**

**3. THE MATTER OF REVIEWING AND APPROVING UPDATED HARRISBURG FIVE YEAR STRATEGIC PLAN**

**STAFF REPORT:**

Exhibit A: Proposed 2020 – 2025 Updated Strategic Plan

Exhibit B: Current 2019 – 2024 Strategic Plan

**ACTION: APPROVE/AMEND THE DRAFT OF THE 2020-2025 HARRISBURG STRATEGIC PLAN, AND TO DIRECT THE CITY ADMINISTRATOR TO BRING A FINAL VERSION TO THE MARCH 10, 2020 MEETING.**

**OTHER ITEMS**

**ADJOURN**

Agenda Bill  
**Harrisburg City Council**  
Harrisburg, Oregon

1.

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**THE MATTER OF CHANGING THE AUTHORIZED SIGNER FOR CLOSING ON  
THE PURCHASE OF PARK LAND FROM KNIFE RIVER BY ADOPTING  
RESOLUTION NO. 1228**

**STAFF REPORT:**

Exhibit A: Resolution No. 912

Exhibit B: Resolution No. 1228

**ACTION: MOTION TO APPROVE RESOLUTION NO. 1228, "A RESOLUTION  
CHANGING THE AUTHORIZED SIGNER FOR CLOSING ON THE PURCHASE OF  
PARK PROPERTY FROM KNIFE RIVER"**

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**THIS AGENDA BILL IS DESTINED FOR:** Work Session Agenda – 02.25.20

BUDGET IMPACT		
COST	BUDGETED?	SOURCE OF FUNDS
\$52,000 plus closing costs (TBD)	Yes	Parks SDC's-Capital Improvements

**STAFF RECOMMENDATION:**

**Staff recommend Council approves Resolution No. 1228.**

**BACKGROUND INFORMATION:**

In August of 2007, the Council adopted Resolution No. 912 (**Exhibit A**). This resolution was the final one in a series that authorized the purchase of the park property from Knife River, as well as who was authorized by the City Council to sign on the closing documents.

City Administrator John Hitt has more of an open schedule, giving him the opportunity to more easily attend the closing, when it is scheduled at the end of this week. Therefore, it is necessary for the City Council to change the authority to sign for closing from Mayor Duncan to the City Administrator.

Staff notes that we are not repealing Resolution No. 912, because the rest of the document authorized the purchase of the property, as well as including the full description of the property and accompanying easements. Instead, this resolution

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(**Exhibit B**) will supersede the signatory authority for completing the purchase of the property.

1.

The motion is available at the top of this report.

REVIEW AND APPROVAL:

\_\_\_\_\_  
John Hitt                      Date  
City Administrator

**RESOLUTION No. 912****A RESOLUTION AUTHORIZING THE PURCHASE OF LAND FOR A PARK ALONG THE WILLAMETTE RIVER, THE ENTERING INTO OF EASEMENTS RELATED TO ACCESS TO THE PARK PROPERTY AND A PEDESTRIAN EASEMENT, AND REPEALING RESOLUTION NO. 896**

WHEREAS, the City's Parks Master Plan states that the City should acquire more land for parks along the Willamette River; and,

WHEREAS, the City has been provided an opportunity to acquire nearly 100 acres of property with nearly a mile of river frontage and the City Council authorized this purchase on March 14, 2007, by Resolution No. 896; and,

WHEREAS, the purchase agreements then discussed have undergone some minor modification not affecting the price or any key elements of the agreement; and,

WHEREAS, easement documents have now also been prepared to deal with access to the park property and for a pedestrian easement that will include part of the route from the park to South 6<sup>th</sup> Street; and,


WHEREAS, it is appropriate to repeal Resolution No. 896 and approve a new resolution authorizing the Mayor or Council President to enter into the above reference purchase agreements and easements;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Harrisburg hereby authorizes Mayor Robert Duncan, or his successor, to sign all necessary documents on behalf of the City of Harrisburg as are necessary to accomplish the purchase of that property described in Exhibit 1, attached hereto, for the sum of \$190,916, authorizes the use of Parks Systems Development Fees and Parks Development Funds for the purchase, and hereby repeals Resolution No. 896.

Adopted by the City Council of the City of Harrisburg, Oregon, and effective August 22, 2007.

  
Mayor

ATTEST:

  
City Recorder

**RESOLUTION No. 1228****A RESOLUTION CHANGING THE AUTHORIZED SIGNER FOR CLOSING ON THE  
PURCHASE OF PARK PROPERTY FROM KNIFE RIVER**

WHEREAS, the City is now in the final stages of purchasing over 100 acres of park land from Knife River; and,

WHEREAS, the City authorized Mayor Robert Duncan, or his successor, to be the signatory authority on the closing documents in 2007; and,

WHEREAS, the City Administrator has more time to attend the closing that will finalize the purchase of the property from Knife River,

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Harrisburg hereby authorizes the City Administrator of Harrisburg, John Hitt, to sign all necessary documents on behalf of the City of Harrisburg as are necessary to accomplish the purchase of park property as originally specified in Resolution No. 912, which was adopted in August of 2007.

Adopted by the City Council of the City of Harrisburg, Oregon, and effective February 25, 2020.

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Mayor

ATTEST:

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City Recorder

Harrisburg City Council Work Session Meeting Agenda  
February 25, 2020

Agenda Bill  
**Harrisburg City Council**  
Harrisburg, Oregon

2.

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**THE MATTER OF IMPROVEMENTS TO 5<sup>TH</sup> STREET AND KESLING FROM 4<sup>TH</sup> TO 5<sup>TH</sup> STREET**

**STAFF REPORT:**

Exhibit A: 5<sup>TH</sup> Street Improvement Plan

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**ACTION:**                **TBD**

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**THIS AGENDA BILL IS DESTINED FOR:** Regular Work Session Agenda - Feb 25, 2020

BUDGET IMPACT		
COST	BUDGETED?	SOURCE OF FUNDS
\$750,000 to \$800,000	Yes - \$7,630,000	Capital Outlay – Water Bond Const. Project
	Yes - \$543,235	Capital Outlay – SDC Street Fund
	Yes - \$290,600	Capital Outlay – Storm Water Const. Fund

**STAFF RECOMMENDATION:**

**Staff recommend the Council review the information presented at the meeting, and make a decision on how to proceed.**

**BACKGROUND INFORMATION:**

The City Council in 2016 reviewed the street assessment report prepared by the Public Works department that lists the condition of each of our City Streets. 5th Street and Kesling from 4th street to 5th street ranked as 'failed' and are in need of improvements.

The City Council understands the condition of our street system has a major impact on the quality of life for many of our residents. That is why it is listed in the City's strategic plan, showing their commitment to improving the City's transportation infrastructure.

This project would include upgrades to the storm water system, new asphalt and roadway subgrade, curb/gutter and sidewalks including new ADA ramps. The Engineer completed the Plans; Council reviewed the project at the January 14, 2020 meeting and the project was sent out for Bid on January 17, 2020. The project Bid opening was on February 21st, 2020. All bids that are found to be complete and in compliance with project manual requirements will be on the supplied tally sheet. The tally sheet of bids received and the Engineers recommendation will be handed out at the meeting.

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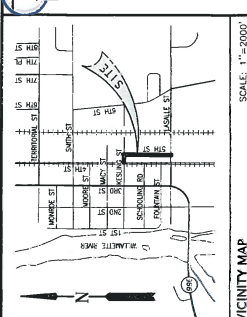


MOTION (If necessary): (The motion is available at the top of this report).

REVIEW AND APPROVAL:

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John Hitt                      Date  
City Administrator

[illegible]

1. **PROPERTY LINE**  
 2. **ADJACENT PROPERTY LINE**  
 3. **CURB**  
 4. **EDGE OF ASPHALT**  
 5. **OVERHEAD WIRES**  
 6. **ONE LINE**  
 7. **UNDERGROUND WIRE**  
 8. **WATER LINE**  
 9. **CONTIGUOUS LINE**  
 10. **UNDERGROUND TELEPHONE LINE**  
 11. **FENCE**  
 12. **EDGE OF GRAVEL LINE**  
 13. **FIRE HYDRANT**  
 14. **WELL**  
 15. **WATER TOWER**  
 16. **WATER ILLUMINATION MOUNT**  
 17. **WIDE BR**

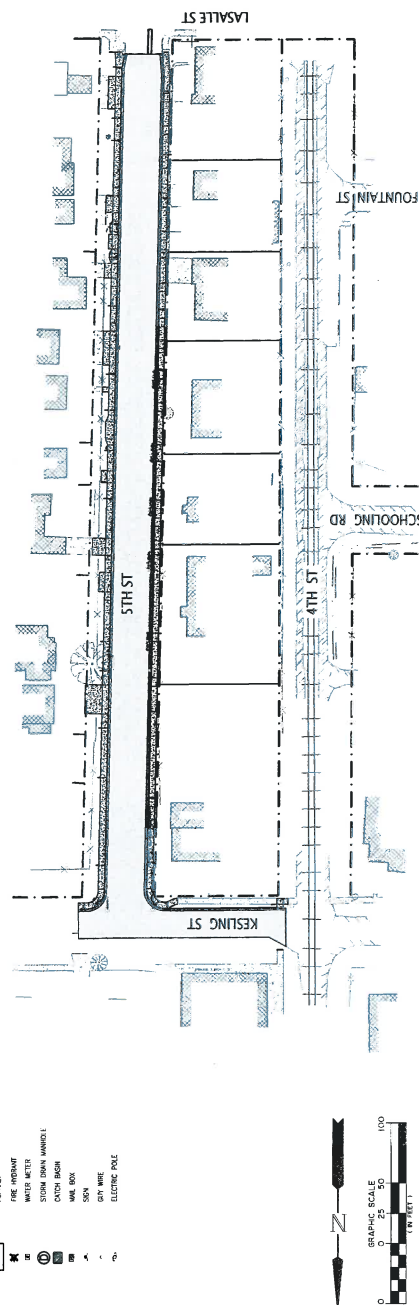
ABBREVIATIONS	
TC	TOP OF CURB
GL	GUTTER LINE
AC	ASPHALT CONCRETE
AC	BACK OF WALK
MAC	HOT MIX ASPHALT
MAC	MAXIMUM
MIN	MINIMUM
PS	POUNDS PER SQUARE INCH
STN	STATION
STD.	STANDARD
ST	STANDARD
DR	DRAINING
W/L	WATERLINE
EX	EXISTING
PRO	PROPOSED
PLAN	SANITARY
SE	SANITARY
SE	SEWER
ELEV.	ELEVATION
FG	FINISHED GRADE
EG	EXISTING GRADE

0002	HORIZONTAL	0001	VERTICAL
0003	VERTICAL	0004	DEPARTMENT OF TRANSPORTATION
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0099	POINT OF INTERSECTION	0100	POINT OF INTERSECTION

[illegible]

SHEET #	SHEET TITLE
C0	COVER SHEET
C1	TYPICAL SECTIONS AND GENERAL NOTES
C2	WELDED STEEL - EXISTING CONDITIONS AND DEMOLITION PLAN
C3	5. STEEL STEEL - EXISTING CONDITIONS AND DEMOLITION PLAN
C4	WELDED STEEL - STREET & STORM PLUM & PROFILE STA. 1+00-2+00
C5	5. STEEL STEEL - STREET & STORM PLUM & PROFILE STA. 2+00-3+00
C6	5. STEEL STEEL - STREET & STORM PLUM & PROFILE STA. 3+00-4+00
C7	WELDED STEEL - WATER PLUM & PROFILE STA. 4+00-7+00
C8	5. STEEL STEEL - WATER PLUM & PROFILE STA. 4+00-2+00
C9	5. STEEL STEEL - WATER PLUM & PROFILE STA. 0+00-4+00
C10	5. STEEL STEEL - WATER PLUM & PROFILE STA. 4+00-7+00
C11	DETAILS
C12	NOTES

UTILITY PROVIDERS			
UTILITY	PROVIDER	PHONE NUMBER	
WATER	CITY OF HANSEBURG	541-992-6655	
SEWER	CITY OF HANSEBURG	541-992-6655	
STORM	CITY OF HANSEBURG	541-992-6655	
ELECTRIC	PACIFIC POWER	503-255-4634	
GAS	NW NATURAL	503-220-2415	
TELEPHONE	COUNTRY LINK	800-383-4337	
TELEVISION	COUNTRY LINK	844-332-4337	



date: NOV. 19. 2019  
 drawn by: GAM  
 designer: GAM  
 project no: 19-009C

Sheet

8

**KESLING STREET AND  
S. 5TH STREET IMPROVEMENTS**  
KESLING ST. FROM S. 4TH STREET TO S. 5TH ST.  
S. 5TH ST. FROM KESLING ST. TO LASALLE ST.  
HARRISBURG, OREGON

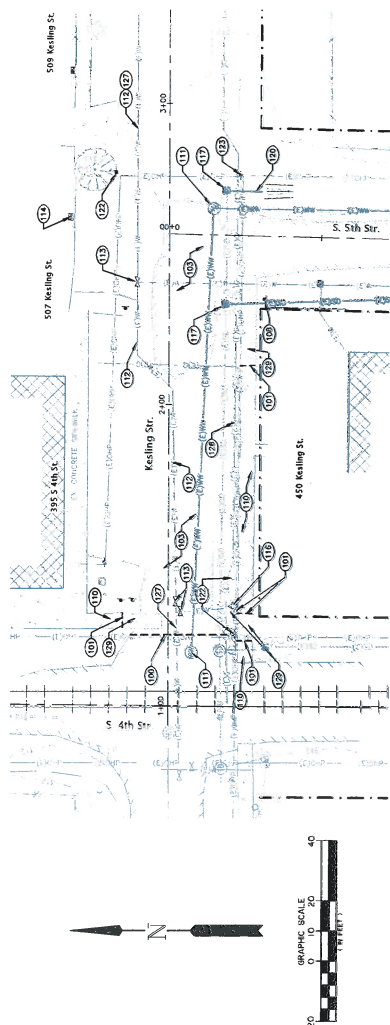
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2.

## revisions:

date: NOV. 19. 2019  
drawn by: GAM  
designed: GAM  
project no: 19-009C

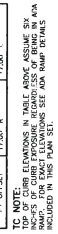
C2



**CONSTRUCTION NOTES**

- 10-~~SMOOT~~ EXISTING AC. PAVEMENT. PROTECT SAWCUT EDGE FROM DAMAGE.
- 11-~~SMOOT~~ EXISTING CONCRETE. PROTECT SAWCUT EDGE FROM DAMAGE.
- 12-~~REMOVE~~ EXISTING ASPHALT PAVEMENT. REMOVE EXISTING BASE ROCK AND SUBGRADE AS REQUIRED FOR NEW PAVEMENT SECTION FINISHED GRADE.
- 13-~~REMOVE~~ EXISTING CONCRETE. PROTECT SAWCUT EDGE FROM DAMAGE. SHOW ON STREET IMPROVEMENT PLANS.
- 14-~~PROTECT~~ EXISTING CONCOURSE.
- 15-~~PROTECT~~ EXISTING WATERMAIN. LOCATE TO FINISHED GRADE PER STREET IMPROVEMENT PLANS.
- 16-~~EXPOSE~~ EXISTING PUBLIC WATER MAIN TO REMAIN IN SERVICE. UNTIL NEW PUBLIC WATER MAIN IS CONSTRUCTED AND NEW WATERLINE BOXES. ONCE NEW WATERLINE IS INSTALLED, ONCE NEW WATERLINE IS APPROVED.
- 17-~~REMOVE~~ EXISTING WATER BOXES. ONCE NEW WATERLINE IS INSTALLED, ONCE NEW WATERLINE IS APPROVED.
- 18-~~PROTECT~~ EXISTING WATER AND BOX AND KEEP IN SERVICE UNTIL NEW WATER SERVICE AND METER ARE INSTALLED AND APPROVED. REMOVE EXISTING WATER MAIN IN PLACE UNTIL NEW HYDRANT IS INSTALLED AND APPROVED. REMOVE AND RETURN DECOMMISSIONED HYDRANT TO CITY.
- 19-~~REMOVE~~ EXISTING STONE DRAIN.
- 20-~~REMOVE~~ EXISTING STORM DRAIN. BACKFILL WITH 1" MINUS CRUSHED QUARRY ROCK COMPACTED TO 95% RELATIVE DENSITY.
- 21-~~EXPOSE~~ POWER POLE (AND ANCHOR IF APPLIED) TO REMAIN. COORDINATE WORK WITH PACIFIC POWER (CLUE VAN #1-987-6108).
- 22-~~EXPOSE~~ POWER POLE (AND ANCHOR IF APPLIED) TO BE RELOCATED TO NEW LOCATION PER STREET IMPROVEMENT PLANS. COORDINATE WORK WITH PACIFIC POWER (CLUE VAN #1-987-6108).
- 23-~~PROTECT~~ EXISTING GAS LINE. CONTACT NORTHWEST NATURAL GAS (541-298-4253) IF CONTACTS OCCUR.
- 24-~~SHOW~~ TO CONSTRUCTION CONTRACTOR TO NOTIFCE EXISTING UTILITY. NOTIFY PERSON IN CHARGE OF UTILITY.
- 25-~~REMOVE~~ EXISTING CONCRETE SIDEWALK.

sheet: C4



Kesling & 5th - SW ADA Ramp

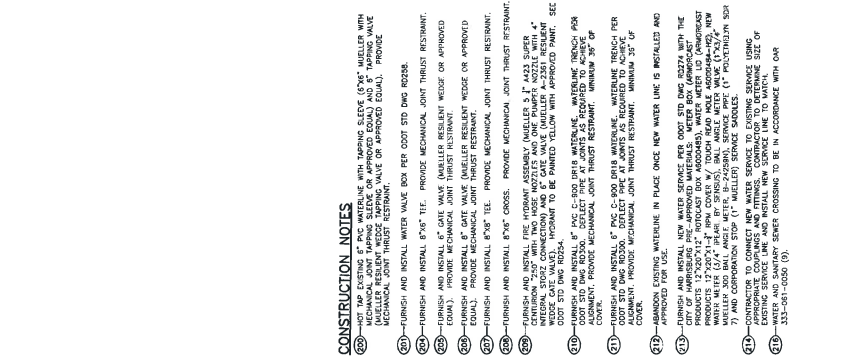




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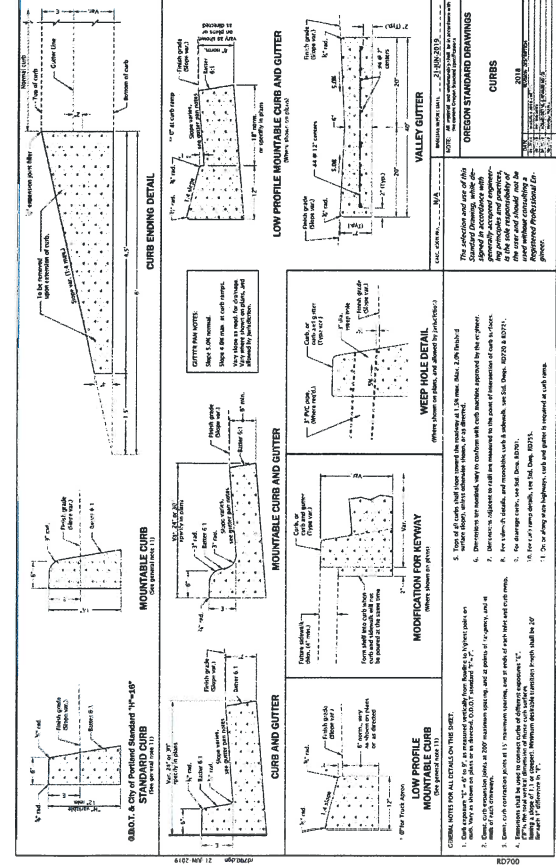
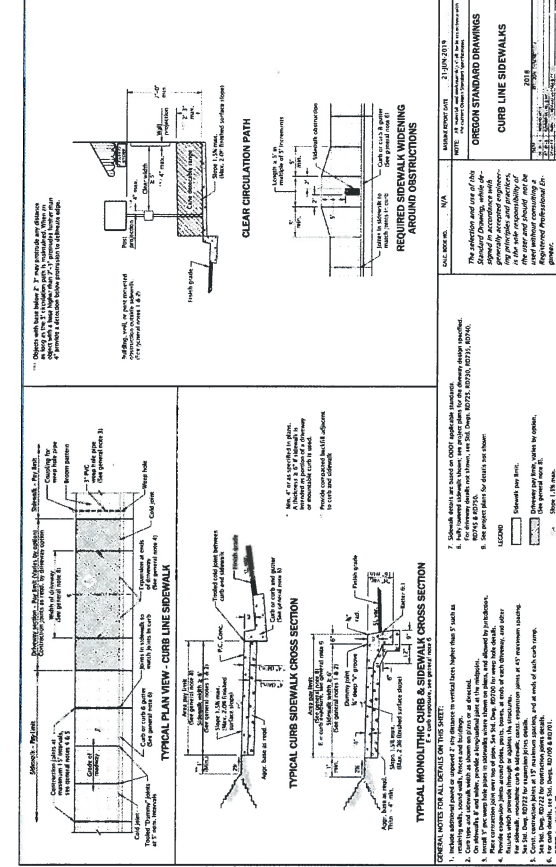
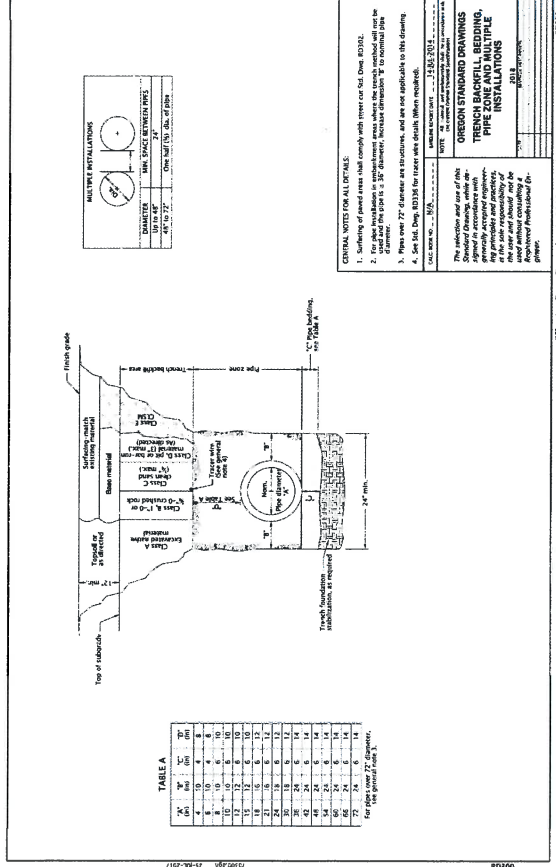
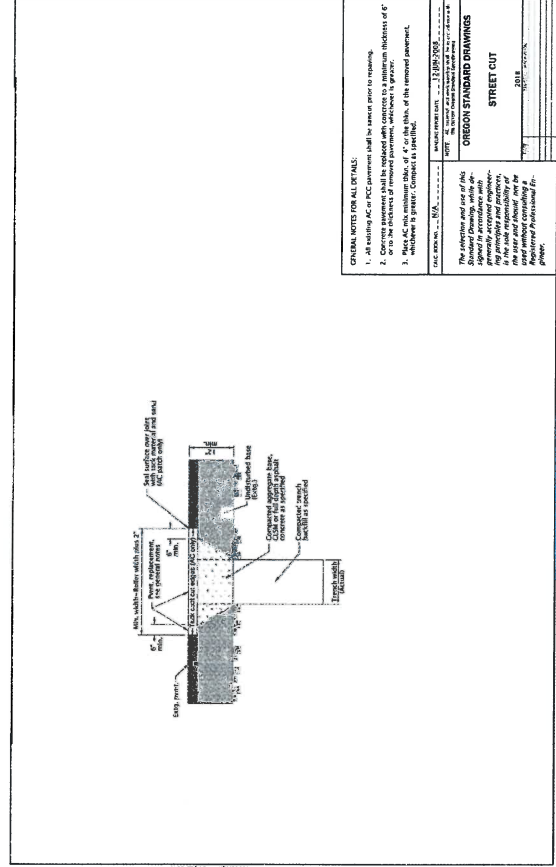
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# **RESLING STREET AND 5.5TH STREET IMPROVEMENTS** KESLING ST. FROM S. 4TH STREET TO S. 5TH ST. HARRISBURG, OREGON

DATE: NOV. 19, 2019  
DRAWN BY: CAM  
DESIGNED BY: CAM  
PROJECT NO: 19-009C  
SHEET NO: 19-009C  
DETAILS

C10

2.



C10

Effective Date: December 1, 2019 - May 31, 2020

Effective Date: December 1, 2019 - May 31, 2020

Effective Date: December 1, 2019 - May 31, 2020

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Agenda Bill  
**Harrisburg City Council**  
Harrisburg, Oregon

3.

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**THE MATTER OF REVIEWING AND APPROVING UPDATED HARRISBURG FIVE YEAR STRATEGIC PLAN**

**STAFF REPORT:**

Exhibit A: Proposed 2020 – 2025 Updated Strategic Plan

Exhibit B: Current 2019 – 2024 Strategic Plan

**ACTION: APPROVE/AMEND THE DRAFT OF THE 2020-2025 HARRISBURG STRATEGIC PLAN, AND TO DIRECT THE CITY ADMINISTRATOR TO BRING A FINAL VERSION TO THE MARCH 10, 2020 MEETING.**

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**THIS AGENDA BILL IS DESTINED FOR:** Regular Agenda – City Council Work Session, February 25, 2020

BUDGET IMPACT		
COST	BUDGETED?	SOURCE OF FUNDS
n/a	n/a	n/a

**STAFF RECOMMENDATION:**

**Staff recommends approval of the proposed 2020 – 2025 Strategic Plan Draft**

**BACKGROUND INFORMATION:**

On an annual basis the City Council considers changes and/or additions to the city's Strategic Plan. At its work session on Jan. 28<sup>th</sup> the City Council reviewed the existing Strategic Plan, received updates by staff, and discussed desired revisions.

The attached **Exhibit A** attempts to formalize the possible changes discussed by City Council on 01/28 as well as some additional goals/objectives recommended by staff in order to more precisely define future actions needed to implement plan goals. These proposed changes are indicated by yellow highlight and red printing. At the meeting, staff will 'walk through' the principle proposed changes from the current Strategic Plan

Once the Council approves or amends this draft, the City Administrator will return with a final version at the business meeting in March.

**MOTION:** The actual motion language is included at the top of this staff report.



REVIEW AND APPROVAL:

John Hitt  
City Administrator

Date

# 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:

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.

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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 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, 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
<b>#4</b>  <i>Revised Objectives</i>	<p><b>Achieve and maintain total City park land inventory at a minimum of 7 acres per 1,000 residents.</b></p> <p><i>Update: Goal essentially achieved as close of escrow on a 135 acres parcel will occur by Feb. 28, 2020.</i></p> <p>Add Objective 4c: Update Parks Master Plan by obtaining a RARE intern, funded by OPRD Grant</p> <p>Add Objective 4d: Obtain development and facilities plan for 135 acres including cost estimates and phasing.</p>
<b>#5</b>	Obtain TGM Grant and update Transportation System Plan (TSP) and Transportation SDC's
<b>#6</b>	<p><b>Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities.</b></p> <p><i>Update: The FY 2019/20 budget has additional funding set aside for street and sidewalk improvements.</i></p>
<b>Revised #7</b>	<p><b>Make Regular and sustantive improvements to City streets.</b></p> <p><i>Update: Annual street improvements planned IAW with the city's commitment to increase budgeted funding for streets.</i></p>
<b>#9</b>	<p><b>Bring community awareness to crime issues in our city and work to create solutions to reduce and prevent crime.</b></p> <p><i>Action: Work with City Council, public and LCSO to strengthen/restart neighborhood watch and quarterly community meetings as well as develop statistical crime tracking data.</i></p>
<b>#11</b>	<p><b>Provide second sanitary sewer crossing beneath the railroad tracks.</b></p> <p><i>Action: Design and construct LaSalle Street pump station <u>or alternate</u>; and piping beneath the BNRR railroad crossing at or near LaSalle Street.</i></p>
<b>#13</b>	<p><b>Provide a Capital Improvement Plan and System Development Charges (SDC) program that encourages development.</b></p> <p><i>Update: CIP needs complete update after revising Parks Master Plan and Transportation System Plan (TSP). Staff will be submitting a series of grant proposals to complete these essential steps prior to updating the CIP.</i></p>

# I. Great Neighborhoods

## Goals:

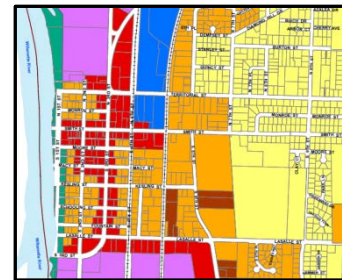
- **Goal 1:** Develop and maintain diverse neighborhoods where citizens will take pride in where they live.
- **Goal 2:** Provide diverse recreational, cultural, and educational opportunities for our citizens and visitors.
- **Goal 3:** Provide a functional transportation system that supports all modes 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, **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 June 30, 2021. Thereafter, review and update the ordinance biennially.*



Zoning Map

**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
1a	Major Zoning/Subdivision Ordinance Revision		X				
1b	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	<u>1</u>
4a	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
4b	Apply for and acquire grants to develop existing and future parklands.	1 OPRD		X			
4c	Update Parks Master Plan by obtaining a RARE Intern, funded by the OPRD grant.		50%	50%	X		
4d	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	<u>n/a</u>
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	<u>\$250,000</u>
7	Repair/Upgrade City Streets to at least a 'C' standard; IAW Cities "Street Assessment Report 2016".	<u>Ongoing</u>	<u>Ongoing</u>	<u>Ongoing</u>	<u>Ongoing</u>	<u>Ongoing</u>	<u>Ongoing</u>

## 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 8:** 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 9:** 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	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
8	Consider Applying to the CRS rating program with FEMA		Make decision	X	n/a	n/a	n/a
9a	Quarterly Community Crime Prevention Forums	1	4	4	4	4	4
9b	Establish Neighborhood Watch groups & Work with LCSO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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

**Objective 10:** 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 11:** Provide second sanitary sewer crossing beneath the railroad tracks. [Public Works]



City crews repairing sanitary sewer system

## II. PUBLIC SAFETY

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

**Objective 12:** Address the 5<sup>th</sup> Street storm drainage issues

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

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
10	Construct and Operate Water Treatment Facility	10%	10%	15%	25%	40%	<u>Complete</u>
11	Design and construct LaSalle Street <u>sewer crossing</u> , pump station/ <u>alternate</u> and piping.	0%	25%	75%	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
12	Design and construct storm drainage infrastructure for 5 <sup>th</sup> 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 13:** 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 14:** Enhance Economic Development Outreach.

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

**Objective 15:** 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.*

HRA Boundary



Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
13.a	Revise and Update City's Capital Improvement Plan		X	n/a	n/a	n/a	<u>n/a</u>
13.b	Revise SDC program			X	n/a	n/a	
14a	Coordinate closely with Biz Oregon, OCWCOG, OEDA and others to reduce development impediments and attract new, desired development	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
14b	Develop economic development marketing plan and review/update as needed.		X				X
15	Total Value of private investment	\$75K	\$75K	\$100K	\$100K	\$100K	\$150K
15a.	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 16:** 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 17:** 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 18:** 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 19:** 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
16	Reportable audit findings of noncompliance	None	None	None	None	None
17	Reduce service delivery costs by \$75,000	\$75,000	Maintain	Maintain	Maintain	Maintain
18	100% evaluations completed on-time	100%	100%	100%	100%	100%
19	Maintain certifications for employees	17	17	18	19	20



# Harrisburg Strategic Plan

FY2019 – FY2023



**Prepared by City Staff  
December 2018**

## 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 dark ink, appearing to read 'B. Latta', written over 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 2019-20 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
<b>#4</b>	<p><b>Achieve and maintain total City park land inventory at a minimum of 7 acres per 1,000 residents.</b></p> <p><i>Action: Acquire by purchase the 100-acre parcel from Knife River. Develop existing and future parklands.</i></p>
<b>#6</b>	<p><b>Provide safe and accessible streets and sidewalks for the entire community, by seeking temporary and permanent funding opportunities.</b></p> <p><i>Action: Create and implement budget policies that increase the street maintenance fund. Seek alternative permanent street funding options.</i></p>
<b>#7</b>	<p><b>Repair and improve 4<sup>th</sup> Street from LaSalle Street to Smith Street.</b></p> <p><i>Action: Design and construct a long-term rail/roadway solution with the railroad. Determine how to fund this project.</i></p>
<b>#9</b>	<p><b>Bring community awareness to crime issues in our city and work to create solutions to reduce and prevent crime.</b></p> <p><i>Action: Hold quarterly community crime prevention forums; Establish and strengthen neighborhood watch groups and neighborhood watch patrol.</i></p>
<b>#11</b>	<p><b>Provide second sanitary sewer crossing beneath the railroad tracks.</b></p> <p><i>Action: Design and construct LaSalle Street pump station and piping beneath the railroads crossings on LaSalle Street.</i></p>
<b>#13</b>	<p><b>Provide a Capital Improvement Plan and System Development Charges (SDC) program that encourages development.</b></p> <p><i>Action: Revise and update the City's Capital Improvement Plan. Update the City's SDC program and consider SDC incentives to encourage development.</i></p>

# I. GREAT NEIGHBORHOODS

## Goals:

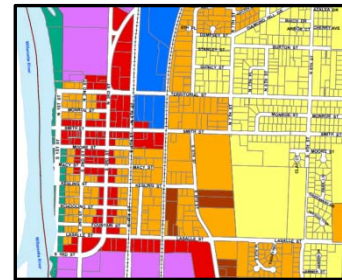
- **Goal 1:** Develop and maintain diverse neighborhoods where citizens will take pride in where they live.
- **Goal 2:** Provide diverse recreational, cultural, and educational opportunities for our citizens and visitors.
- **Goal 3:** Provide a functional transportation system that supports all modes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



Zoning Map

**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
1	Biennial Zoning/Subdivision Ordinance updates	1	n/a	1	n/a	1
2	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 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: Acquire by purchase the 100-acre parcel from Knife River. Develop existing and future parklands.*

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024
3	New Library Programs	2	1	1	1	1
4a	Make final payment to Knife River by 2019 or earlier as specified in the 5-year extension agreement.	n/a	1	n/a	n/a	n/a
4b	Apply for and acquire grants to develop existing and future parklands.	1	1	1	1	1

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

**Objective 5:** 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 6:** 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.*

# I. GREAT NEIGHBORHOODS

**Objective 7:** Repair and improve 4<sup>th</sup> 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	FY2020	FY2021	FY2022	FY2023	FY2024
5	Obtain TGM grant and complete TSP update	n/a	Complete	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
7	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 8:** 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 9:** 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	FY2020	FY2021	FY2022	FY2023	FY2024
8	Apply to the CRS rating program with FEMA	n/a	Complete	n/a	n/a	n/a
9a	Quarterly Community Crime Prevention Forums	4	4	4	4	4
9b	Establish Neighborhood Watch groups	1	1	1	1	1

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

**Objective 10:** Design, build, and operate a conventional Water Treatment Plant. [Finance, Public Works]

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

**Objective 11:** Provide second sanitary sewer crossing beneath the railroad tracks. [Public Works]

*Actions: Design and construct LaSalle Street pump station and piping beneath the railroad crossings on LaSalle Street.*



City crews repairing sanitary sewer system



## II. PUBLIC SAFETY

**Objective 12:** Address the 5<sup>th</sup> Street storm drainage issues

*Actions: Design and construct storm drainage solutions to effectively remove storm water from 5<sup>th</sup> Street.*

Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024
10	Construct and Operate Water Treatment Facility	10%	15%	20%	30%	40%
11	Design and construct LaSalle Street pump station and piping.	25%	100%			
12	Design and construct storm drainage infrastructure for 5 <sup>th</sup> Street	0%	50%	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.

### 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, 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.*

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

**Objective 14:** 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: Continue to promote the HRA Loan and Grant programs for redevelopment of downtown buildings.*



Objective	Measure	FY2020	FY2021	FY2022	FY2023	FY2024
13.a	Revise and Update City's Capital Improvement Plan	1	n/a	n/a	n/a	n/a
13.b	Revise SDC program	1	n/a	n/a	n/a	n/a
14	Total Value of private investment	\$75K	\$75K	\$100K	\$100K	\$100K

## 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 15:** 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.*



Harrisburg City Hall

**Objective 16:** 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 17:** 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 18:** 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	Measure	FY2020	FY2021	FY2022	FY2023	FY2024
15	Reportable audit findings of noncompliance	None	None	None	None	None
16	Reduce service delivery costs by \$75,000	\$75,000	Maintain	Maintain	Maintain	Maintain
17	100% evaluations completed on-time	100%	100%	100%	100%	100%
18	Maintain certifications for employees	17	17	18	19	20