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Rules of Conduct for Public Hearings

1. No person shall be disorderly, abusive, or disruptive of the orderly conduct of the hearing.
2. Persons shall not testify without first receiving recognition from the presiding officer and stating their full name and residence address.
3. No person shall present irrelevant, immaterial, or repetitious testimony or evidence.
4. There shall be no audience demonstrations such as applause, cheering, display of signs, or other conduct disruptive of the hearing.

CITY OF MILLERSBURG CITY COUNCIL WORK SESSION

Millersburg City Hall
4222 NE Old Salem Road
Albany OR 97321
April 2, 2019 @ 4:00 p.m.

Agenda

- A. CALL TO ORDER
- B. ROLL CALL
- C. PLEDGE OF ALLEGIANCE
- D. CHANGES AND ADDITIONS TO THE AGENDA
- E. PUBLIC COMMENT
- F. COUNCIL MEMBER AND STAFF COMMENTS
- G. CITY MANAGER'S REPORT
- H. NEW BUSINESS
 - 1) Potential expansion of the Urban Growth Boundary (Discussion)
 - 2) Review of strategic plan (Review/Approval)
- I. CLOSING PUBLIC COMMENT
- J. CLOSING COUNCIL COMMENT
- K. ADJOURNMENT

Note: Council may adjourn to executive session in accordance with ORS 192.660.

Upcoming Meetings & Events:

April 4, 2019 @ 6:00 p.m. – Event Planning Committee Meeting
April 9, 2019 @ 6:30 p.m. – City Council Meeting
April 16, 2019 @ 6:00 p.m. – Planning Commission Public Hearing
April 22, 2019 @ 6:00 p.m. – Planning Commission Public Hearing

The location of the meeting is accessible to the disabled. If you have a disability that requires accommodation to attend or participate, please notify the Millersburg City Hall in advance by calling 541-928-4523.



TO: Millersburg City Council
FROM: Kevin Kreitman
DATE: March 27, 2019 for the April 2, 2019 Work Session
SUBJECT: Strategic Plan Update

Action Requested:

Council feedback on proposed Strategic Plan Update.

Discussion:

Attached are documents outlining proposed changes to the City Strategic Plan. Staff would like to receive Council feedback on proposed changes and submit the Plan for Council adoption.

Budget Impact:

No impact.

Recommendation:

If Council is in concurrence, finalize the proposed changes and place the updated Plan for Council adoption on the April 9, 2019 City Council Meeting Agenda.

Attachment(s):

- Strategic Plan Update Overview
- Strategic Plan Update – clean copy
- Strategic Plan Update – with track changes

Strategic Plan Update – Overview

An update to the City Strategic Plan has been drafted and is proposed with the following layout changes: *Visions* have been renamed to **Strategic Priorities** (which are plans of action or policy designed to achieve a major or overall aim); *Strategies* have been renamed to **Goals** to meet the Strategic Priorities; and *Goals* have been renamed as **Objectives** which need to be accomplished to meet the Goals.

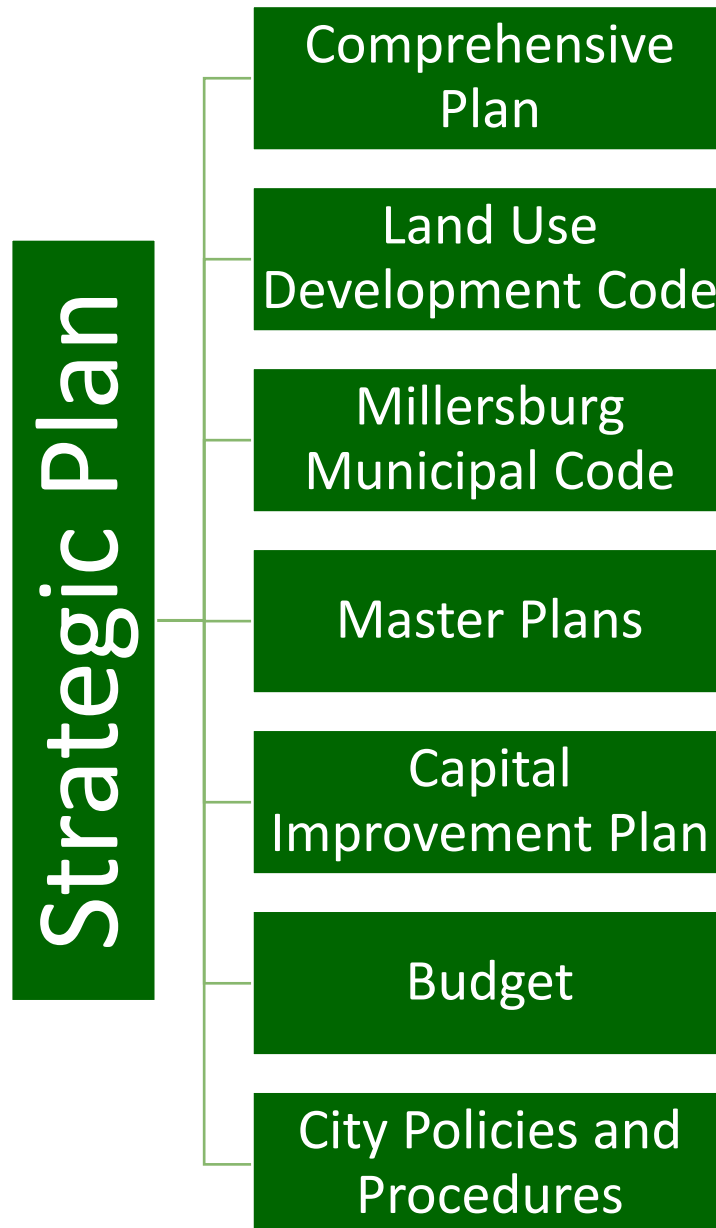
While reviewing the Strategic Plan we noticed we were lacking a Mission and Vision Statement and Values. We have drafted a Mission and Vision Statement for your consideration based on the original “Principal Statement” in the Strategic Plan. We are also recommending adding Values to the document and will provide examples/areas for your consideration. Finally, the completion and adoption of master plans for transportation, water, sewer, and storm, and the parks master plan currently under development prompted additional updates to the Strategic Plan.

Below are highlights of the “draft” changes we are recommending:

- Used “Principle” to create a draft Mission and Vision Statement
- Recommending the addition of Values to the Strategic Plan – will have examples for consideration
- Changed “Visions” to Strategic Priorities, and
 - Proposed titles for each strategic priority
 - Original “Visions” and associated descriptors were modified into Strategic Priorities
 - Broke out “Safety” as its own Strategic Priority 2 separate from Governance (original Vision 1)
 - Strategic Priority 4 (original Vision 3) which focused on transportation was expanded to include all “Public Infrastructure”
 - Modified Strategic Priority 6 (original Vision 5) statement on carbon footprint
 - Added a new goal under Strategic Priority 3 (original Vision 2) to address Economic Development
- Changed original document “Strategies” to Goals
- Changed “Goals” to Objectives
- In general, we have pulled items we believe that have been accomplished and included at the end of the document under Strategic Plan Accomplishments
- We have also highlighted specific areas we would like to discuss regarding your desire to keep in the plan
- Added supporting objectives based on feedback, master plans, and identified needs
- Removed “Responsibilities” associated with previous goals, with the change to a manager form of governance

Overview of Strategic Plan Relationship to Implementation Documents

The Strategic Plan serves as the guiding document that sets the mission, vision, values, and priorities for the City. City Policies and Procedures, Codes, Plans, and Budget support the implementation of the Strategies, Goals and Objectives identified in the Strategic Plan. Whenever possible, City budget documents and staff reports will reference the area of the Strategic Plan they provide support to.



MILLERSBURG STRATEGIC PLAN

FY 2019-23



Adopted Month XX, 2019

Strategic Plan Message

Millersburg's strategic plan was developed by a committee of 15 citizens at the request of the Millersburg City Council and was adopted in July of 2016. This update includes reformatting of the original plan to address the change from a Council-Mayor to Council-Manager form of government. Also included is a City Mission and Vision statement based on the plan's original *Principle*; in addition, City Values adopted by Council have been included in the plan.

The plan's original five *Visions* have been renamed *Strategic Priorities* with titles added and some minor modifications. Emergency service goals have been split from *Vision 1* and moved to a new strategic priority, titled *Safety*. The *Strategies* previously listed under *Visions* have been re-identified as *Goals*, and the previous *Goals* have been re-identified as *Objectives*.

The plan now includes six Strategic Priorities with the following titles: *Community Governance, Safety, Development, Public Infrastructure, Recreation, and Environmental Stewardship*. Each strategic priority includes a descriptor identifying the key aspects contained in the original plan. Each strategic priority is followed by the City's primary goals in that subject area for the foreseeable future. Strategic Priorities are intended to remain as the foundation of the plan and should only be modified to reflect community changes or unanticipated events.

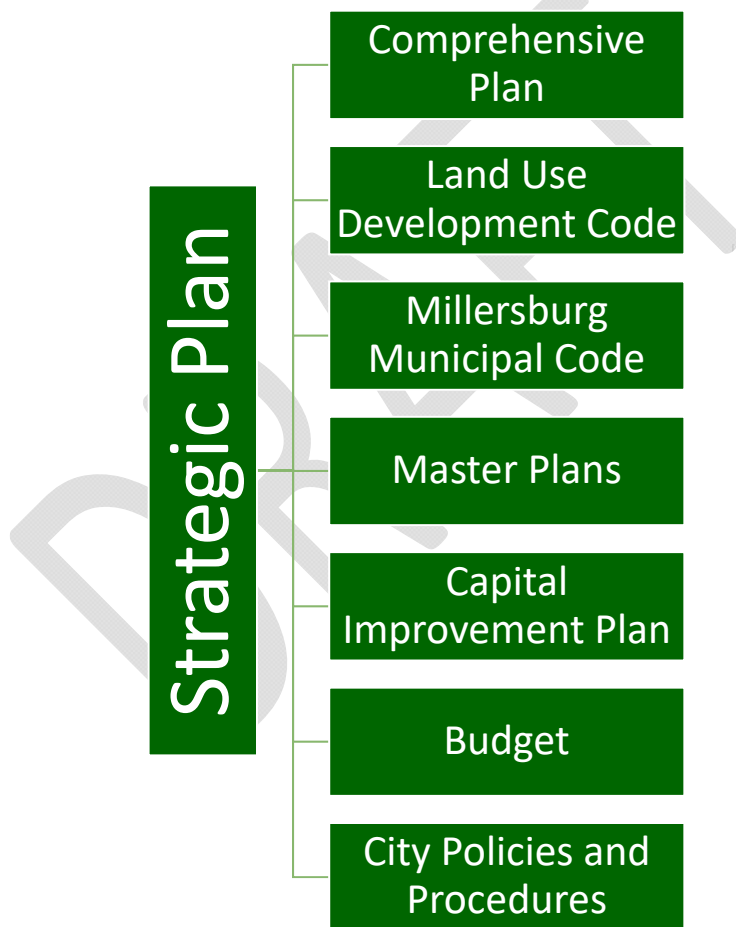
While our mission, vision, values, and strategic priorities should remain constant, the goals and objectives may require periodic review and update. The Strategic Plan is considered a living document; the annual Budget, Capital Improvement Program, and Millersburg Priority Task List (Gantt Chart) will serve as reporting and implementation documents in support of the Strategic Plan. In addition, our Comprehensive Plan, Land Use Development Code, Transportation System Plan, Water System Master Plan, Sanitary Sewer System Master Plan, Storm Water Master Plan, Parks Master Plan, Municipal Code, Policies and Procedures, and related planning documents all support the Strategic Plan.

Jim Lepin
Mayor

Kevin Kreitman
City Manager

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Mission Statement

Partnering with business and industry to maintain a quality, small-town atmosphere.

Vision

A community valuing our strong industrial foundation and economic development, which supports a tax-base providing funding for excellent services to maintain a safe and healthy community with a small-town atmosphere.

Values

Community Trust and Integrity: Developing community trust is our highest priority and is centered on our ability to build and uphold a reputation as being open, honest, ethical, and transparent. We say what we mean and mean what we say. We honor our word and keep our commitments, striving to be worthy of the public's and each other's trust.

Commitment to Service: We put our customers first, striving to provide assistance beyond the expectations of those we serve. We respond to our internal and external customers, treating them with courtesy and respect. We facilitate, enable, and seek out solutions to improve the community and meet our business and citizens' needs.

Continued Fiscal Responsibility: As stewards of public resources, we recognize the responsibility to utilize those resources efficiently, operating with the goal of delivering value while sustaining long-term success.

Collaboration: We work together effectively as a team, and in collaboration with other governmental agencies, private entities, and non-profit partners to effectively meet the needs of our community.

Continuous Improvement: We continuously improve by promoting innovation and flexibility to best meet the needs of customers and the business community with available resources.

Communication: We openly communicate with the public and each other through sharing of information and soliciting feedback to achieve our goals.



Strategic Priorities

Strategic Priority 1: Community Governance

Millersburg is governed in a way that supports the needs of its growing residential base, businesses, and industry.

Strategic Priority 2: Safety

Provide effective emergency services to the community.

Strategic Priority 3: Development

Development of residential, commercial, and industrial properties as a planned and managed process.

Strategic Priority 4: Public Infrastructure

City infrastructure systems are designed, constructed, and maintained to meet current and future needs.

Strategic Priority 5: Recreation

A community that supports recreational and social activities for all ages.

Strategic Priority 6: Environmental Stewardship

Millersburg promotes sustainability through efficient management of natural resources.

Strategic Priority 1: Community Governance

Millersburg is governed in a way that supports the needs of its growing residential base, businesses, and industry

Goal No. 1

Ensure effective and efficient delivery of services that the community needs, wants, and are willing to support.

Objectives

1. Continue to maintain, and where appropriate enhance, partnerships with neighboring jurisdictions and organizations to maximize efficient delivery of services, provide assistance, and accomplish common goals and objectives. Ongoing
2. Ensure adequate staffing is in place to match to the demands of the growing community. Ongoing
- 3.
4. Continue to evaluate use of intern, part-time, contract, and consultant support to meet staffing needs. Ongoing
5. Evaluate ongoing and additional funding opportunities, such as a transient room tax and maintenance/expansion of existing franchise fee agreements. FY 2019-20
6. Establish reserve funds for identified capital needs supported by general funds. Ongoing

Goal No. 2

Address the level of support and funding for the reimbursement for residents receiving services from Albany.

Objectives

1. Review the need, the policy, the communications and the funding requirements for the current practice of reimbursement for services that residents receive from outside the city. FY 2019-20

Commented [JB1]: This includes Parks and Rec reimbursement, library reimbursement, and call-a-ride.

Goal No. 3

Support the administrative and regulatory needs of the community.

Objectives

- 1.
2. Provide automatic payment capability for billing. Requires new utility billing program. FY 2019-20
3. Evaluate new software system for City (utility billing, records management, financial). FY 2019-20
4. Evaluate current phone system and potential upgrade. FY 2018-19
5. Upgrade the City Code of Ordinances to a Municipal Code, then revise/update code to meet current or known pending requirements. FY 2019-20
6. Conduct an audit of the City Charter to identify needed changes/modifications. FY 2019-20
7. Create a list of code issues that are identified as not optimal. This list will be evaluated annually to identify priority issues that might be addressed with revisions to the Land Use Development or Municipal Code. Ongoing

Goal No. 4

Develop and enhance opportunities for communication with citizens, businesses, industry, and outside agencies.

Objectives

1. Improve the website organization and usability. FY 2019-20
2. Evaluate and establish public outreach opportunities for dissemination of information to citizens, businesses, and industry within the community. Ongoing
3. Continue and enhance communications with partnering agencies. Ongoing
4. Apply to US Postal Service for the addition of "Millersburg" as a city name for addressing in zip code 97321. FY 2019-20

Goal No. 5

Opportunities for citizen involvement and engagement.

Objectives

1. Identify opportunities to involve citizens in projects or advisory committees in a way that would foster communications, involvement and community support (see Strategic Priority 5: Recreation, Goal 3, Objective 2). Ongoing

Goal No. 6

Develop and maintain a culture that enhances the professionalism by which the City is governed and managed.

Objectives

1. Provide customer-focused service, which is responsive and efficient in meeting customer needs and expectations. Ongoing
2. Provide a customer feedback form to solicit customer feedback. Ongoing
3. Invest in tools, processes, and training that enhances the City's ability to provide professional services to the community. Ongoing
4. Identify and maintain administrative policies, procedures, and operational guidelines. Ongoing
5. Identify and sponsor specific professional development opportunities (classes, seminars, webinars) focused on strengthening job skills of staff. Ongoing
6. Identify and sponsor training opportunities for City Council and Planning Commission.

Commented [JB3]: This has been done recently for PC. Does more need to be done? Does Council need training?

Strategic Priority 2: Safety

Provide effective emergency services to the City

Goal No. 1

Disaster preparedness.

Objectives

1. Evaluate whether Millersburg needs a stand-alone Emergency Management Plan and Hazard Mitigation Plan. FY XXX
2. Develop emergency evacuation plan for City Hall. FY XXX
3. Develop Continuity of Operations Plan (COOP). FY XXX
4. Develop Safety Manual. FY XXX
5. that includes the following (at a minimum): A review of the level of preparedness of all utility companies serving Millersburg, including seismic shut off valves for gas lines; seismic withstand capability of city owned buildings and water and sewer systems; check to make sure the commercial petroleum line routed down Old Salem Rd. is protected with seismic shut off valves
6. Identify and store emergency supplies for limited support during an emergency and conduct an evaluation of seismic vulnerability for city facilities. FY XXX
7. Provide disaster preparedness training for interested citizens and sponsor the training and certification of a CERT (Citizens Emergency Response Team) team for Millersburg. FY XXX

Commented [JB4]: Staff recommends evaluating need for stand-alone plan. We may fall under other already established plans (Albany and Linn County). May require action upon update of County plans.

Commented [JB5]: This is text from the original plan. Staff recommends deletion of this text. Seismic resiliency of water and sewer systems is already being reviewed through agreements with Albany. With regard to private industry, these are based on federal requirements and the City could not require modifications or installations and most industries are reluctant to share safeguard information due to risk of tampering.

Goal No. 2

Protection of community, people, and property.

Objectives:

1. Conduct an annual review of crimes and calls for service with the Linn County Sheriff's Office to ensure adequate support is provided.
Ongoing
2. Construct permanent fire station. FY 2020-21
3. Maintain current fire/emergency staffing levels and evaluate need for increased staffing levels to meet growth demands in the future.
Ongoing

4. Participate in the FEMA National Flood Insurance Program and maintain the City's Community Rating System (CRS) rating. Ongoing
5. Establish benchmarks/performance measures for law enforcement, fire, and emergency response. FY 2019-20

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Strategic Priority 3: Development

Development of residential, commercial, and industrial properties as a planned and managed process

Goal No. 1

Provide an economic development plan for the City that makes the best use of City-owned property and identifies types of desired businesses, taking into consideration: impacts; safety for employees and the community; maximization of the financial well-being of the City, its residents, and employees; a growth rate at which infrastructure is available.

Objectives

1. Industrial land management of City-owned industrial property. Ongoing
2. A marketing plan for city-owned property. Ongoing
3. Evaluate membership in AMEDC versus City direct contracting. FY 2019-20
4. Identify City core area(s) to be zoned to accommodate a retail center or businesses supporting residents or passing motorists. FY 2019-20
5. Complete wetland delineation of City-owned property. FY 2019-20
6. Develop an ordinance defining a business license or permit process that provides needed business information without significant cost to the business.

Commented [JB6]: This was not approved at the 6/6/17 council meeting. Is there a desire to revisit?

Goal No. 2

Maintain an economic development contract that assists businesses, economic, and industrial development work within the City utilizing a multi-faceted, comprehensive approach that includes vision, planning, outreach, marketing, financial/incentive tools, and partnership development.

Objectives

1. Industrial Lands. Ongoing
 - a. Complete and maintain an inventory of available industrial properties within the jurisdiction of the City of Millersburg. Make sure all properties are included in the state inventory program called "Oregon Prospector."

- b. Help industrial properties progress toward site readiness, also known as shovel-ready.
- 2. Business Recruitment. Ongoing
 - a. Design marketing materials and promote properties within Millersburg.
 - b. Respond to state business leads sent by Business Oregon and other requests for information (RFIs) from companies interested in starting, expanding, or relocating to Millersburg. This includes gathering the materials requested in RFI's and submitting the information.
- 3. Business Retention and Assistance. Ongoing
 - a. Assist small business owners with one-on-one advising.
 - b. Assist existing businesses with expansion or challenges/needs.

Goal No. 3

Residential, commercial, and industrial development is carried out in an orderly manner throughout the community.

Objectives

- 1. Update the Millersburg Comprehensive Plan. FY 2020-21
- 2. Update Land Use Development Code. FY 2019-20
- 3. Contemplation of need for Urban Growth Boundary (UGB) expansion. FY 2019-20

Strategic Priority 4: Public Infrastructure

City infrastructure systems are designed, constructed, and maintained to meet current and future needs

Goal No. 1

Develop Old Salem Road as the Gateway into Millersburg

Objectives

1. Develop plans to optimize the aesthetics of Old Salem Road through the following actions, Ongoing
 - a. Review Land Use Development Code and design standards for properties fronting Old Salem Road.
 - b. Incorporate improvements/enhancements along Old Salem Road into Transportation System Plan.
 - c. Construct gateway treatments at north and south ends of city, also consider gateway treatment at Murder Creek.

Goal No. 2

Provide safe, sufficient, and reliable City streets, water, sewer, and storm water systems.

Objectives

1. Maintain compliance with all water quality regulatory requirements for drinking water, sewage disposal, and storm water.
2. Maintain water loss at 10 percent or less.
3. Ensure that City-wide master plans and engineering standards are in place and regularly reviewed/updated for streets, water, sewer, and storm water.
4. Incorporate tasks and projects identified in master plans into Capital Improvements Plan and Millersburg Priority Task List (Gantt Chart).
Ongoing
5. Establish and adopt Engineering Standards. FY 2019-20

Goal No. 3

Develop and implement proactive maintenance plans and funding mechanisms for City infrastructure.

Objectives

1. Maintain a survey of street conditions throughout the City and budget for a multiyear maintenance plan based upon the results of the survey. Ongoing
2. Evaluate adoption of fuel tax to fund street maintenance activities. FY 2019-20
3. Implement recommendations of Storm Water Master Plan for maintenance of City drainage facilities. Ongoing
4. Evaluate adoption of a storm water utility to fund ongoing storm water maintenance. FY 2019-20
5. Evaluate rates annually to ensure adequate funding for operations and maintenance of systems consistent with funding requirements. Ongoing
6. Evaluate SDCs based on changes to master plans and to ensure ongoing funding for needed and/or planned capital improvements. Ongoing
7. In conjunction with development of new fire station, consider reuse/relocation of existing structures or addition of new facilities for maintenance/shop building and yard.
8. Establish reserve funds for identified future capital needs. Ongoing

Goal No. 4

Provide enhanced opportunities for connectivity via non-motorized transportation throughout the City.

Objectives

1. Complete Parks Master Plan, including planning for multiple use trails, and prioritize projects. FY 2019-20
- 2.
3. Incorporate the building of designed trails into the planning and approval of new properties and interconnect with neighborhoods via bike lanes. Ongoing

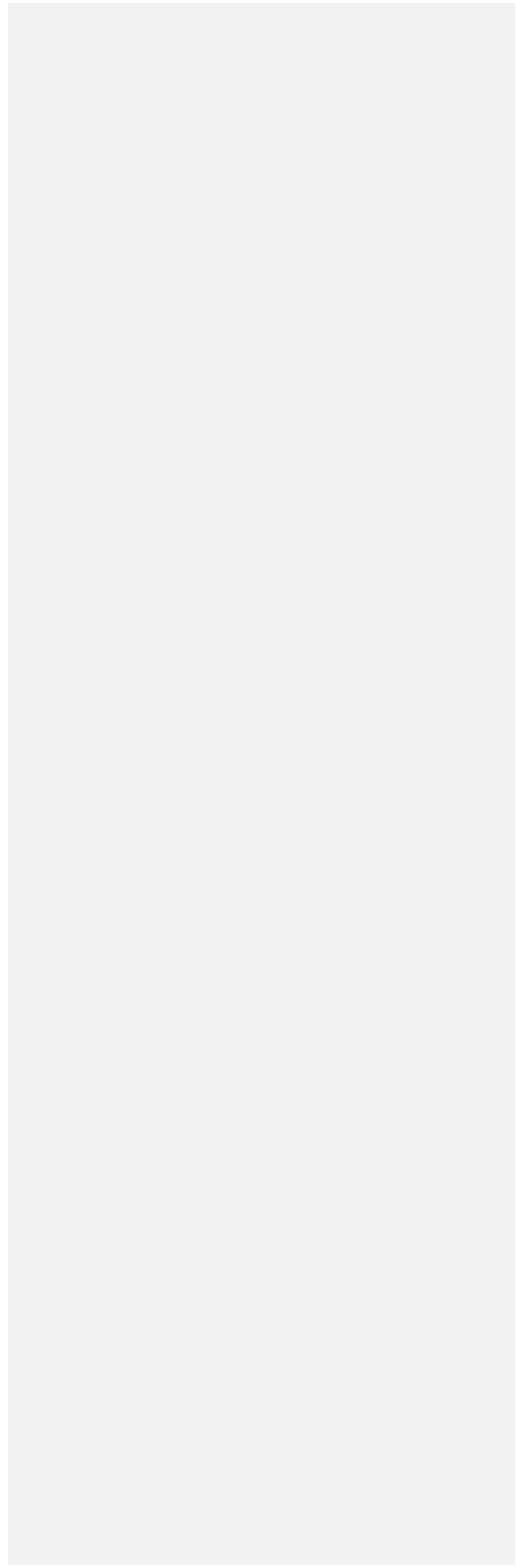
Goal No. 5

Ensure that adequate public transportation is available to those requiring it as the City continues to grow.

Objectives

1. Represent the City's public transportation needs through participation with Albany Area Metropolitan Planning Organization (AAMPO). Ongoing

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Strategic Priority 5: Recreation

A community that supports recreational and social activities for all ages

Goal No. 1

Evaluate and plan for park and recreation needs.

Objectives:

1. Complete Parks Master Plan to identify park and recreation needs. FY 2019-20
2. Sunset Parks Committee and establish a Parks Commission upon completion of the Parks Master Plan. FY 2019-20
3. Develop additional goals and objectives in consultation with Parks Commission and Council concurrence, based on system inventory, community needs, goals and implementation actions and strategies identified in the Parks Master Plan. Ongoing
4. Ensure that Parks Master Plan is regularly reviewed and updated. Ongoing

Goal No. 2

Continue to support and grow the annual community event, the Millersburg Celebration.

Objectives:

1. Support City-sponsored committee to manage the Millersburg Celebration. Ongoing
2. Continue to reach out to businesses for participation in the annual event. Ongoing

Goal No. 3

Provide a community center or space for residents that could house a number of local organizations, activities, and training events.

Commented [JB9]: Staff recommends removing this goal for now and evaluating with Parks Master Plan effort. It can be added back in later if it is a priority.

Objectives:

1. Evaluate opportunities to partner or contract with other organizations for operation and staffing of a City-owned community center that would meet the needs of all stages of life. FY XXX
2. Plan for a future structure that could house a community center room, either in combination with another organization or in a City-owned building. FY XXX

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Strategic Priority 6: Environmental Stewardship

Millersburg promotes sustainability through efficient management of natural resources

Commented [JB10]: Staff modified to provide clarity regarding city intent of this strategy. Broadened strategy to apply to more than just carbon footprint and to clarify whether this applies to City facilities or the community as a whole.

Goal No. 1

Manage natural resources through long-range planning to ensure proper maintenance and investment in these resources.

Commented [JB11]: Current city buildings may not be oriented to take advantage of solar energy (panels) due to roof designs. Objective 4 provides the opportunity to evaluate current and future facilities more broadly than just solar panels.

Objectives:

1. Manage City open space property to promote the health of existing trees and habitat.
2. Preserve existing trees where possible and encourage planting of new trees with development.
3. Maintain the urban stream system to preserve and increase storm water flow capacity while supporting beneficial vegetation and habitat.
4. Evaluate City facilities for opportunities to incorporate renewable power and energy savings.
5. Consider opportunities for reuse of treated wastewater for industrial/irrigation needs.

Strategic Plan Accomplishments

2016 Strategic Plan Identifier	Objective	Date Completed
V1.S1.G1	Process for approval a revision to Section 13 of the City Charter to change the form of city government from a council-mayor form to a council-manager form of government.	Dec 2016
V1.S1.G2	Hire a city manager who can also serve as city planner.	Jan 2017
V1.S1.G3	Create a plan for hiring person to fill City Recorder position.	June 2017
V1.S4.G2	Install a reader board in front of City Hall.	Oct 2016
V1.S4.G4	Change City Hall hours so it is staffed from 8:00 am until 5:00 pm.	Feb 2017
V1.S4.G6	Add signage to existing utility bill drop box to include "Suggestion Box".	July 2016
V1.S4.G7	Provide a phone messaging system where emergency numbers for City support are provided.	May 2018
V1.S3.G7	Streamline utility billing to bi-monthly water and sewer	Fall 2017
V1.S5.G2	Conduct an annual review of fire protection and ambulance services provided by the Jefferson and Albany agencies to ensure adequate support is provided	2017
V1.S7.G1	Ensure that updated job descriptions exist for all current and proposed staff positions	Feb 2018
V1.S7.G5	Utilize the services of a professional staffing resource(s), including the Council of Governments, to provide pools of qualified and pre-screened candidates for any City staff job openings	Sept 2016

V3.S1.G1	Develop and implement a plan to light the entire length of Old Salem Road, converting to LED lighting and installed at a spacing accepted as best practices.	Jan 2019
V3.S6.G1	Identify existing public transportation systems currently available to citizens and communicate the information to residents via multiple formats	2017
V3.S6.G2	Seek input from residents regarding the need for additional public transportation	2017
V4.S2.G1	Organize a committee to design and manage an annual event in the park.	2017/18
V4.S2.G2	Provide opportunities for businesses to set up information tables at the annual event in the park.	Sep 2018
V4.S3.G1	Develop a proactive maintenance plan for the parks.	Mar 2019

MILLERSBURG STRATEGIC PLAN

**FY 2019-23 ~~LOOKING FORWARD TO THE NEXT 5~~
~~YEARS~~**



**~~CITY OF MILLERSBURG OREGON~~
~~STRATEGIC PLAN~~**



Adopted Month XX, 2019

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Strategic Plan Message

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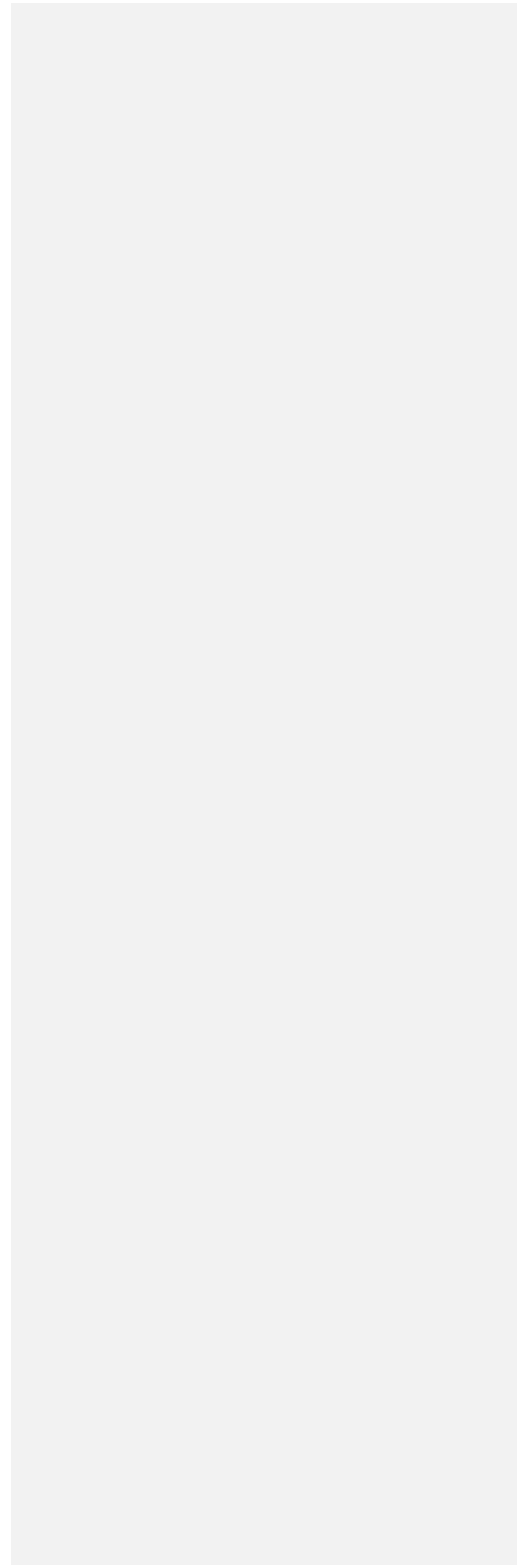
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This Strategic Plan for the City of Millersburg Oregon has been developed by a committee of 15 citizens at the request of the Millersburg City Council. Upon approval by the City Council, the council agrees to conduct an annual review of the status of progress towards the completion of the goals and strategies outlined within the Plan. The Council can also request the citizens work to update the Plan at any time when changing demands indicate a need to do so.

Jim Lepin
Mayor

Kevin Kreitman
City Manager

DRAFT



Overview of Strategic Plan Relationship to Implementation Documents

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Approval Date: 7/12/16

Mark up of status: 5/10/17



CITY OF
Millersburg
A COMMUNITY LINKING
AGRICULTURE AND INDUSTRY

PRINCIPLE

The overarching principle governing the implementation of this Strategic Plan is that Millersburg will strive to maintain the low density, small town atmosphere while fostering a safe and healthy environment for families.

Mission Statement

Partnering with business and industry to maintain a quality, small-town atmosphere.

Vision

A community valuing our strong industrial foundation and economic development, which supports a tax-base providing funding for excellent services to maintain a safe and healthy community with a small-town atmosphere.

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Values

Community Trust and Integrity: Developing community trust is our highest priority and is centered on our ability to build and uphold a reputation as being open, honest, ethical, and transparent. We say what we mean and mean what we say. We honor our word and keep our commitments, striving to be worthy of the public's and each other's trust.

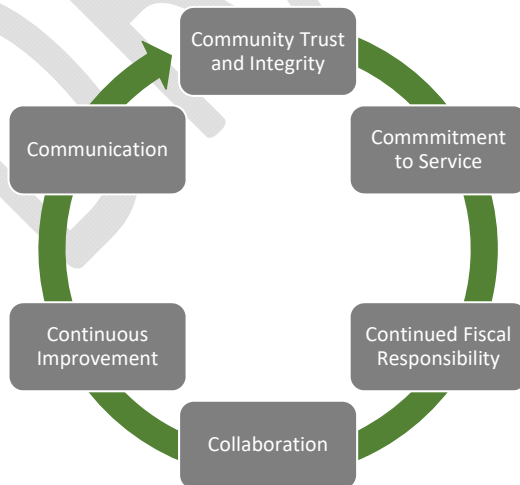
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Strategic PrioritiesVISIONS

Strategic PriorityVision 1: Community Governance

Millersburg is governed in a way that supports the needs of its growing— residential base, ~~and its~~ businesses, and industry.

~~–Page 3~~

Strategic Priority 2: Safety

Provide effective emergency services to the community.

Strategic Priority 3Vision-2: Development

Development of residential, commercial, ~~and~~ industrial properties ~~is~~ as a planned and managed process.

~~Page 7~~

Strategic Priority 4Vision-3: Public Infrastructure

City infrastructureTransportation systems are designed, constructed, and maintained to meet current and ffor future needsgrowth.

~~Page 8~~

Strategic Priority 5Vision-4: Recreation

~~Millersburg is A~~ community that ~~strives to~~ supports ~~community~~ recreational and social activities for all ages.

Strategic Priority 6 ~~Vision 5~~: **Environmental Stewardship**

Millersburg promotes sustainability through efficient management of natural resources. Millersburg will plan for the reduction of its carbon footprint. **Page 12**

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Strategic Priority Vision 1: Community Governance

Millersburg is governed in a way that supports the needs of its growing residential base, and its businesses, and industry

Goal Strategy No. 1

Ensure effective and efficient delivery of services that the community needs, wants, and are willing to support. adequate staffing is in place to match the demands of the growing community.

Objectives Goals

Process for approval a revision to Section 13 of the City Charter to change the form of city government from a council mayor form to a council manager form of government. Responsibility: City Council by August 2016. **Completed**

Hire a city manager who can also serve as city planner. Responsibility: City Council by January 2017. **Completed**

Create a plan for hiring person to fill City Recorder position. Responsibility: City Council by June 2017. **Completed**

1. Continue to maintain, and where appropriate enhance, partnerships with neighboring jurisdictions and organizations to maximize efficient delivery of services, provide assistance, and accomplish common goals and objectives. *Ongoing*
2. Ensure adequate staffing is in place to match to the demands of the growing community. *Ongoing*
3. Develop a plan to provide internship opportunities for college students to learn and assist the city. Responsibility: Manager and City Council by August 2018.
4. Continue to evaluate use of intern, part-time, contract, and consultant support to meet staffing needs. *Ongoing*

- 5. Evaluate ongoing and additional funding opportunities, such as a transient room tax and maintenance/expansion of existing franchise fee agreements. FY 2019-20
- 6. Establish reserve funds for identified capital needs supported by general funds. Ongoing

GoalStrategy No. 2

Address the level of support and funding for the reimbursement for residents receiving services from Albany.

ObjectivesGoals

- 1. Review the need, the policy, the communications and the funding requirements for the current practice of reimbursement for services that residents receive from outside the city. FY 2019-20Responsibility: Budget Committee and City Council by June 2017 (Per Budget Comm. Discussion 4/21/16). Completed

Commented [JB1]: This includes Parks and Rec reimbursement, library reimbursement, and call-a-ride.

GoalStrategy No. 3

Support the safety administrative and regulatory needs of the communitycitizens.

Commented [JB2]: "safety" moved to Strategic Priority 2

ObjectivesGoals

- 1. Review the CC&R's throughout Millersburg to identify those common requirements for potential incorporation into city ordinances. Responsibility: Special Committee, Manager and City Council by January 2018.
- 2. Develop and implement a maintenance plan for drainage creeks and ditches within the city. Responsibility: Manager and City Council by August 2017.
- 3. Address adequate lighting at mailbox pods and update the Land Use Development Code with a lighting requirement for new developments. Responsibility: Planner and Planning Commission by August 2016. Completed
- 4. Develop city hall as an emergency hub and center for residents in the advent of a disaster. The first phase of this goal includes the installation of

- ~~a back-up generator. Responsibility: City Council by December 2016. Dropped by Budget Comm. & Council~~
- ~~5. Provide disaster preparedness training for interested citizens and sponsor the training and certification of a CERT (Citizens Emergency Response Team) team for Millersburg. Responsibility: Manager and City Council by December 2017.~~
 - ~~6. Develop a Millersburg emergency preparedness plan that includes the following (at a minimum): A review of the level of preparedness of all utility companies serving Millersburg, including seismic shut-off valves for gas lines; seismic withstand capability of city owned buildings and water and sewer systems; check to make sure the commercial petroleum line routed down Old Salem Rd. is protected with seismic shut-off valves; identify and store emergency supplies for limited support during an emergency and evaluate earthquake coverage for city facilities. Responsibility: Manager and City Council by October 2018.~~
 - ~~2. Create a plan to streamline the water and sewer bills, including providing automatic payment capability for billing. Requires new utility billing program. FY 2019-20. Responsibility: Staff and City Council by July 2017. Discussions are beginning.~~
 - ~~3. Evaluate new software system for City (utility billing, records management, financial). FY 2019-20~~
 - ~~7.4. Evaluate current phone system and potential upgrade. FY 2018-19~~
 - ~~8.5. Conduct an audit of the City Charter and Upgrade the City Code of Ordinances to a Municipal Code, then revise/update code to determine which sections need to be upgraded to meet current or known pending requirements. FY 2019-20. Responsibility: Special Committee and City Council by June 2018.~~
 - ~~6. Conduct an audit of the City Charter to identify needed changes/modifications. FY 2019-20~~
 - ~~7. Create a list of code issues that are identified as not optimal. This list will be evaluated annually to identify priority issues that might be addressed with revisions to the Land Use Development or Municipal Code. Ongoing~~

Goal No. 4

Develop and enhance opportunities ~~for~~ communication with ~~e with~~ citizens, businesses, industry, and outside agencies.

Objectives/Goals

1. ~~Improve~~ Upgrade the web-site organization and usability. FY 2019-20 similar to Philomath's. Responsibility: Staff and City Council by June 2016. **Completed**
2. ~~Install a reader board in front of city hall.~~ Responsibility: Staff and City Council by October 2016. **Completed**
2. ~~Provide a city newsletter for the web page and in a hard copy format. (Frequency of issue to be determined.)~~ Responsibility: Manager by September 2017. Evaluate and establish public outreach opportunities for dissemination of information to citizens, businesses, and industry within the community. *Ongoing*
3. Continue and enhance communications with partnering agencies. *Ongoing*
- ~~3-4.~~ Apply to US Postal Service for the addition of "Millersburg" as a city name for addressing in zip code 97321. FY 2019-20
4. ~~Change City Hall hours so it is staffed from 8:00 am until 5:00 pm. Responsibility: Manager and City Council by January 2017.~~ **Completed**
Develop a plan for scheduling maintenance staff for weekend and late afternoon coverage. Responsibility: Manager and City Council by June 2017.
5. ~~Add signage to existing utility bill drop box to include "Suggestion Box". Responsibility: Staff and City Council by July 2016.~~ **Completed**
6. ~~Provide a phone messaging system where emergency numbers for city support are provided. Responsibility: Staff and City Council by October 2016.~~ **Completed**

Strategy No. 5

Make sure that contract law enforcement, fire and ambulance support is sufficient for continued community growth.

Goals:

1. ~~Conduct an annual review of crimes and calls for service with the Linn County Sheriff's Office to ensure adequate support is provided. Responsibility: City Council by January each year.~~ **Completed**
2. ~~Conduct an annual review of fire protection and ambulance services provided by the Jefferson and Albany agencies to ensure adequate support is provided. Responsibility: City Council by January each year.~~

~~Major review and analysis under way, led by Councilmen S. Cowan and D. Harms. Community input pending.~~

GoalStrategy No. 65

~~Seek out and provide eOpportunities for citizen involvement and engagement for citizens to volunteer in support of their community.~~

ObjectivesGoals

- ~~1. Identify opportunities to involve citizens in projects or advisory committees in a way that would foster communications, involvement and community support. (see Strategic Priority 5: Recreation, Goal 3, Objective 2).
Ongoing Responsibility: Manager and City Council by December 2017.
We aren't there yet, but we have new participants on City Council (3), Budget Committee (2) and Planning Commission (4).~~

GoalStrategy No. 67

~~Develop and maintain a culture that enhances the invest in tools, processes and training that enhance the professionalism by which the eCity is governed and managed.~~

ObjectivesGoals

- ~~1. Ensure that updated job descriptions exist for all current and proposed staff positions. Responsibility: City Council by August 2016 for the manager position. All others to be updated by the new manager for City Council approval by July 2017. Partially complete~~

~~Evaluate implementation of the "Position Plan" format, as follows:~~

- ~~• Position Objective (Why the job exists? Who is the customer? What is the scope?)~~
 - ~~• Responsibilities (Specific tasks performed, tools or systems employed)~~
 - ~~• Performance Measures (How often is the task performed? How long does it take? How well should it be done?)~~
- ~~2. Establish and maintain a centralized, comprehensive, accessible set of major administrative processes and procedures. Responsibility: Staff and City Council by June 2017. Partially complete~~

1. Provide customer-focused service, which is responsive and efficient in meeting customer needs and expectations. Ongoing

~~3-2. Provide~~ Ensure that staff responsibilities in the area of customer relations are clearly articulated and develop a customer feedback form mechanism to solicit customer feedback. -and incorporate customer feedback into the employee evaluation process. Responsibility: Manager Ongoing and City Council by December 2017. **Need input, but I believe this has been accomplished?**

3. Invest in tools, processes, and training that enhances the City's ability to provide professional services to the community. Ongoing

4. Identify and maintain administrative policies, procedures, and operational guidelines. Ongoing

5. Identify and sponsor specific professional development opportunities (classes, seminars, webinars) focused on strengthening job skills of staff. Ongoing

4-6. Identify and sponsor training opportunities for City Council and Planning Commission in the areas of quality / process improvement and customer relations / satisfaction. Responsibility: Manager and City Council by August 2017.

Commented [JB3]: This has been done recently for PC. Does more need to be done? Does Council need training?

~~5. Utilize the services of a professional staffing resource(s), including the Council of Governments, to provide pools of qualified and pre-screened candidates for any City staff job openings. Responsibility: City Council by September 2016 and ongoing. **Completed**~~

Strategic Priority 2: Safety

Provide effective emergency services to the City

Goal No. 1

Disaster preparedness.

Objectives

1. Evaluate whether Millersburg needs a stand-alone Emergency Management Plan and Hazard Mitigation Plan. FY XXX
2. Develop emergency evacuation plan for City Hall. FY XXX
3. Develop Continuity of Operations Plan (COOP). FY XXX
4. Develop Safety Manual. FY XXX
5. that includes the following (at a minimum): A review of the level of preparedness of all utility companies serving Millersburg, including seismic shut off valves for gas lines; seismic withstand capability of city owned buildings and water and sewer systems; check to make sure the commercial petroleum line routed down Old Salem Rd. is protected with seismic shut off valves
6. Identify and store emergency supplies for limited support during an emergency and conduct an evaluation of seismic vulnerability for city facilities. FY XXX
7. Provide disaster preparedness training for interested citizens and sponsor the training and certification of a CERT (Citizens Emergency Response Team) team for Millersburg. FY XXX

Commented [JB4]: Staff recommends evaluating need for stand-alone plan. We may fall under other already established plans (Albany and Linn County). May require action upon update of County plans.

Commented [JB5]: This is text from the original plan. Staff recommends deletion of this text. Seismic resiliency of water and sewer systems is already being reviewed through agreements with Albany. With regard to private industry, these are based on federal requirements and the City could not require modifications or installations and most industries are reluctant to share safeguard information due to risk of tampering.

Goal No. 2

Protection of community, people, and property. Ensure contract law enforcement, fire, and ambulance support is sufficient for continued community growth.

Objectives:

1. Conduct an annual review of crimes and calls for service with the Linn County Sheriff's Office to ensure adequate support is provided. Ongoing
2. Construct permanent fire station. FY 2020-21

3. Maintain current fire/emergency staffing levels and evaluate need for increased staffing levels to meet growth demands in the future. Ongoing
4. Participate in the FEMA National Flood Insurance Program and maintain the City's Community Rating System (CRS) rating. Ongoing
5. Establish benchmarks/performance measures for law enforcement, fire, and emergency response. FY 2019-20

DRAFT

Strategic Priority 3 Vision 2: Development

Development of residential, commercial, and industrial properties is a planned and managed process

Goal Strategy No. 1

Provide an economic development plan for the City that makes the best use of City-owned property and identifies types of desired businesses, taking into consideration: minimal impacts on the environment; maintains a safety environment for employees and the community; maximization of the financial well-being of the City, its residents, and employees; while growing at a rate at which infrastructure is available and makes the best use of city owned property.

Objectives Goals

1. Industrial land management of City-owned industrial property. Ongoing
2. Develop a marketing plan that provides controlled growth while attracting businesses with attributes identified above. This is specific to for city-owned property. Ongoing Responsibility: Manager and City Council by July 2017.
3. Evaluate Audit the value in the membership in AMEDC mede versus City direct contracting. FY 2019-20 using other marketing tools going forward. Responsibility: City Council by June 2017. June 6th Council meeting agenda.
3. Identify and design a eCity core area(s) to be zoned set aside to accommodate a retail center or businesses supporting residents or passing motorists. FY 2019-20 Responsibility: Manager and City Council by October 2018. Early discussion phase
4. Complete wetland delineation of City-owned property. FY 2019-20 Update the Millersburg Comprehensive Plan. Responsibility: Manager and Planning Commission by December 2017.
5. Audit infrastructure requirements to accommodate probable business growth. This includes utilities such as water, sewer, broad band / internet, gas and electricity. Responsibility: Manager and City Council by September 2018. Only known issue is need for process sewer expansion to

IP site, if and when needed. All utilities expandable to city property as needed.

6. Develop an ordinance defining a business license or permit process that provides needed business information without significant cost to the business. Responsibility: Staff and City Council by December 2016. Pending 6/6/17 Council meeting.

Commented [JB6]: This was not approved at the 6/6/17 council meeting. Is there a desire to revisit?

Goal No. 2

Maintain an economic development contract that assists businesses, economic, and industrial development work within the City utilizing a multi-faceted, comprehensive approach that includes vision, planning, outreach, marketing, financial/incentive tools, and partnership development.

Objectives

1. Industrial Lands. Ongoing
 - a. Complete and maintain an inventory of available industrial properties within the jurisdiction of the City of Millersburg. Make sure all properties are included in the state inventory program called "Oregon Prospector."
 - b. Help industrial properties progress toward site readiness, also known as shovel-ready.
2. Business Recruitment. Ongoing
 - a. Design marketing materials and promote properties within Millersburg.
 - b. Respond to state business leads sent by Business Oregon and other requests for information (RFIs) from companies interested in starting, expanding, or relocating to Millersburg. This includes gathering the materials requested in RFI's and submitting the information.
3. Business Retention and Assistance. Ongoing
 - a. Assist small business owners with one-on-one advising.
 - b. Assist existing businesses with expansion or challenges/needs.

Goal No. 3

Residential, commercial, and industrial development is carried out in an orderly manner throughout the community.

Objectives

1. Update the Millersburg Comprehensive Plan. FY 2020-21

2. Update Land Use Development Code. FY 2019-20

3. Contemplation of need for Urban Growth Boundary (UGB) expansion. FY 2019-20

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Strategic Priority 4~~Vision 3~~: Public Infrastructure

City infrastructure systems are designed, constructed, and maintained to meet current and future needs~~Transportation systems are developed and maintained for future growth~~

Goal~~Strategy~~ No. 1

Develop Old Salem Road as the Gateway into Millersburg

Objectives~~Goals~~

1. Develop plans to optimize the aesthetics of Old Salem Road through the following actions.~~Ongoing~~Responsibility: Special committee, Manager, Planning Commission and City Council by December 2017.
 - a. Review Land Use Development Code and design standards for properties fronting Old Salem Road.
 - b. Incorporate improvements/enhancements along Old Salem Road into Transportation System Plan.
 - c. Construct gateway treatments at north and south ends of city, also consider gateway treatment at Murder Creek.
- ~~2. Develop and implement a plan to light the entire length of Old Salem Road, converting to LED lighting and installed at a spacing accepted as best practices. This should be pursued as an Energy Trust of Oregon project to the degree possible. Responsibility: Manager and City Council by January 2018. Have Budget Committee approval for project while I'm working with Pacific Power to develop the project details with target completion by 12/17, pending Council approval.~~

Goal~~Strategy~~ No. 2

Provide safe, sufficient, and reliable City streets, water, sewer, and storm water systems.

~~Provide a master plan to ensure city streets are designed and developed to accommodate future growth.~~

Objectives

- ~~1. Maintain compliance with all water quality regulatory requirements for drinking water, sewage disposal, and storm water.~~
- ~~2. Maintain water loss at 10 percent or less.~~
- ~~3. Ensure that City-wide master plans and engineering standards are in place and regularly reviewed/updated for streets, water, sewer, and storm water.~~
- ~~4. Incorporate tasks and projects identified in master plans into Capital Improvements Plan and Millersburg Priority Task List (Gantt Chart).
Ongoing~~
- ~~5. Establish and adopt Engineering Standards. FY 2019-20~~

~~Define within the master plan recognition of those arterial and collector streets that need access restricted to minimize congestion as new developments are designed and approved. Responsibility: Manager and Planning Commission by December 2017.~~

- ~~1. Provide coordination of street development requirements within the master plan that maximizes traffic access throughout the city between developments and minimizes the use of cul-de-sacs. Responsibility: Manager and Planning Commission by December 2017.~~
- ~~1.~~
- ~~2. Research the applicable safety requirements for the city's street system and audit against those requirements on a five-year interval. Responsibility: Manager by September 2018.
Develop an action plan to resolve noncompliance items noted during the audit. Responsibility: Manager by January 2019.~~

Strategy No. 3

~~Ensure the city street system is designed and maintained according to appropriate safety requirements as the growth continues.~~

Goals

Commented [JB7]: Addressed under Goal 2

1. ~~Research the applicable safety requirements for the city's street system and audit against those requirements on a five year interval. Responsibility: Manager by September 2018.~~
2. ~~Develop an action plan to resolve noncompliance items noted during the audit. Responsibility: Manager by January 2019.~~

GoalStrategy No. 43

Develop and implement ~~a~~ proactive maintenance plans and funding mechanisms for ~~the e~~City infrastructures~~streets~~.

ObjectivesGoals

1. ~~Maintain~~Obtain a survey of street conditions throughout the ~~C~~city and ~~develop and~~ budget for a multiyear maintenance plan based upon the results of the survey. Ongoing~~Responsibility: Manager and City Council by September 2017 and update every five years.~~
2. Evaluate adoption of fuel tax to fund street maintenance activities. FY 2019-20
3. Implement recommendations of Storm Water Master Plan for maintenance of City drainage facilities. Ongoing
4. Evaluate adoption of a storm water utility to fund ongoing storm water maintenance. FY 2019-20
5. Evaluate rates annually to ensure adequate funding for operations and maintenance of systems consistent with funding requirements. Ongoing
6. Evaluate SDCs based on changes to master plans and to ensure ongoing funding for needed and/or planned capital improvements. Ongoing
7. In conjunction with development of new fire station, consider reuse/relocation of existing structures or addition of new facilities for maintenance/shop building and yard.
- 2-8. Establish reserve funds for identified future capital needs. OngoingCreate a plan to transition to LED lighting throughout Millersburg. Responsibility: Manager and City Council by January 2019. Info only: New lights being installed are LED. Check out Hoffman Estates on Millersburg Drive.

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GoalStrategy No. 54

Provide enhanced opportunities for connectivity via non-motorized transportation throughout the eCity.

ObjectivesGoals

- ~~1. Complete Parks Master Plan, including planning for multiple use trails, and prioritize projects. FY 2019-20~~
- ~~1. Develop a master plan for multiple use trail design and development throughout the city. Responsibility: Special committee, Manager and Planning Commission by May 2018.~~
- ~~2.~~
- ~~2,3. Incorporate the building of designed trails into the planning and approval of new properties and interconnect with neighborhoods via bike lanes. Ongoing Responsibility: Special Committee, Manager and Planning Commission by May 2018.~~
- ~~3. Complete a master plan for installing bike lanes on all city arterial and collector streets where possible. (Woods Rd., Conser, Morning Star and both ends of Old Salem). Responsibility: Manager, Planning Commission and City Council by December 2016.~~
- ~~4. Incorporate bike lanes identified in the master plan into street improvements, in coordination with approval of future developments and other city sponsored street improvements. Responsibility: Manager and Planning Commission On going.~~

Commented [JB8]: Bike lanes are already in master plans. If desired, specific projects should be prioritized in the CIP

StrategyGoal No. 65

Ensure that adequate public transportation is available to those requiring it as the City continues to grow.

ObjectivesGoals

- ~~1. Identify existing public transportation systems currently available to citizens and communicate the information to residents via multiple formats. Responsibility: Staff by September 2016. Completed~~
- ~~2. Seek input from residents regarding the need for additional public transportation. Responsibility: Staff by September 2016. Suggest deleting with current coverage plans. Open opportunity is the expansion of the regional bus service which is being discussed.~~
- ~~3,1. Represent the City's public transportation needs through participation with Albany Area Metropolitan Planning Organization~~

(AAMPO). Ongoing requirements to regional organizations (Council of Governments) and businesses that are or could become providers of increased transportation resources. Responsibility: Staff and City Council on-going. In progress and on-going by Councilman Don Miller.

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Strategic Priority 5~~Vision 4~~: Recreation

Millersburg is a eA community that strives to support community~~recreational and social activities for all ages~~

Goal~~Strategy~~ No. 31

~~Evaluate and plan for park and recreation needs~~~~the usability of the city park for increased recreational opportunities.~~

Objectives~~Goals~~:

- ~~1. Develop a proactive maintenance plan for the parks. Responsibility: Staff and City Council by August 2016. **Completed. Shared and implemented?**~~
- ~~1. Complete Parks Master Plan to identify park and recreation needs. FY 2019-20~~
- ~~2. Sunset Parks Committee and establish a Parks Commission upon completion of the Parks Master Plan. FY 2019-20~~
- ~~3. Develop additional goals and objectives in consultation with Parks Commission and Council concurrence, based on system inventory, community needs, goals and implementation actions and strategies identified in the Parks Master Plan. Ongoing~~
- ~~4. Ensure that Parks Master Plan is regularly reviewed and updated. Ongoing~~
- ~~2. Develop intramural sports fields at the park and include a review of total park lighting needs. Responsibility: Manager and City Council by September 2017. **In progress**~~
- ~~3. Evaluate and resolve drainage issues throughout the park. Responsibility: Manager by September 2017. **In progress**~~
- ~~4. Install a water spray fountain at the park. Responsibility: Staff and City Council by July 2017.~~
- ~~5. Develop a plan to incorporate property "set asides" for parks into new subdivisions. Responsibility: Manager / Planner and parks subcommittee by January 2017. **Alternative plan being considered is converting city owned property into additional park space.**~~

Goal Strategy No. 2

Continue to support and grow the annual community event, the Millersburg Celebration. Develop an annual community event.

Goals Objectives:

1. Support City-sponsored committee to manage the Millersburg Celebration. Ongoing Organize a committee to design and manage an annual event in the park. Responsibility: Manager and special committee by August 2018, with planning starting by May 2017. Some preliminary discussions with recognition of need
2. Continue to reach out to businesses for participation in the annual event. Ongoing Provide opportunities for businesses to set up information tables at the annual event in the park. Responsibility: Manager and Special committee by August 2018, with planning starting by May 2017.

Goal Strategy No. 13

Provide a community center or space for residents that could house a number of local organizations, activities, and training events.

Objectives:

1. Develop a plan to modify city hall to allow it to be used for more community events while increasing security of the office areas. Responsibility: Citizen's committee, Staff and City Council by November 2016.
2. If making the city hall available for a wider range of community events proves to be valued and results in usage beyond what can be supported, develop a plan to build a community center. Responsibility: Manager and City Council by November 2022.
1. Evaluate opportunities to partner or contract with other organizations for operation and staffing of a City-owned community center that would meet the needs of all stages of life. FY XXX
2. Plan for a future structure that could house a community center room, either in combination with another organization or in a City-owned building. FY XXX

Commented [JB9]: Staff recommends removing this goal for now and evaluating with Parks Master Plan effort. It can be added back in later if it is a priority.

Develop a plan to manage the new community center using primarily volunteers with minimal staff support. Responsibility: Manager and City Council by November 2022.

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Strategic Priority 6~~Vision 5~~: Environmental Stewardship

~~Millersburg promotes sustainability through efficient management of natural resources will plan for the reduction of its carbon footprint~~

Commented [JB10]: Staff modified to provide clarity regarding city intent of this strategy. Broadened strategy to apply to more than just carbon footprint and to clarify whether this applies to City facilities or the community as a whole.

Goal~~Strategy~~ No. 1

~~Manage natural resources through long-range planning to ensure proper maintenance and investment in these resources. Upgrade city buildings with solar energy.~~

Commented [JB11]: Current city buildings may not be oriented to take advantage of solar energy (panels) due to roof designs. Objective 4 provides the opportunity to evaluate current and future facilities more broadly than just solar panels.

Objectives~~Goals~~:

1. Manage City open space property to promote the health of existing trees and habitat.
2. Preserve existing trees where possible and encourage planting of new trees with development.
3. Maintain the urban stream system to preserve and increase storm water flow capacity while supporting beneficial vegetation and habitat.
4. Evaluate City facilities for opportunities to incorporate renewable power and energy savings.
5. Consider opportunities for reuse of treated wastewater for industrial/irrigation needs.

~~Research and evaluate energy compensation programs for the conversion of city owned buildings to solar energy as a supplemental power source.
Responsibility: Manager and City Council by December 2017.~~

Strategic Plan Accomplishments

2016 Strategic Plan Identifier	Objective	Date Completed
V1.S1.G1	Process for approval a revision to Section 13 of the City Charter to change the form of city government from a council-mayor form to a council-manager form of government.	Dec 2016
V1.S1.G2	Hire a city manager who can also serve as city planner.	Jan 2017
V1.S1.G3	Create a plan for hiring person to fill City Recorder position.	June 2017
V1.S4.G2	Install a reader board in front of City Hall.	Oct 2016
V1.S4.G4	Change City Hall hours so it is staffed from 8:00 am until 5:00 pm.	Feb 2017
V1.S4.G6	Add signage to existing utility bill drop box to include "Suggestion Box".	July 2016
V1.S4.G7	Provide a phone messaging system where emergency numbers for City support are provided.	May 2018
V1.S3.G7	Streamline utility billing to bi-monthly water and sewer	Fall 2017
V1.S5.G2	Conduct an annual review of fire protection and ambulance services provided by the Jefferson and Albany agencies to ensure adequate support is provided	2017
V1.S7.G1	Ensure that updated job descriptions exist for all current and proposed staff positions	Feb 2018
V1.S7.G5	Utilize the services of a professional staffing resource(s), including the Council of Governments, to provide pools of qualified and pre-screened candidates for any City staff job openings	Sept 2016

V3.S1.G1	Develop and implement a plan to light the entire length of Old Salem Road, converting to LED lighting and installed at a spacing accepted as best practices.	Jan 2019
V3.S6.G1	Identify existing public transportation systems currently available to citizens and communicate the information to residents via multiple formats	2017
V3.S6.G2	Seek input from residents regarding the need for additional public transportation	2017
V4.S2.G1	Organize a committee to design and manage an annual event in the park.	2017/18
V4.S2.G2	Provide opportunities for businesses to set up information tables at the annual event in the park.	Sep 2018
V4.S3.G1	Develop a proactive maintenance plan for the parks.	Mar 2019