

# Strategic Plan

## 2019-2023

*Adopted April 9, 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



---

Scott McPhee  
City Councilor



---

Scott Cowan  
Council President



---

Don Miller  
City Councilor



---

David Harms  
City Councilor

# 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.





## **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 citizen and business 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 citizens 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. Continue to evaluate use of intern, part-time, contract, and consultant support to meet staffing needs. Ongoing
4. Evaluate ongoing and additional funding opportunities, such as a transient room tax and maintenance/expansion of existing franchise fee agreements. FY 2020-21
5. 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

### **Goal No. 3**

Support the administrative and regulatory needs of the community.

#### **Objectives**

1. Provide automatic payment capability for billing. Requires new utility billing program. FY 2020-21
2. Evaluate new software system for City (utility billing, records management, financial). FY 2019-20
3. Evaluate current phone system and potential upgrade. FY 2019-20
4. Upgrade the City Code of Ordinances to a Municipal Code, then revise/update code to meet current or known pending requirements. FY 2020-21
5. Conduct an audit of the City Charter to identify needed changes/modifications. FY 2020-21
6. 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

# 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 2021-22
2. Develop emergency evacuation plan for City Hall. FY 2019-20
3. Develop Continuity of Operations Plan (COOP). FY2019-20
4. Develop Safety Manual. FY 2020-21
5. Identify and store emergency supplies for limited support during an emergency and conduct an evaluation of seismic vulnerability for City facilities. Ongoing
6. Provide disaster preparedness training for interested citizens and sponsor the training and certification of a CERT (Citizens Emergency Response Team) team for Millersburg. FY2019-20

### 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 2020-21

# 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 citizens or passing motorists. FY 2019-20
5. Complete wetland delineation of City-owned property. FY 2020-21
6. Develop a program to identify businesses within the City of Millersburg that provides needed business information without significant cost to the business. FY 2019-20

### 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.
  - a. Design marketing materials and promote properties within Millersburg. FY 2019-20
  - 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. Ongoing
- 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,
  - a. Review Land Use Development Code and design standards for properties fronting Old Salem Road. FY 2019-20
  - b. Incorporate improvements/enhancements along Old Salem Road into Transportation System Plan. FY 2021-22
  - c. Construct gateway treatments at north and south ends of City, also consider gateway treatment at Murder Creek. FY 2023-24

## 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. Ongoing
2. Maintain water loss at 10 percent or less. FY 2021-22
3. Ensure that City-wide master plans and engineering standards are in place and regularly reviewed/updated for streets, water, sewer, and storm water. Ongoing
4. Incorporate tasks and projects identified in master plans into Capital Improvements Program 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. FY 2019-20
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. FY 2020-21
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. 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

# 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



# Strategic Priority 6: Environmental Stewardship

## Millersburg promotes sustainability through efficient management of natural resources

### Goal No. 1

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

#### Objectives:

1. Manage City open space property to promote the health of existing trees and habitat. Ongoing
2. Preserve existing trees where possible and encourage planting of new trees with development. FY 2019-20
3. Maintain the urban stream system to preserve and increase storm water flow capacity while supporting beneficial vegetation and habitat. Ongoing
4. Evaluate City facilities for opportunities to incorporate renewable power and energy savings. Ongoing
5. Consider opportunities for reuse of treated wastewater for industrial/irrigation needs. FY 2023-24

# 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