

LOOKING FORWARD TO THE NEXT 5 YEARS
CITY OF MILLERSBURG OREGON
STRATEGIC PLAN



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.

Approved by: _____ Date: _____

Mayor

Approval Date: 7/12/16

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.

VISIONS

Vision 1:

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

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Vision 2:

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

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Vision 3:

Transportation systems are designed & maintained for future growth.

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

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Millersburg will plan for the reduction of its carbon footprint.

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Vision 1:

**Millersburg is governed in a way that supports the needs of
it's growing residential base and its businesses**

Strategy No. 1

Ensure adequate staffing is in place to match the demands of the growing community.

Goals

1. 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.
2. Hire a city manager who can also serve as city planner. Responsibility: City Council by January 2017.
3. Create a plan for hiring person to fill City Recorder position. Responsibility: City Council by June 2017.
4. Develop a plan to provide internship opportunities for college students to learn and assist the city. Responsibility: Manager and City Council by August 2018.

Strategy No. 2

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

Goals

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. Responsibility: Budget Committee and City Council by June 2017 (Per Budget Comm. Discussion 4/21/16).

Strategy No. 3

Support the safety, administrative and regulatory needs of citizens.

Goals

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.
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.
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.
7. Create a plan to streamline the water and sewer bills, including providing automatic payment capability. Responsibility: Staff and City Council by July 2017.
8. Conduct an audit of the City Charter and the City Code of Ordinances to determine which sections need to be upgraded to meet current or known pending requirements. Responsibility: Special Committee and City Council by June 2018.

Strategy No. 4

Develop and enhance opportunities to communicate with citizens.

Goals

1. Upgrade the web site similar to Philomath's. Responsibility: Staff and City Council by June 2016.
2. Install a reader board in front of city hall. Responsibility: Staff and City Council by October 2016.
3. 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.
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.
5. Develop a plan for scheduling maintenance staff for weekend and late afternoon coverage. Responsibility: Manager and City Council by June 2017.
6. Add signage to existing utility bill drop box to include "Suggestion Box". Responsibility: Staff and City Council by July 2016.
7. Provide a phone messaging system where emergency numbers for city support are provided. Responsibility: Staff and City Council by October 2016.

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.
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.

Strategy No. 6

Seek out and provide opportunities for citizens to volunteer in support of their community.

Goals

1. Identify opportunities to involve citizens in projects or advisory committees in a way that would foster communications, involvement and community support. Responsibility: Manager and City Council by December 2017.

Strategy No. 7

Invest in tools, processes and training that enhance the professionalism by which the city is governed and managed.

Goals

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.

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.
 3. Ensure that staff responsibilities in the area of customer relations are clearly articulated and develop a mechanism to solicit and incorporate customer feedback into the employee evaluation process. Responsibility: Manager and City Council by December 2017.
 4. Identify and sponsor specific professional development opportunities (classes, seminars, webinars) focused on strengthening job skills of staff, City Council and Planning Commission in the areas of quality / process improvement and customer relations / satisfaction. Responsibility: Manager and City Council by August 2017.
 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.

Vision 2:

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

Strategy No. 1

Provide an economic development plan for the city that identifies desired businesses, taking into consideration: minimal impact on the environment, maintains a safe environment for employees and the community, maximizes 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.

Goals

1. Develop a marketing plan that provides controlled growth while attracting businesses with attributes identified above. This is specific to city owned property. Responsibility: Manager and City Council by July 2017.
2. Audit the value in the membership in Amedc versus using other marketing tools going forward. Responsibility: City Council by June 2017.
3. Identify and design a city core area to be set aside to accommodate a retail center or businesses supporting residents or passing motorists. Responsibility: Manager and City Council by October 2018.
4. 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.
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.

Vision 3:

Transportation systems are developed **and maintained for future growth**

Strategy No. 1

Develop Old Salem Road as the Gateway into Millersburg

Goals

1. Develop plans to optimize the aesthetics of Old Salem Road. Responsibility: Special committee, Manager, Planning Commission and City Council by December 2017
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.

Strategy No. 2

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

Goals

1. 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.
2. 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.

Strategy No. 3

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

Goals

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.

Strategy No. 4

Develop and implement a proactive maintenance plan for the city streets.

Goals

1. Obtain a survey of street conditions throughout the city and develop and budget for a multiyear maintenance plan based upon the results of the survey. Responsibility: Manager and City Council by September 2017 and update every five years.
2. Create a plan to transition to LED lighting throughout Millersburg. Responsibility: Manager and City Council by January 2019.

Strategy No. 5

Provide enhanced opportunities for non-motorized transportation throughout the city.

Goals

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. Incorporate the building of designed trails into the planning and approval of new properties and interconnect with neighborhoods via bike lanes. 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.

Strategy No. 6

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

Goals

1. Identify existing public transportation systems currently available to citizens and communicate the information to residents via multiple formats. Responsibility: Staff by September 2016.
2. Seek input from residents regarding the need for additional public transportation. Responsibility: Staff by September 2016.
3. Represent the city's public transportation 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.

Vision 4:

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

Strategy No. 1

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

Goals

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

Strategy No. 2

Develop an annual community event.

Goals

1. 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.
2. 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.

Strategy No. 3

Increase the usability of the city park for increased recreational opportunities.

Goals:

1. Develop a proactive maintenance plan for the parks. Responsibility: Staff and City Council by August 2016.
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.
3. Evaluate and resolve drainage issues throughout the park. Responsibility: Manager by September 2017.
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.

Vision 5:

Millersburg will plan for the reduction of its carbon footprint

Strategy No. 1

Upgrade city buildings with solar energy.

Goals:

1. 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.