

# Philomath Strategic Plan

FY2020– FY2024  
Adopted 2/24/2020



## City Manager Message

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Creating a vibrant city is a delicate balance of art and science. Success requires thoughtful deliberation, collaboration, a willingness to listen and learn as well as an ability to share knowledge and build capacity. By providing good information, analysis, and input, we can broaden the conversations the city has about its priorities, introduce new ideas that generate creativity, and advance an agenda that is rooted in ensuring a high quality of life for all.

This Strategic Plan is an affirmation of who we are and why we are here. It is about reaffirming our commitment to the City's mission of promoting ethical and responsive governance and providing citizens with quality services in an efficient and cost effective manner. It is also about adding clarity: clarity about what matters most, how we will work, and who we will work with to meet our goals and objectives as a City.

A series of key cultural shifts identified during the strategic planning process helped shape this strategic Plan. These key cultural shifts call on the City to:

- Reinvent engagement to broaden participation in city governance and planning;
- Provide a healthy environment where the economy can grow and thrive;
- Create and carry out plans future infrastructure needs throughout the City;
- Promote transit services, parks, trails and other quality of life essentials; and
- Inspire and continually pursue a culture safety and wellbeing.

Ultimately, we must show what we do, its value and relevance to Philomath residents, and its importance to the City's success. We must be more nimble in how we work and embrace new ways to bring citizens into the conversation about the City's future. By embracing these key cultural shifts, I believe we can strengthen our impact as a City. This Strategic Plan is the playbook for moving our City forward. I look forward to sharing the journey ahead with all of you.

-Chris Workman

## Why Do Strategic Planning?

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If our Mission Statement is to have any meaning, it must be accompanied by deliberate planning efforts to move the organization and the community toward a desired future. This requires clearly defined goals, proactive objectives, committed leadership, and effective management. Above all, it requires managing the forces of change. Those forces include community demographics, state and federal mandates, fiscal constraints, economic conditions, emerging technologies, and many other influences on our service delivery efforts. High performing organizations are those that learn to anticipate and adapt to change by creating value for those we serve, and motivation and meaning for those who serve them. The best tool for accomplishing these objectives is strategic planning.



**The City of Philomath's Mission Is**  
*to promote ethical and responsive municipal government  
which provides its citizenry with high quality municipal  
services in an efficient and cost effective manner.*

## Strategic Plan Themes

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Our Strategic Plan has five primary themes that reflect our Mission Statements:

- Responsive, Effective & Transparent Governance
- Healthy Economy
- Strong & Resilient Infrastructure
- Great Neighborhoods
- Safe Community

Specific goals, objectives, and actions move the organization toward our themes and mission of the future.

Mission → Themes → Goals for Theme → Objectives of Goal → Action Items

Each theme is followed by the City's primary goals in that subject area for the foreseeable future. The goals should remain constant over time and should only be revised to reflect significant community changes or unanticipated events.

A list of measurable objectives with benchmarks helps us track progress toward the goals. Objectives are generally identified to cover the five-year planning period from the date they are adopted or revised.

Actions are the steps needed to meet the objective. Many more strategies and actions will be developed at the department and division level to align the entire organization with the goals and objectives.

This plan is intended as a work in progress. While the mission and goals should remain constant, the objectives and actions will need periodic review and refinement. We will track progress through regular reporting on the measures, and they will be incorporated into department, organization, and community publications. The annual Budget and Capital Improvement Program will serve as reporting and implementing policy documents, identifying relationships with the Strategic Plan. Comprehensive Plan, Transportation System Plan, Water Master Plan, Wastewater Master Plan, Storm Drain Plan, Parks Master Plan and other related planning documents are reviewed to ensure support for the Strategic Plan.

The Strategic Plan, although adopted near the beginning of the calendar year, is based on the Fiscal Year schedule. For example, a plan objective adopted in 2019 is meant to be completed during Fiscal Year 2019-20. The timing of the adoption of the plan allows the City Council to have a mid-year check in with how the prior year's plan objectives are progressing, and also assists City staff with preparing the budget to assist with the Council's priorities adopted in the Plan.

# Outline Summary

## Theme 1: Responsive, Effective & Transparent Governance (pg. 6)

- Goal 1.1: Maintain budget for a healthy carryover within all funds
- Goal 1.2: Enhance current levels of operations and city services
- Goal 1.3: Regular Council Engagement with Citizens
- Goal 1.4: Cyber-Security Resiliency Plan

## Theme 2: Healthy Economy (pg. 9)

- Goal 2.1: Advance the Downtown Safety & Streetscapes Project
- Goal 2.2: Let the County, State and region know that Philomath is open for business
- Goal 2.3: Develop and Expand Philomath Tourism

## Theme 3: Strong & Resilient Infrastructure (pg. 13)

- Goal 3.1: Update, adopt and implement all Master Plans
- Goal 3.2: Preserve and enhance the Sewer infrastructure
- Goal 3.3: Preserve and enhance the Water infrastructure
- Goal 3.4: Preserve and enhance the Stormwater infrastructure
- Goal 3.5: Preserve and enhance the Street infrastructure
- Goal 3.6: Implement GIS tools and services into Public Works
- Goal 3.7: Improve resiliency of public infrastructure

## Theme 4: Great Neighborhoods (pg. 18)

- Goal 4.1: Support inclusive community outreach to improve communication channels
- Goal 4.2: Maintain optimal level of transit services
- Goal 4.3: Implement Park Master Plan and encourage community events

## Theme 5: Safe Community (pg. 19)

- Goal 5.1: Ensure public safety by protecting people and property

## Appendix A: Objectives and Actions items completed in previous years (pg. 24)

### Key to Tables

N/A Indicates the objective/action was not in the Plan in this year.

XX Indicates the objective/action was not scheduled to take place this year.

# Theme 1: Responsive, Effective & Transparent Governance

## Goal 1.1: Maintain budget for a healthy carryover within all funds

**Objective 1.1.1:** Bring General Fund's ending fund balance up to \$600,000 or the equivalent of five month's operating expenses, whichever is greater.

*Action: Enact and maintain a fee to increase revenue coming into the general fund.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Renewed 3/11/19					

*Action: Adopt annual budgets that add to the ending fund balance each year.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Adopted 6/24/2019					

**Objective 1.1.2:** Promote City efforts and accomplishments in managing finances.

*Action: Notify the public once the annual audit is placed on the city website*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Completed in Nov.					

*Action: Provide clear reports in the city newsletter each publication (12 per year), highlighting an area of city operation.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
10 of 12 months					

*Action: Notify the public of budget meetings and when the approved budget is available on the city website in effort to communicate the City's financial transparency.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Completed					

**Objective 1.1.3:** Continue practice of having an annual audit performed.

*Action: Review the audit thoroughly and publish the results.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Presented 11/12/2019					

## Goal 1.2: Enhance current levels of operations and city services

**Objective 1.2.1:** Implement appropriate technology to improve efficiency and expand transparency

*Action: Utilize and report on new technologies implemented to make work more efficient*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Setup PageFreezer for digital archiving; Made email to Council members easier; and Posted audio recordings of meetings online.					

**Objective 1.2.2:** Ensure City's Fee Schedule is fair and equitable

*Action: Complete a fee schedule comparison prior to adopting changes to the utility fee schedule.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Completed 3/11/2019					

*Action: Complete a fee schedule analysis prior to adopting changes to the planning fee schedule.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
No changes					

*Action: Complete a fee schedule analysis prior to adopting changes to the city fee schedule.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Completed 9/9/2019					

**Objective 1.2.3:** Strengthen Regional Cooperation

*Action: Contact appropriate affiliate when implementing an action item. Affiliates include but are not limited to: Willamette Criminal Justice Council, Oregon State University, Oregon Cascade West Council of Governments, Thriving Communities Initiative and League of Oregon Cities.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
ODOT: Streetscape Project; ped crossing. COG: Wetlands Legislation					

**Objective 1.2.4:** Save money each year for future building renovations and construction.

*Action: Allocated money in the budget each year toward renovation and construction of City buildings within the Land Building and Equipment Fund.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Transferred \$47,000 to LB&E Fund					

**Objective 1.2.5:** Consider amending the City Charter to allow for staggered four-year city council terms.

*Action: Draft amendment language and hold public hearing.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

### **Goal 1.3: Regular Council Engagement with Citizens**

**Objective 1.3.1:** Administer a satisfaction survey for city-provided services

*Action: Scope the cost and expected results of a survey.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 1.3.2:** Provide written content of material from the Council for use in the local paper, city newsletter, etc.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 1.3.3:** Hold in-person sessions with the public throughout the year

*Action: Have “Coffee with a City Council Member” sessions quarterly.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Have a Town Hall meeting on the topic of Emergency Management.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Hold a second town hall meeting*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

## Goal 1.4: Cyber-Security Resiliency Plan

**Objective 1.4.1:** Adopt and maintain a relevant Cyber-Security Resiliency Plan

*Action: Work with Benton County Emergency Management, CityCounty Insurance Services (CIS) and Oregon Cascades West Council of Governments (OCWCOG) to identify best practices in cyber-security resilience and customize a plan for the City.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Test the plan against a likely attack at the staff level and report the findings of the test to the Council.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

## Theme 2: Healthy Economy

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### Goal 2.1: Advance the Downtown Safety & Streetscapes Project

**Objective 2.1.1:** Approve a final design that includes access to businesses and increased parking.

*Action: Establish a Stakeholders Committee to advise on design by June 1, 2017*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Construction bumped to 2022; committee to start in 2020					

**Objective 2.1.2:** Revitalize Downtown

*Action: Revamp the Façade Improvement Program, adding a match-required forgivable loan aspect. Create and implement a private property incentive program for redevelopment/structural repair of downtown buildings once Streetscape project is complete.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX	XX	XX	XX		

*Action: Utilize Urban Renewal dollars to maximize redevelopment efforts in Downtown Philomath with strategic public investments to spur private investments following completion of the Streetscape project.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX	XX	XX	XX		

*Action: Establish Design Standards for the downtown area to complement the streetscapes theme.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Enable and promote events in the downtown area.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

## **Goal 2.2: Let the County, State and region know that Philomath is open for business**

### **Objective 2.2.1: Current Assessment of City Business/Industrial Sites**

*Action: Apply for a grant funding to complete an analysis of all businesses and industrial sites currently operating within Philomath. List includes name of business/industry; years in business (in total and within Philomath) number of employees; property tax generated; other relevant information.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Applied for funding					

### **Objective 2.2.2: Establish a business toolkit to make it easier for new business to get established in town and support existing businesses.**

*Action: Update website with information including important contacts, available lenders, small business resources, permit estimates, zoning information and basic startup information.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Some updating, more needed					

*Action: Add information about RAIN Oregon to the City website, including links to resources.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Not completed					

### **Objective 2.2.3: Create and maintain a dialogue between city officials and local businesses in regards to things that the City can do to assist local businesses; respond to all economic development information requests.**

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Responded to 3 referrals from Benton County, 2 from RAIN					

### **Objective 2.2.4: Create an encouraging environment for the development and expansion of desired businesses. Collaborate with organizations focused on business retention, expansion, startup development, and entrepreneurship to establish new firms and strengthen existing businesses.**

*Action: Conduct regular visits to businesses and industries as an ambassador. Address regulatory barriers and provide resources that enable development and retention of*

*businesses in Philomath. Connect local businesses with available resources including the Chamber, CWCOCG, SBA, and Small Business Development Center at LBCC*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Established Mid-Valley Partnership					

**Objective 2.2.5:** Participate in meetings of partner organizations. Share and communicate our economic development goals and policies with our partners. Maintain positions on any boards of our partner organizations.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Completed					

*Action: Establish a Council Liaison position with the Benton County Economic Development Committee.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Not Completed					

**Objective 2.2.6:** Maintain strong interoffice communication to deliver prompt and accurate responses to economic development information requests. Apprise the City Council of economic development projects and identify regulatory barriers to these projects.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Addressed wetlands with 404 assumption legislation					

**Objective 2.2.7:** Consider an enterprise zone in the industrial zones to encourage development

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Not Completed					

**Objective 2.2.8:** Consider forming an Economic Development Committee to take the lead on business outreach.

*Action: Approve language in the municipal code to establish the committee including organizational structure, appointments, terms, responsibilities, etc. Select members and assign a Council representative to attend Committee meetings with regular reporting.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Not Completed					

*Action: Partner with other entities such as OSU, LBCC, and other businesses or nonprofits to further economic development outreach.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Partnered with 7 cities to form Mid-Valley Partnership					

## **Goal 2.3: Develop and Expand Philomath Tourism**

**Objective 2.3.1:** Support the Marys Peak to Pacific Scenic Byway

*Action: Participate in the official ribbon cutting event in the Spring of 2020.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Assign a Council member to the Scenic Byway management committee and receive periodic updates of the committee's meetings.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 2.3.2:** Support efforts to improve Skirvin Park, home of the Philomath Frolic & Rodeo

*Action: Task the Council liaison to participate in the Stakeholder Committee meetings for the master plan project and provide updates of the committee's progress.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 2.3.3:** Support organizations that service or promote tourism in the City

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 2.3.4:** Consider implementation of a transient lodging tax (TLT) to fund future investments in tourism

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

## Theme 3: Strong and Resilient Infrastructure

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### Goal 3.1: Update, Adopt and Implement all Master Plans

**Objective 3.1.1:** Update the Stormwater Master Plan by 2020

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Applied for grant					

### Goal 3.2: Preserve and Enhance the Sewer Infrastructure

**Objective 3.2.1:** Reduce excessive Inflow and Infiltration (I & I) in the sewer collection system to prevent excessive flows in the Wastewater Treatment facility. [Public Works]

*Action: Use the Capital Improvement Plan (CIP) as the guide, repair or replace identified collection system pipes having the largest amounts of recorded I & I.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Plan and Budget to transfer to LBE Fund					

*Action: Utilize remote camera and other new technology to identify problem areas.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
TV'ed 1/3 of the City	TV 1/3 of the City	TV'ed 1/3 of the City			

**Objective 3.2.2:** Gravity feed line Timber Estates to Newton Creek trunk sewer; abandon Timber Estates pump station

*Action: Obtain easement from Philomath School District by the end of 2020.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Worked with School District for easement					

**Objective 3.2.3:** Replace old, unreliable sections of the City's sewer mains (1952 era, etc.)

*Action: Follow the Wastewater Master Plan priority list; complete projects as funding allows.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Planning for future projects					

**Objective 3.2.4:** Extend land use application capacity

*Action: Construct irrigation line from lagoons to the east side of Bellfountain Road.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Project pending farmer's readiness					

**Objective 3.2.5:** Cleanout locating project

*Action: TV all new sewer lines before acceptance and at the 11 month mark of each project.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Completed					

**Objective 3.2.6:** Smoke test a third of sewer system each year for 3 years, then as needed

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
1/3 completed					

**Objective 3.2.7:** Sewer installation on upper and lower Benton View Drive -Creating a Local Improvement District to pay for the construction.

*Action: Complete engineer's report and hold the public hearing by June 2020.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Not Completed					

**Goal 3.3: Preserve and Enhance the Water Infrastructure**

**Objective 3.3.1:** Replace undersized water lines in conjunction with street projects

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 3.3.2:** Analyze water availability from other sources.

*Action: Meet with Adair Village, Corvallis Monroe and Benton County to consider possibility of a region-wide water district.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Met twice; continuing discussions					

*Action: Consider advanced treated recycled water for direct potable reuse as a new water source option.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Concept introduced in meeting with OSU					

**Objective 3.3.3: Construct new water treatment plant**

*Action: Reporting and work will continue in subsequent years until the project is completed.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A	XX	Targeted construction year			

*Action: Prepare Communication Action Plan to keep the community up to date on project progress.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 3.3.4: Abandon water line on Chapel Drive from 13<sup>th</sup> to 15<sup>th</sup> street upon completion of 3.2.2 by 2020**

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Goal 3.4: Preserve and Enhance the Stormwater Infrastructure**

**Objective 3.4.1: Renew pipe sections of the Storm Sewer System listed in the Capital Improvement Plan to more effectively remove standing water from our streets.**

*Action: Use the Capital Improvement Plan (CIP) as our guide, make improvements to identified areas of the system nearest to the river to support drainage capacity of the outlying areas of the system.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A	XX				

**Goal 3.5: Preserve and Enhance the Street Infrastructure**

**Objective 3.5.1: Keep existing streets in good repair with chip sealing, crack sealing and overlays when available, following the Transportation System Master Plan priority list of projects.**

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Used Small City Allotment Grant to chipseal local streets					

**Objective 3.5.2: Monitor traffic counts on local streets and maintain counts over time.**

*Action: Purchase radar signs that control speed limits and capture traffic count data.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Purchased one sign, Submitted grant for one more					

**Objective 3.5.3:** Form a local improvement district (LID) and build N. 12<sup>th</sup> Street to current city standards from Pioneer to the north terminus

*Action: Work with the F Street (N 12th Street) Road District on the formation of a Local Improvement District. City recognizes that the Road District should have at least a 50% majority in favor of proceeding before the City becomes involved in the planning effort of forming a LID.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
No new action taken					

*Action: Complete scoping and engineering for the project; set time table.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
No new action taken					

*Action: Construct storm and street project.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
No new action taken					

**Objective 3.5.4:** Form a local improvement district (LID) and build N. 11<sup>th</sup> Street to current city standards from Pioneer to the north terminus

*Action: Complete scoping and engineering for the project; set time table.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Construct storm and street project.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

**Objective 3.5.5:** Encourage development of N 9<sup>th</sup> Street to current city standards from Pioneer Street north with Benton County and CAMPO

### **Goal 3.6: Implement GIS Tools and Services into Public Works**

**Objective 3.6.1:** Map infrastructure features for each utility and city park

*Action: Map all sewer lines, manholes, service laterals, cleanouts, air/vac valves, etc.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
95% mapped					

*Action: Map all water lines, valves, hydrants, meters, air/vac valves, Claval valves, sample sites (all), backflows and other appurtenances.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
95% mapped					

*Action: Map of all storm lines, manholes, catch basin laterals, cleanouts, catch basins, outfall locations, sample locations and other appurtenances.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
95% mapped					

*Action: Map all sidewalks, street signs, crosswalks, easements, ROW, street type, street lights and other appurtenances.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
0% mapped					

*Action: Map all play equipment, trees, tree maintenance, playground inspections and other appurtenances.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
0% mapped					

**Objective 3.6.2:** Develop, implement, then review a security policy and ensure compliance with Homeland Security and other state or federal requirements.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX	XX	XX	XX	XX	scheduled review

### **Goal 3.7: Improve resiliency of public infrastructure**

**Objective 3.7.1:** Complete seismic upgrades to water reservoir identified in the Water Master Plan

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX					

## Theme 4: Great Neighborhoods

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### Goal 4.1: Support inclusive community outreach to improve communication channels.

**Objective 4.1.1:** Provide Citizens' Academy to connect with and educate residents.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
6 graduates	12 graduates				

**Objective 4.1.2:** Complete internal review of public outreach and compare findings to other communities and recommended best practices.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX					

**Objective 4.1.3:** Staff to present year-end statistics on residential, commercial and industrial growth and inventory to the City Council annually.

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Not completed					

### Goal 4.2: Maintain optimal level of transit services

**Objective 4.2.1:** Provide bus service

*Action: Complete ridership needs assessment and adjust routes as needed*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Held an Open House and updated bus route					

*Action: Create a bus service promotion plan to encourage ridership*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Promoted updated route in newsletter, website, social media, etc.					

*Action: Complete ridership survey to collect ridership information and needs assessment*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

Action: Promote a free ridership week at the start of the school year

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

### Goal 4.3: Implement the Park Master Plan and encourage community events

**Objective 4.3.1:** Complete design and construction on the new park on N 11<sup>th</sup> Street

Action: Hold groundbreaking and project completion ceremonies

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Scheduled for Spring of 2020					

**Objective 4.3.2:** Follow the Park Master Plan Capital Project list

Action: City Park -replace restroom #1 with ADA compliant restrooms

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Acquired partial funding					

Action: Complete Cochran Park Design and Construction

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

Action: City Park –replace drinking fountain and add benches

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX					

Action: Update Park Master Plan and capital project list

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
XX					

**Objective 4.3.3:** Provide annual Spring Clean-Up

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Done					

**Objective 4.3.4:** Coordinate efforts relating to Music in the Park through the Park Advisory Board

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Done					

**Objective 4.3.5:** Maintain annual Tree City USA certification

Action: Hold Arbor Day Event with schools

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Done					

## Goal 4.4: Update the City’s Comprehensive Plan

**Objective 4.4.1:** Complete all needed analysis needed for the comp plan update

*Action: Allocate money in the budget for comp plan consulting services*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
\$20,000 allocated; \$50,00 grant awarded					

*Action: Complete Buildable Land Inventory analysis*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Complete Economic Opportunities analysis*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Complete Housing Needs analysis*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

*Action: Complete Main Street Plan analysis*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

### Objective 4.4.2: Approve the Comprehensive Plan Update

*Action: Form a stakeholder committee to hold public meetings and discuss the various elements/chapters of the comprehensive plan. Approve updated elements/chapters through review and approval by the Planning Commission, followed by review and approval by the City Council*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
N/A					

## Theme 5: Safe Community

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### Goal 5.1: Ensure public safety by protecting people, their property, and enforcing traffic laws.

#### Objective 5.1.1: Ensure the Safety of Philomath Citizens

*Action: Promote Business Watch Program and increase participation to 50% of businesses*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
107 subscribers					

*Action: Expand Crime Prevention Program and efforts; hold at least 4 events*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
1. National Night Out 2. Coffee With a Cop 3. Vacation Bible School 4. Chili Cook-off 5. Lions Club 6. Percy at Events/Schools 7. Safety Town				

*Action: Provide periodic walk through of the schools with Officer Percy.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Done					

*Action: Coordinate National Night Out efforts*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Done					

*Action: Maintain strong relationship with Philomath School District and present an annual report to the City Council.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Attending management meetings & threat assessment meetings					
Attend Fire and Active Shooter Drills					
Participate in Homecoming Parade/ Provide traffic control					

*Action: Continue positive community outreach using social media by posting something of value at least once a week.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
76 posts					

**Objective 5.1.2: Ensure the Security of Public and Private Property**

*Action: Reduce property crime by continuing proactive policing approach*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Thefts: 18 Criminal Mischief: 15 Burglary: 4					

*Action: Respond to all property code violations, unsafe housing and building conditions.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Total of 9					

**Objective 5.1.3: Make Philomath a safe place to walk, bike and drive**

*Action: Collect data on safety concerns and prioritize projects.*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
1. Purchased radar sign reader 2. Two traffic counts for grant purposes					

*Action: Provide proactive traffic enforcement to reduce accidents and improve overall traffic safety*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
3 crosswalk operations 4 Click it or Ticket 4 DUII operations					

*Action: Reduce drug crimes and drug trafficking by proactive traffic interdiction*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Felony/MIsd Narcotics arrests: 31 DUII Drugs: 6					

*Action: Reduce impaired driving using state DRE enforcement approach*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Total DUII: 22 DUII Drugs: 6					

**Objective 5.1.4: Maintain a highly trained, state accredited department**

*Action: Maintain and expand Advanced Officer Training to improve service delivery*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
1 Officer to ODOT Commercial Vehicle Training 1 Officer to Oregon Narcotics Officers Advanced Training Conference					

*Action: Continue support and implementation of State of Oregon LE Accreditation Program*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Passed 2019 OAA Accreditation Review!					

*Action: Maintain records and follow training schedule and other requirement of Accreditation*

FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
Done					

# Appendix A

## Objectives and Actions items completed in previous years

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### Theme 1: Effective Governance

#### FY2017/2018

Objective 1.2.4 Identify and eliminate unincorporated territories within City limits. Action: Identify and annex unincorporated territory within the corporate limits of the city through the island annexation procedures. Annexed all but two properties on 11/13/2018. Objective completed.

Objective 1.2.1 Action Completed October 2018: Revise the land use public hearings code to expand use of the website and reduce printed public notice expense.

#### FY2018/2019

Objective 1.1.1 Action: Earmark revenue over and above budgeted revenue toward PERS side account deposit. Deposited \$1 million plus 25% state match on 12/3/2019. Action completed.

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### Theme 2: Healthy Economy

#### FY2017/2018

Objective 2.2.1 Action: By the end of 2018, City Manager updates the zoning map to reflect commercial and industrial sites. Completed October 2018.

#### FY2018/2019

Objective 2.1.2 Action: Join the Nationally-sponsored Mainstreet Program and look for grant opportunities. Completed September 2019.

### Theme 3: Strong Infrastructure

#### FY2017/2018

Objective 3.1.1: Complete the Wastewater Master Plan by October of 2017. Adopted Nov. 2017.

Objective 3.1.2: Complete the Water Master Plan including options for additional water acquisition and treatment and a comprehensive list of required capital projects by 2018. Adopted Oct. 2018.

Objective 3.1.3: Complete the Transportation System Plan by April 2018. Adopted Aug. 2018.  
(City should plan to update all system master plans every 5-7 years)

Objective 3.2.1: Downtown Urban Renewal 2017 Sewer Line Replacement Project. Action: Sewer line upsize and replace-15th Street College to Pioneer-URD; Main Street and Applegate Street 7th to 14th Completed Feb. 2018.

Action: By year-end 2019, Public Works identifies the sewer mains that require replacement and provides a report to Council detailing what needs to be done, along with estimated/recommended completion dates, and estimated expense. Included in the Wastewater Master plan adopted Nov. 2017.

Action: Secure easement for wastewater irrigation line to east side of Bellfountain Rd. Completed Aug. 2018

Action: Update Recycled Water Use Plan with DEQ and gain approval from DEQ. Completed Aug. 2018

Action: Downtown Urban Renewal water line replacement Applegate and Main St. 7th to 14th Street. Completed Oct. 2018

Action: N12th St Waterline replacement upsize. Completed Oct. 2018

Action: Overlay on Cedar Street, between 13th and 15th, and Cedar Place. Completed Sept. 2018.  
FY2018/2019

Action: In 2019, Budget Committee and Council acts on approving expense for initial expenses. Completed 2019.

Objective 3.3.1 Action: N15th and Pioneer Water Line replacement and abandonment. Completed Oct. 2019.

Objective 3.3.3 Action: Public Works to provide a report to Council outlining the steps, and time frame required to complete a new water treatment plant. Completed 2019.

## Theme 4: Great Neighborhoods

### FY2017/2018

Action: Develop, implement and review a security policy for the sewer, water, and storm utility GIS information. Completed Mar. 2018. Should be reviewed again in 2022.

Action: Contract with engineer and landscape architect for final design work.

### FY2018/2019

Action: Contract with engineer and landscape architect for final design work. Completed 2019

Action: Solicit donations of materials, funds, and volunteer hours. Completed 2019

Action: Contract with construction firm to complete the project spring/summer. Completed 2019

Action: Triangle Park -replace play equipment and install new fall surface. Repainted 2019

## Theme 5: Safe Community

### FY2017/2018

Action: City Park –add sound deadening at Kugler Shelter. Completed Jun. 2018.