

Philomath Strategic Plan

FY2020– FY2025
Adopted 12/10/2018



City Manager Message

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?

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

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

- [Responsive and](#) Effective Governance
- Healthy Economy
- Strong [and 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 identified to be accomplished in 2018 means Fiscal Year 2018-19. 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 and Effective Governance \(pg. 5\)](#)

Goal 1.1: Maintain budget for a healthy carryover within all funds ~~(pg. 6)~~

Goal 1.2: Enhance current levels of operations and city services ~~(pg. 7)~~

[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 ~~(pg. 8)~~

Goal 2.2: Let the County, State and region know that Philomath is open for business ~~(pg. 9)~~

[Goal 2.3: Develop and Expand the Philomath Tourism](#)

Theme 3: Strong [and Resilient Infrastructure \(pg. 13\)](#)

Goal 3.1: Update, adopt and implement all Master Plans ~~(pg. 11)~~

Goal 3.2: Preserve and enhance the Sewer infrastructure ~~(pg. 11)~~

Goal 3.3: Preserve and enhance the Water infrastructure ~~(pg. 13)~~

Goal 3.4: Preserve and enhance the Stormwater infrastructure ~~(pg. 14)~~

Goal 3.5: Preserve and enhance the Street infrastructure ~~(pg. 14)~~

Goal 3.6: Implement GIS tools and services into Public Works ~~(pg. 15)~~

[Goal 3.7: Improve resiliency of public infrastructure](#)

Theme 4: Great Neighborhoods [\(pg. 17\)](#)

Goal 4.1: Support inclusive community outreach to improve communication channels ~~(pg. 15)~~

Goal 4.2: Maintain optimal level of transit services ~~(pg. 16)~~

Goal 4.3: Implement Park Master Plan and encourage community events ~~(pg. 16)~~

Theme 5: Safe Community [\(pg. 19\)](#)

Goal 5.1: Ensure public safety by protecting people and property ~~(pg. 17)~~

Theme 1: Responsive and Effective Governance

Goal 1.1¹: Maintain budget for a healthy carryover within all funds

Objective 1.1.1²: Bring General Fund's ending fund balance up to \$600,000 or the equivalent of five month's operating expenses.

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

FY2017	FY2018	FY2019	FY2020	FY2021
Enacted 6/12/2017	Renewed 3/12/2018	Renewed 3/11/2019		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Adopted 6/25/2018	Adopted 6/24/2019	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

FY2017	FY2018	FY2019	FY2020	FY2021
Completed in Nov.	Completed in Nov.	Completed in Nov.		

Action: Provide clear reports in city newsletter each publication, highlighting an area of city operation.

FY2017	FY2018	FY2019	FY2020	FY2021
2/2	10/12	10/12	/12	/12

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.

FY2017	FY2018	FY2019	FY2020	FY2021
Completed	Completed	Completed		

Objective 1.1.4: Continue practice of having an annual audit performed.

Action: Review the audit thoroughly and publish the results.

FY2017	FY2018	FY2019	FY2020	FY2021
Presented 12/11/2017	Presented 11/13/2018	Presented 11/12/2018		

¹ Objective 1.1.2: Establish and maintain a target reserves and working capital for each enterprise fund (water, sewer, etc.). Completed 2018.

² 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.

Goal 1.2³: Enhance current levels of operations and city services

Objective 1.2.1⁴⁵: Implement appropriate technology to improve efficiency and expand transparency

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

FY2017	FY2018	FY2019	FY2020	FY2021
New court software installed	New hearing notification reported in newsletter	Set up PageFreeze for digital archiving; Made email to Council members easier; Posted audio recordings of meetings online; All were publicized, newsletter and website		

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.

FY2017	FY2018	FY2019	FY2020	FY2021
Completed 3/13/2017	Completed 6/25/2018	Completed 3/11/2019		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Completed 6/12/2017 11/13/2017	No changes	No changes		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Completed 1/9/2017	No changes	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.

FY2017	FY2018	FY2019	FY2020	FY2021
ongoing	Working with ODOT and Benton County on planning issues	ODOT: Streetscape Project, ped crossing at apts. COG: Wetlands Legislation		

³Objective 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.

⁴Objective 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.

⁵ Action: [Implement a system to retain social media and website information. Completed January 2019](#)

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.

FY2017	FY2018	FY2019	FY2020	FY2021
Transferred \$75,000 to LBE Fund	Transferred \$84,200 to LBE Fund	Transferred \$47,000 to LBE 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.

FY2017	FY2018	FY2019	FY2020	FY2021
XX	XX	XX		

Goal 1.3: Regular Council Engagement with Citizens

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

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

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

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

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

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.

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

Theme 2: Healthy Economy

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Construction bumped to 2022; committee to start in 2020			

Objective 2.1.2⁶: 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.

FY2018	FY2019	FY2020	FY2021	FY2022
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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX	XX	XX	

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

Action: Enable and promote events in the downtown area.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX	XX		

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

Objective 2.2.1⁷: Current Assessment of City Business/Industrial Sites

⁶ Objective 2.1.2 Action: Join the Nationally-sponsored Mainstreet Program and look for grant opportunities. Completed September 2019.

⁷ 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.

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.

FY2018	FY2019	FY2020	FY2021	FY2022
Applied for state funding –not selected	Applied for state funding -waiting			

Objective 2.2.2: Establish a business toolkit to make it easier for new business to get established in town.

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Some updates; more needed			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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.

FY2018	FY2019	FY2020	FY2021	FY2022
+Established venture catalyst position +Hosting monthly Philomath Community Network meetings	+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, CWCOG, SBA, and Small Business Development Center at LBCC

FY2018	FY2019	FY2020	FY2021	FY2021
Begun this with venture catalyst position	+Established Mid-Valley Partnership, small city collaborative group			

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

FY2018	FY2019	FY2020	FY2021	FY2022
Added School Liaison position	Completed			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Addressed wetlands with 404 assumption legislation			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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

FY2018	FY2019	FY2020	FY2021	FY2022
Partnered with 7 other cities, Oregon RAIN; improved relationship with Corvallis B.C. Econ. Development +partnering with Corvallis Benton County E.D. to update industrial listings in Prospector.org website.	Partnered with 7 cities to form Mid-Valley Partnership			

Goal 2.3: Develop and Expand the 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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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

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

Theme 3: Strong and Resilient Infrastructure

Goal 3.1⁸: Update, Adopt and Implement all Master Plans

Objective 3.1.1: Update the Stormwater Master Plan by 2020

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Apply for grant(s)	Begin update		

Goal 3.2⁹: 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.

FY2018	FY2019	FY2020	FY2021	FY2022
Transferred \$100,000 to LBE Fund	Plan and Budget to transfer to LBE Fund	Planned project		

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

FY2018	FY2019	FY2020	FY2021	FY2022
TV'ed 1/3 of the City	TV 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

FY2018	FY2019	FY2020	FY2021	FY2022
Engineering Started	Working with School District for easement			

Objective 3.2.3¹⁰: Replace old, unreliable sections of the City's sewer mains (1952 era, etc.)

⁸Objective 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)

⁹Objective 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.

¹⁰Action: 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: In 2019, Budget Committee and Council acts on approving expense for initial expenses.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

Objective 3.2.4¹¹: Extend land use application capacity

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

FY2018	FY2019	FY2020	FY2021	FY2022
Project Planning	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.

FY2018	FY2019	FY2020	FY2021	FY2022
Completed	Completed	-	-	-

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX*	1/3	1/3		

*difficulty acquiring a contractor to perform this work

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 2019.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

Goal 3.3: Preserve and Enhance the Water Infrastructure

Objective 3.3.1¹²: Replace undersized water lines by December 2017

Action: N15th and Pioneer Water Line replacement and abandonment.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX*			

*Waiting to combine with another small water project.

¹¹Action: 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

¹²Objective 3.3.1 Action: Downtown Urban Renewal water line replacement Applegate and Main St. 7th to 14th Street. Completed Oct. 2018

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

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.

FY2018	FY2019	FY2020	FY2021	FY2022
Met twice; beginning collaboration	Met twice; continuing discussions	-	-	-

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

Objective 3.3.3¹³: Construct new water treatment plant

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX	XX	Targeted construction year	

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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

Goal 3.5: Preserve and Enhance the Street Infrastructure

Objective 3.5.1¹⁴: 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.

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.

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Purchased one sign, Submitted grant for more			

¹³Objective 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.

Action: During 2018, Council will review the report and create a timetable to ensure the water treatment plant is built within the needed timeframe. Preliminary engineer's report completed in 2019.

¹⁴*Action: Overlay on Cedar Street, between 13th and 15th, and Cedar Place. Completed Sept. 2018.*

Objective 3.5.3: Form a [local improvement district \(LID\)](#) and build N. 12th Street from Pioneer to the north terminus to current city standards

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.

FY2018	FY2019	FY2020	FY2021	FY2022
Provided info to Road District; waiting for response	XX			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

Action: Construct storm and street project

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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.

FY2018	FY2019	FY2020	FY2021	FY2022
80% mapped	?			

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

FY2018	FY2019	FY2020	FY2021	FY2022
45% mapped	?			

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

FY2018	FY2019	FY2020	FY2021	FY2022
20% mapped				

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

FY2018	FY2019	FY2020	FY2021	FY2022
0% mapped				

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX				

Objective 3.6.2¹⁵: Develop, implement, then review a security policy and ensure compliance with Homeland Security and other state or federal requirements.

Goal 3.7: Improve resiliency of public infrastructure

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

Objective 3.7.2: Coordinate efforts to partner with other cities and water districts to consider a single regional water provider.

Theme 4: Great Neighborhoods

Goal 4.1¹⁶: Support inclusive community outreach to improve communication channels.

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

FY2018	FY2019	FY2020	FY2021	FY2022
6 graduates	12 graduates			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

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

FY2018	FY2019	FY2020	FY2021	FY2022
Complete				

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

FY2018	FY2019	FY2020	FY2021	FY2022
Maintained Saturday Service	Updated routes, expanded number of runs			

¹⁵Objective 3.6.2 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.

¹⁶ **Objective 4.1.4:** Update tobacco/smoking ordinance to include e-cigarettes, vaping, etc. Completed Nov. 2018.

Action: Create a bus service promotion plan to encourage ridership

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Promoted updated route in newsletter, website, social media, etc.			

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

Objective 4.3.1¹⁷: Complete design and construction on the new park on N 11th Street

Action: Solicit donations of materials, funds, and volunteer hours

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Donations received			

Action: Contract with construction firm to complete the project spring/summer 2018

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Project completed			

Action: Hold groundbreaking and project completion ceremonies

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

Objective 4.3.2¹⁸: Follow the Park Master Plan Capital Project list

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Painted equipment			

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

FY2018	FY2019	FY2020	FY2021	FY2022
XX	Acquired partial funding			

Action: City Park –replace drinking fountain and add benches

FY2018	FY2019	FY2020	FY2021	FY2022
XX	XX			

Action: Update Park Master Plan and capital project list

<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
<u>XX</u>	<u>XX</u>			

¹⁷Action: Contract with engineer and landscape architect for final design work

¹⁸Action: City Park –add sound deadening at Kugler Shelter. Completed Jun. 2018.

Objective 4.3.3: Provide annual Spring Clean-Up ~~and look at options of making it a quarterly event~~

FY2018	FY2019	FY2020	FY2021	FY2022
Done	Done			

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

FY2018	FY2019	FY2020	FY2021	FY2022
Done	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

FY2019	FY2020	FY2021	FY2022
\$20,000 allocated \$50,00 grant applied for			

Action: Complete Buildable Land Inventory analysis

FY2020	FY2021	FY2022

Action: Complete Economic Opportunities analysis

FY2020	FY2021	FY2022

Action: Complete Housing Needs analysis

FY2020	FY2021	FY2022

Action: Complete Main Street Plan analysis

FY2020	FY2021	FY2022

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

FY2020	FY2021	FY2022
XX	XX	

Theme 5: Safe Community

Goal 5.1: Ensure public safety by protecting people, their ~~and~~ 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%

FY2017	FY2018	FY2019	FY2020	FY2021
124 subscribers	149 subscribers	107 subscribers		

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

FY2017	FY2018	FY2019	FY2020	FY2021
1.National Night Out 2.Coffee with a Cop 3.Citizens Bank 4.Benton County Public Schools Credit Union	1.National Night Out 2.Coffee with a Cop 3. Safety Fair 4.Lions Club 5. Percy at schools	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		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Dec	Done	Done		

Action: Coordinate National Night Out efforts

FY2017	FY2018	FY2019	FY2020	FY2021
Done	Done	Done		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Attending management meetings & threat assessment meetings	Done	Done		
Attend Fire and Active Shooter Drills	Done	Done		
Participate in Homecoming Parade/ Provide traffic control	Done	Done		

Action: Continue positive community outreach using social media/Facebook Nixle, etc. by posting something of value at least once a week.

FY2017	FY2018	FY2019	FY2020	FY2021
52/52	40/52	76 posts		

Objective 5.1.2: Ensure the Security of Public and Private Property

Action: Reduce property crime by continuing proactive policing approach

FY2017	FY2018	FY2019	FY2020	FY2021
Theft down 62%, 74 to 28; Criminal Mischief down 59%, 32 to 13; Burglaries down 14%, 7 to 6;	<i>Thefts: 40</i> <i>Criminal Mischief: 19</i> <i>Burglary: 9</i> <i>(5 are one case)</i>	Thefts: 18 Criminal Mischief: 15 Burglary: 4		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Down 30%, 24 to 18	Total of 6	Total of 9		

Objective 5.1.3: Make Philomath a safe place to drive

Action: Collect data on safety concerns and prioritize projects.

FY2017	FY2018	FY2019	FY2020	FY2021
Traffic count & seatbelt use surveys completed	+Traffic Study 98% of drivers using seatbelts +Nectar Creek access improved	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

FY2017	FY2018	FY2019	FY2020	FY2021
4 crosswalk enforcement operations 6 Click it or ticket operations 2 ODOT DUII operations	4 crosswalk operations 4 Click it or ticket No DUII Grant in 2018	3 crosswalk operations 4 Click it or Ticket 4 DUII operations		

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

FY2017	FY2018	FY2019	FY2020	FY2021
Felony drug arrests down from 31 to 25	<i>Felony drug arrests: 28</i> <i>Plus 5 DUII drug arrests</i>	Felony/Misd Narcotics arrests: 31 DUII Drugs: 6		

Action: Reduce impaired driving using state DRE enforcement approach

FY2017	FY2018	FY2019	FY2020	FY2021
DUII down from 44 to 30	<i>Total DUII: 26</i> <i>Plus 5 DUII drug arrests</i>	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

FY2017	FY2018	FY2019	FY2020	FY2021
2 officers to ARIDE 2 officers to ODOT commercial vehicle training 2 officers to advanced officer interviewing techniques 1 officer for advance computer forensics	2 officers to ARIDE 1 officer to ODOT commercial vehicle training 2 officers to advance computer forensics 2 officers to Filed Training Education Program	Passed 2019 OAA Accreditation Review! 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

FY2017	FY2018	FY2019	FY2020	FY2021
Passed accreditation review	Passed accreditation review	Full Review in 2019	Passed 2019 OAA Accreditation Review!	

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

FY2017	FY2018	FY2019	FY2020	FY2021
Done	Done	Done		