



**City of Lebanon  
Strategic Plan (Rev.12.19.25)**

GOALS	Goal Outcomes	#	Actions	2026 Council Priority	Action Indicators	Action Lead	Priority/Timeline	Notes
<b>Goal 1: Transportation + Infrastructure</b>	<b>Support future growth</b>	1	<b>Upgrade the wastewater treatment plant</b>	Y - 6 votes	- obtain funding - engineered plans - contracting - ongoing	Public Works + Engineering Directors	Years 1-5	-CDBG funding - \$1.5 million non-match construction grant -CWSRF \$2 million forgivable loans -lobby federal and state for \$10-12 million in direct funding allocations
		2	Participate in the Cascades West Regional Consortium to advocate for wetlands reform		- annual membership in the consortium - respond to legislation that would impact development	City Manager	Years 1-5	-The Cascade West Regional Consortium is housed within the Oregon Cascade West Council of Governments. Annual dues are paid for staffing assistance. Utilize the COG as a capacity resource to further the advocacy goals of CWRC.
		3	Update the transportation development plan; evaluate the expansion of deviated fixed route			LINX Director	Year 3	
	<b>Continue to provide clean water</b>	4	Increase small water line replacements		- identify funding source - develop priority program and implementation schedule - ongoing	Public Works + Engineering Directors	Years 1-5	-Identify Funding Source in Year 1
		5	Construct pre-treatment facility for water treatment plant (if necessary)		- ongoing	Public Works + Engineering Directors	Year 3	-Dependent on results of drawdown litigation
		6	Loop dead-end water lines		- identify a funding source - develop a priority system and implementation schedule - ongoing		Years 3-5	-Identify Funding Source by Year 3 -Prioritize project list by Year 4 -Begin project implementation by Year 5 -Investigate for FY26
	<b>Maintain sustainable operations of infrastructure</b>	7	<b>Conduct advocacy/lobbying for state funding and policy reform</b>	Y - 1 vote	- maintain lobbying efforts - participation legislative days - participation in testimony and policy discussions during session	City Manager	Years 1-5	-identify annual policy priorities with the council -Ongoing
		8	Identify and pursue grant opportunities		- ongoing	Public Works, Engineering and LINX Directors	Years 1-5	-LINX
		9	Develop a dedicated building maintenance fund		- evaluate replacement schedules - identify annual reserve target	Finance Director	Year 3	-Public Works Director to be a supportive role in this process
		10	Summarize infrastructure master plan and replacement projects on ClearGov or City web site for public awareness and visibility.		-evaluate incorporating into ClearGov as part of capital projects and budget	IT Director	Year 3	-Ongoing. City Manager, Finance Director, and IT Director to review ClearGov vs maps in city website as more appropriate location.

GOALS	Goal Outcomes	#	Actions	2026 Council Priority	Action Indicators	Action Lead	Priority/Timeline	Notes
<b>Goal 2: Community Services + Cultural Opportunities</b>	<b>Preserve quality services (Library, Senior Center, Parks, Recreation)</b>	11	Update volunteer policy to streamline process and enhance service experience		- move to online application process -tie policy and volunteer opportunities to short and long term goals/plans for SC and Library	HR Director	Year 2	-Start moving on this -Getting team together
		12	Improve and implement facility use process and fees		-the process is easy to follow by the applicants	Public Works, Senior Center, and Library Directors	Year 2-3	-determine if there are opportunities to combine all public-facing reservation system into one interface for public use.
		13	Update parks and recreation master plan		-looking at DLCD Grant	Public Works and Senior Center Directors	Year 2	-This would include parks master plan, senior center master plan, or an evaluation of the city's community service facilities as a holistic approach
		14	Continue to review and pursue grant funding opportunities			Public Works, Senior Center, and Library Directors	Years 1-5	-consider the UO Sustainable Cities Year program to complete multiple initiatives at once. -bring Library into this process.
		15	Upgrades to the Senior Center building. Funding source would include the North Gateway Urban Renewal District					
		16	<b>Identify funding for Library Expansion</b>	Y - 3 votes				

GOALS	Goal Outcomes	#	Actions	2026 Council Priority	Action Indicators	Action Lead	Priority/Timeline	Notes
Goal 3: Financial Sustainability + Economy	Create General Fund Sustainability	17	Explore sunset of Urban Renewal Area			Finance Director	Year 1-2	-This would be the Downtown URD. Placed in Year 1/2 associated with possible adjustments to N Gateway URD to accommodate City Hall Redevelopment/Senior Center improvements -Northwest -Downtown?
		18	Develop and deliver communication tools to inform community on financial position and funding options to maintain service levels		-ongoing	Finance Director	Years 1-5	-Craft messaging on the fees (consider state implications) and tell the story (newsletter, the buzz, online presence)
		19	Conduct an organizational assessment to identify efficiencies and opportunities for process improvement		-ongoing	City Manager	Year 1-2	-Could use third party or internal. Evaluate departments (self-evaluation or cross-departmental) to identify opportunities to increase efficiencies, performance, or reduce costs
		20	Explore partnerships and special district opportunities for parks, recreation, library, and the senior center			Public Works, Senior Center, and Library Directors	Year 5	
		21	Explore service fee to support city services for higher education organizations	Y - 4 votes	-research cities with universities or government offices and how they address the issue -evaluate overall impact of facilities on services	Finance Director	Year 3	-How to capture impacts on the city from institutions that utilize our services and request special use of our services for events (e.g., graduations) but do not contribute to the tax base to help fund the services.
		22	Explore city facilities and evaluate opportunities for best service delivery		-conduct facility assessments and replacement costs -evaluate service needs for the community and how each facility meets those needs -ongoing	City Manager	Year 2	-Cost benefit analysis, tied to City Hall replacement evaluation
		23	Explore opportunities and secure funding for a new City Hall that meets community needs.					
		24	Expand upon the park sponsorship program for park maintenance			Public Works Director	Year 1	-Actively recruit for sponsorships
	25	Identify capital funding to match potential grant for solar project.	Y - 1 vote	-implement solar at WWTP	City Manager	Years 1-3	-Clearly identify funding source for solar project.	
	Economic Responsiveness and Revitalization	26	Respond to Business Oregon recruitments based on site availability		-weekly monitoring of Oregon Prospector and Biz Oregon sites -ongoing	City Manager	Year 1-5	-Only one site available for recruitment based on absentee property ownership.
		27	Develop a strategy for the redevelopment and reuse of the Champion Mill brownfield site	Y - 4 votes	-City determines to purchase of rezoned and help market for sale to private party -ongoing	City Manager	Year 1-5	- OCWCOG Coalition grant work for environmental analysis and site characterization is underway - Making progress
		28	Develop a strategy for the revitalization of the Highway 20 commercial corridor between Oak Street and Airport Road		-ongoing	City Manager	Year 4-5	- Apply for a TGM Grant through ODOT/DLCD or other funding source fund the work
		29	Develop a strategy to revitalize the downtown zone to address vacant properties and capitalize on proximity to location of Comp-NW campus	Y - 2 votes	-ongoing	City Manager	Year 2-3	-A mix of housing options for compact, smaller infill properties, entry-level housing, and enhance the walkability of the Grant Street Corridor.
		30	Continue the business visitation program, and implement actions based on business input		-at least one business visit was conducted monthly -ongoing	City Manager	Years 1-5	-Monthly visits, rotate wards, invite councilors

GOALS	Goal Outcomes	#	Actions	2026 Council Priority	Action Indicators	Action Lead	Priority/Timeline	Notes
Goal 4: Community Safety	Increased communication and collaboration across organization and with community partners	31	Increase communication and collaboration across departments and outside agencies to improve safety and efficiencies			Police Chief	Year 1	-Provide cross-training opportunities, SWOT, other opportunities
		32	Develop and conduct emergency management training and update emergency operations plan			Police Chief	Year 1-2	
		33	Examine and evaluate opportunities or public safety partnerships					
	Crime prevention	34	Seek funding to re-open the municipal jail	Y - 5 votes		Police Chief	Year 5	
		35	Enhance communication with the business community and city departments on safety concerns to improve crime prevention			Police Chief	Year 1-2	
		36	Continue to support and connect with nonprofit organizations to bring homeless services to Lebanon		-ongoing	Police Chief	Years 1-5	-Could expand action to include behavioral health, mental health, addiction, etc.

GOALS	Goal Outcomes	#	Actions	2026 Council Priority	Action Indicators	Action Lead	Priority/Timeline	Notes
Goal 5: Engagement + Connection	Build trust through transparent communications and engagement (well-informed community)	37	Develop an external communications strategy		-in progress	City Manager	Year 1	-Key messaging, tell the story (what, how, when), identify social media tools and accounts, reader boards, etc.
		38	Coordinate consistent internal communication tools to support two-way communication between administration and staff			City Manager	Year 1-2, continuous	-Includes consistent takeaways from department head meetings, internal newsletter or city manager message, and employee engagement-opportunities so people feel heard -Part of external committee
	39	<b>Develop a succession planning policy and plan</b>	Y - 2 votes		All Directors	Year 3	-Documentation, process development, training and coaching	
	40	Enhance employee training and development		- determine employee interest and opportunity - align with succession plan - train and develop with a purpose - ongoing - yr. 3	HR Director	Year 3	-Training and development must have a planned approach, random trainings do not enhance. A pathway should be identified for each employee even if that pathway reveals no additional development or training for future growth. -Training coming up.	
	41	Complete business continuity planning			All Directors	Year 3		



**City of Lebanon  
Strategic Plan (Rev.11.12.25)**

GOALS	Goal Outcomes	#	Actions	11.12.25 Workshop Notes	Council Dot Exercise	Action Indicators	Action Lead	Priority/Timeline
<b>Goal 1: Transportation + Infrastructure</b>	<b>Support future growth</b>	1	Upgrade the wastewater treatment plant	Still relevant	6 votes	- obtain funding - engineered plans - contracting - ongoing	Public Works + Engineering Directors	Years 1-5
		2	Participate in the Cascades West Regional Consortium to advocate for wetlands reform	Still relevant		- annual membership in the consortium - respond to legislation that would impact development	City Manager	Years 1-5
		3	Investigate the feasibility of developing a locally owned wetland mitigation bank to create credits to stimulate industrial development for recruitment opportunities.	REMOVE - Unless funding from grants, we don't have money to do it. Decided it was not feasible. If an opportunity ever came up, we would approach the Council. Currently no way to get there.			Public Works + Community Development Directors	Year 5
		4	Update the transportation development plan; evaluate the expansion of deviated fixed route	Still relevant			LINX Director	Year 3
	<b>Continue to provide clean water</b>	5	Increase small water line replacements	Still relevant		- identify funding source - develop priority program and implementation schedule - ongoing	Public Works + Engineering Directors	Years 1-5
		6	Construct pre-treatment facility for water treatment plant (if necessary)	Still relevant, but moving forward at snails pace, can't put timeline on it		- ongoing	Public Works + Engineering Directors	Year 3
		7	Loop dead-end water lines	Still relevant		- identify a funding source - develop a priority system and implementation schedule - ongoing		Years 3-5
	<b>Maintain sustainable operations of infrastructure</b>	8	Conduct advocacy/lobbying for state funding and policy reform	Still relevant	1 vote	- maintain lobbying efforts - participation legislative days - participation in testimony and policy discussions during session	City Manager	Years 1-5
		9	Identify and pursue grant opportunities	Still relevant		- ongoing	Public Works, Engineering and LINX Directors	Years 1-5
		10	Develop a dedicated building maintenance fund	Still relevant		- evaluate replacement schedules - identify annual reserve target	Finance Director	Year 3
		11	Summarize infrastructure master plan and replacement projects on ClearGov or City web site for public awareness and visibility.	Refine language - still being evaluated, just not with GIS. Staff will update language		- evaluate incorporating into ClearGov as part of capital projects and budget	IT Director	Year 3
		12	Evaluate options for distribution and collections funding	REMOVE - Can only fund it through grants and rates. OK to take off		- Evaluate overall need for replacement - identify funding mechanisms - ongoing	Public Works + Engineering Directors	Year 4
		13	Evaluate a street fee for maintenance	REMOVE		- identify scope of need of repair/replacement - identify cost	Finance Director	Year 5

GOALS	Goal Outcomes	#	Actions	11.12.25 Workshop Notes	Council Dot Exercise	Action Indicators	Action Lead	Priority/Timeline
Goal 2: Community Services + Cultural Opportunities	Preserve quality services (Library, Senior Center, Parks, Recreation)	14	Update volunteer policy to streamline process and enhance service experience	Still relevant		- move to online application process -tie policy and volunteer opportunities to short and long term goals/plans for SC and Library	HR Director	Year 2
		15	Improve and implement facility use process and fees	Still relevant		-the process is easy to follow by the applicants	Public Works, Senior Center, and Library Directors	Year 2-3
		16	Update parks and recreation master plan	Still relevant		-looking at DLCDC Grant	Public Works and Senior Center Directors	Year 2
		17	Continue to review and pursue grant funding opportunities	Still relevant			Public Works, Senior Center, and Library Directors	Years 1-5
		17.2	Upgrades to the Senior Center building. Funding source would include the North Gateway Urban Renewal District	NEW - refine language				
		17.3	Identify funding for Library Expansion	NEW - refine language	3 votes			

GOALS	Goal Outcomes	#	Actions	11.12.25 Workshop Notes	Council Dot Exercise	Action Indicators	Action Lead	Priority/Timeline	
Goal 3: Financial Sustainability + Economy	Create General Fund Sustainability	18	Explore sunset of Urban Renewal Area	Still relevant			Finance Director	Year 1-2	
		19	Implement a city services fee	Complete		-identify a plan to educate the public on what the city service fee has accomplished	Finance Director	Year 1	
		20	Develop and deliver communication tools to inform community on financial position and funding options to maintain service levels	Still relevant		-ongoing	Finance Director	Years 1-5	
		21	Conduct an organizational assessment to identify efficiencies and opportunities for process improvement	Still relevant		-ongoing	City Manager	Year 1-2	
		22	Explore partnerships and special district opportunities for parks, recreation, library, and the senior center	Still relevant			Public Works, Senior Center, and Library Directors	Year 5	
		23	Examine and evaluate opportunities or public safety partnerships	Move to Community Safety		-ongoing	Police Chief	Years 1-5	
		24	Explore service fee to support city services for higher education organizations	Still relevant		4 votes	-research cities with universities or government offices and how they address the issue -evaluate overall impact of facilities on services	Finance Director	Year 3
		25	Explore city facilities and evaluate opportunities for best service delivery	Still relevant			-conduct facility assessments and replacement costs -evaluate service needs for the community and how each facility meets those needs -ongoing	City Manager	Year 2
		25.1	Explore opportunities and secure funding for a new City Hall that meets community needs.	NEW - refine language					
	26	Expand upon the park sponsorship program for park maintenance	Still relevant				Public Works Director	Year 1	
	27	Identify capital funding to match potential grant for solar project.	Refine - identify funds for solar to offset costs		1 vote	-implement solar at WWTP	City Manager	Years 1-3	
	Economic Responsiveness and Revitalization	28	Respond to Business Oregon recruitments based on site availability	Still relevant			-weekly monitoring or Oregon Prospector and Biz Oregon sites -ongoing	City Manager	Year 1-5
		29	Develop a strategy for the redevelopment and reuse of the Champion Mill brownfield site	Still relevant		4 votes	-City determines to purchase of rezoned and help market for sale to private party -ongoing	City Manager	Year 1-5
		30	Develop a strategy for the revitalization of the Highway 20 commercial corridor between Oak Street and Airport Road	Still relevant			-ongoing	City Manager	Year 4-5
		31	Develop a strategy to revitalize the downtown zone to address vacant properties and capitalize on proximity to location of Comp-NW campus	Still relevant		2 votes	-ongoing	City Manager	Year 2-3
32		Continue the business visitation program, and implement actions based on business input	Still relevant			-at least one business visit was conducted monthly -ongoing	City Manager	Years 1-5	

GOALS	Goal Outcomes	#	Actions	11.12.25 Workshop Notes	Council Dot Exercise	Action Indicators	Action Lead	Priority/Timeline
Goal 4: Community Safety	Increased communication and collaboration across organization and with community partners	33	Increase communication and collaboration across departments and outside agencies to improve safety and efficiencies	Still relevant			Police Chief	Year 1
		34	Reorganization of and participation in the safety committee	Complete			Finance Director	Year 1
		35	Develop and conduct emergency management training and update emergency operations plan	Still relevant			Police Chief	Year 1-2
	Crime prevention	36	Reopen the municipal jail	Evaluation has been done - refine language to "Reopen municipal jail"	5 votes		Police Chief	Year 5
		37	Increase staffing for the traffic team and reserve and cadet program	Remove - PD will do this regardless			Police Chief	Year 3-4
		38	Expand existing community crime prevention programs	OK to remove - During time we didn't have staffing, couldn't provide the crime prevention outreach. Now that we have the staffing, we are continuing to pick it back up again. Slow roll, but happening.			Police Chief	Year 2
		39	Enhance communication with the business community and city departments on safety concerns to improve crime prevention	Still relevant			Police Chief	Year 1-2
	Connect the appropriate resource with the community need	40	Continue partnership with mobile crisis unit	OK to remove - It exists - we have and will continue to do that			Police Chief	Years 1-5
		41	Continue to support and connect with nonprofit organizations to bring homeless services to Lebanon	Still relevant		-ongoing	Police Chief	Years 1-5

GOALS	Goal Outcomes	#	Actions	11.12.25 Workshop Notes	Council Dot Exercise	Action Indicators	Action Lead	Priority/Timeline
Goal 5: Engagement + Connection	Build trust through transparent communications and engagement (well-informed community)	42	Develop an external communications strategy	Still feels right		-in progress	City Manager	Year 1
		43	Implement consistent branding guidelines	Complete		-in progress	City Manager	Year 1
		44	Establish a communications committee to coordinate and collaborate on consistent communications and strategy	Complete		-in progress	City Manager	Year 1
		45	Collaborate with community partners	Complete		-ongoing	City Manager	Years 1-5
	Organization stability	46	Coordinate consistent internal communication tools to support two-way communication between administration and staff	Still feels right			City Manager	Year 1-2, continuous
		47	Redesign the employee recognition program	Complete		- identify what makes employees feel valued	City Manager/HR Director	Year 3
		48	Develop a succession planning policy and plan	Still feels right	2 votes		All Directors	Year 3
		49	Enhance employee training and development	Still feels right		- determine employee interest and opportunity - align with succession plan - train and develop with a purpose - ongoing - yr. 3	HR Director	Year 3
		50	Complete business continuity planning	Still feels right			All Directors	Year 3
		51	Align staffing and resources with city and department needs	Complete		-ongoing	City Manager/HR Director	Years 1-5

Notes
-CDBG funding - \$1.5 million non-match construction grant -CWSRF \$2 million forgivable loans -lobby federal and state for \$10-12 million in direct funding allocations
-The Cascade West Regional Consortium is housed within the Oregon Cascade West Council of Governments. Annual dues are paid for staffing assistance. Utilize the COG as a capacity resource to further the advocacy goals of CWRC.
-Identify Funding Source in Year 1
-Dependent on results of drawdown litigation
-Identify Funding Source by Year 3 -Prioritize project list by Year 4 -Begin project implementation by Year 5 -Investigate for FY26
-identify annual policy priorities with the council -Ongoing
-LINX
-Public Works Director to be a supportive role in this process -Ongoing. City Manager, Finance Director, and IT Director to review ClearGov vs maps in city website as more appropriate location.
-This could be reviewed with goal #9, grants, and rates
-Public Works and Engineering Directors to be a supportive role in this process -Chance slim of this getting off the ground

<b>Notes</b>
-Start moving on this -Getting team together
-determine if there are opportunities to combine all public-facing reservation system into one interface for public use.
-This would include parks master plan, senior center master plan, or an evaluation of the city's community service facilities as a holistic approach
-consider the UO Sustainable Cities Year program to complete multiple initiatives at once. -bring Library into this process.
- In progress. Design complete. Working on funding.

<b>Notes</b>
-This would be the Downtown URD. Placed in Year 1/2 associated with possible adjustments to N Gateway URD to accommodate City Hall Redevelopment/Senior Center improvements -Northwest -Downtown?
-Done - Monitor w/ 5 year projection.
-Craft messaging on the fees (consider state implications) and tell the story (newsletter, the buzz, online presence)
-Could use third party or internal. Evaluate departments (self-evaluation or cross-departmental) to identify opportunities to increase efficiencies, performance, or reduce costs
-Further collaboration with OSP, LCSO, or neighboring police departments for shared resources
-How to capture impacts on the city from institutions that utilize our services and request special use of our services for events (e.g., graduations) but do not contribute to the tax base to help fund the services.
-Cost benefit analysis, tied to City Hall replacement evaluation
-Actively recruit for sponsorships
-Clearly identify funding source for solar project.
-Only one site available for recruitment based on absentee property ownership.
- OCWCOG Coalition grant work for environmental analysis and site characterization is underway - Making progress
- Apply for a TGM Grant through ODOT/DLCD or other funding source fund the work
-A mix of housing options for compact, smaller infill properties, entry-level housing, and enhance the walkability of the Grant Street Corridor.
-Monthly visits, rotate wards, invite councilors

<b>Notes</b>
-Provide cross-training opportunities, SWOT, other opportunities
-Neighborhood Watch, Business Watch, apartments, care homes, etc.
-Could expand action to include behavioral health, mental health, addiction, etc.

<b>Notes</b>
-Key messaging, tell the story (what, how, when), identify social media tools and accounts, reader boards, etc.
-Update the current logo guidelines and expand from there.
-Internal and external
-participate in Greeters, Optimist, chamber luncheons, etc. to be a conduit for communication to the community
-Includes consistent takeaways from department head meetings, internal newsletter or city manager message, and employee engagement-opportunities so people feel heard
-Part of external committee
-This is rollercoaster of a program and subject to the individual receptivness of each employee who may like to be recognized or not recognized for their contributions in vastly different ways than someone else.
-Documentation, process development, training and coaching
-Training and development must have a planned approach, random trainings do not enhance. A pathway should be identified for each employee even if that pathway reveals no additional development or training for future growth.
-Training coming up.
- perform staffing assessments to identify gaps
- identify cross training or work share opportunities



**City of Lebanon  
Strategic Plan (Rev.10.8.25)**

GOALS	Goal Outcomes	#	Actions	Action Indicators	Action Lead	Priority/Timeline	Notes
<b>Goal 1: Transportation + Infrastructure</b>	<b>Support future growth</b>	1	Upgrade the wastewater treatment plant	- obtain funding - engineered plans - contracting - ongoing	Public Works + Engineering Directors	Years 1-5	-CDBG funding - \$1.5 million non-match construction grant -CWSRF \$2 million forgivable loans -lobby federal and state for \$10-12 million in direct funding allocations
		2	Participate in the Cascades West Regional Consortium to advocate for wetlands reform	- annual membership in the consortium - respond to legislation that would impact development	City Manager	Years 1-5	-The Cascade West Regional Consortium is housed within the Oregon Cascade West Council of Governments. Annual dues are paid for staffing assistance. Utilize the COG as a capacity resource to further the advocacy goals of CWRC.
		3	Investigate the feasibility of developing a locally owned wetland mitigation bank to create credits to stimulate industrial development for recruitment opportunities.		Public Works + Community Development Directors	Year 5	
		4	Update the transportation development plan; evaluate the expansion of deviated fixed route		LINX Director	Year 3	
	<b>Continue to provide clean water</b>	5	Increase small water line replacements	- identify funding source - develop priority program and implementation schedule - ongoing	Public Works + Engineering Directors	Years 1-5	-Identify Funding Source in Year 1
		6	Construct pre-treatment facility for water treatment plant (if necessary)	- ongoing	Public Works + Engineering Directors	Year 3	-Dependent on results of drawdown litigation
		7	Loop dead-end water lines	- identify a funding source - develop a priority system and implementation schedule - ongoing		Years 3-5	-Identify Funding Source by Year 3 -Prioritize project list by Year 4 -Begin project implementation by Year 5 -Investigate for FY26
	<b>Maintain sustainable operations of infrastructure</b>	8	Conduct advocacy/lobbying for state funding and policy reform	- maintain lobbying efforts - participation legislative days - participation in testimony and policy discussions during session	City Manager	Years 1-5	-identify annual policy priorities with the council -Ongoing
		9	Identify and pursue grant opportunities	- ongoing	Public Works, Engineering and LINX Directors	Years 1-5	-LINX
		10	Develop a dedicated building maintenance fund	- evaluate replacement schedules - identify annual reserve target	Finance Director	Year 3	-Public Works Director to be a supportive role in this process
		11	Incorporate infrastructure master plan and replacement projects into GIS to better identify project prioritization	-evaluate incorporating into ClearGov as part of capital projects and budget	IT Director	Year 3	-Ongoing. City Manager, Finance Director, and IT Director to review ClearGov integration for this goal.
		12	Evaluate options for distribution and collections funding	- Evaluate overall need for replacement - identify funding mechanisms - ongoing	Public Works + Engineering Directors	Year 4	-This could be reviewed with goal #9, grants, and rates
		13	Evaluate a street fee for maintenance	- identify scope of need of repair/replacement - identify cost	Finance Director	Year 5	-Public Works and Engineering Directors to be a supportive role in this process -Chance slim of this getting off the ground

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		19	Implement a city services fee	-identify a plan to educate the public on what the city service fee has accomplished	Finance Director	Year 1	-Done - Monitor w/ 5 year projection.
		20	Develop and deliver communication tools to inform community on financial position and funding options to maintain service levels	-ongoing	Finance Director	Years 1-5	-Craft messaging on the fees (consider state implications) and tell the story (newsletter, the buzz, online presence)
		21	Conduct an organizational assessment to identify efficiencies and opportunities for process improvement	-ongoing	City Manager	Year 1-2	-Could use third party or internal. Evaluate departments (self-evaluation or cross-departmental) to identify opportunities to increase efficiencies, performance, or reduce costs
		22	Explore partnerships and special district opportunities for parks, recreation, library, and the senior center		Public Works, Senior Center, and Library Directors	Year 5	
		23	Examine and evaluate opportunities or public safety partnerships	-ongoing	Police Chief	Years 1-5	-Further collaboration with OSP, LCSO, or neighboring police departments for shared resources
		24	Explore service fee to support city services for higher education organizations	-research cities with universities or government offices and how they address the issue -evaluate overall impact of facilities on services	Finance Director	Year 3	-How to capture impacts on the city from institutions that utilize our services and request special use of our services for events (e.g., graduations) but do not contribute to the tax base to help fund the services.
		25	Explore city facilities and evaluate opportunities for best service delivery	-conduct facility assessments and replacement costs -evaluate service needs for the community and how each facility meets those needs -ongoing	City Manager	Year 2	-Cost benefit analysis, tied to City Hall replacement evaluation
		26	Expand upon the park sponsorship program for park maintenance		Public Works Director	Year 1	-Actively recruit for sponsorships
	27	Evaluate solar as an opportunity to offset costs or generate revenue	-implement solar at WWTP	City Manager	Years 1-3	-Consider net metering and community solar	
	Economic Responsiveness and Revitalization	28	Respond to Business Oregon recruitments based on site availability	-weekly monitoring of Oregon Prospector and Biz Oregon sites -ongoing	City Manager	Year 1-5	-Only one site available for recruitment based on absentee property ownership.
		29	Develop a strategy for the redevelopment and reuse of the Champion Mill brownfield site	-City determines to purchase of rezone and help market for sale to private party -ongoing	City Manager	Year 1-5	-OCWCOG Coalition grant work for environmental analysis and site characterization is underway - Making progress
		30	Develop a strategy for the revitalization of the Highway 20 commercial corridor between Oak Street and Airport Road	-ongoing	City Manager	Year 4-5	- Apply for a TGM Grant through ODOT/DLCD or other funding source fund the work
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		32	Continue the business visitation program, and implement actions based on business input	-at least one business visit was conducted monthly -ongoing	City Manager	Years 1-5	-Monthly visits, rotate wards, invite councilors

GOALS	Goal Outcomes	#	Actions	Action Indicators	Action Lead	Priority/Timeline	Notes
Goal 4: Community Safety	Increased communication and collaboration across organization and with community partners	33	Increase communication and collaboration across departments and outside agencies to improve safety and efficiencies		Police Chief	Year 1	-Provide cross-training opportunities, SWOT, other opportunities
		34	Reorganization of and participation in the safety committee		Finance Director	Year 1	
		35	Develop and conduct emergency management training and update emergency operations plan		Police Chief	Year 1-2	
	Crime prevention	36	Evaluate the feasibility of reopening the municipal jail		Police Chief	Year 5	
		37	Increase staffing for the traffic team and reserve and cadet program		Police Chief	Year 3-4	
		38	Expand existing community crime prevention programs		Police Chief	Year 2	-Neighborhood Watch, Business Watch, apartments, care homes, etc.
		39	Enhance communication with the business community and city departments on safety concerns to improve crime prevention		Police Chief	Year 1-2	
	Connect the appropriate resource with the community need	40	Continue partnership with mobile crisis unit		Police Chief	Years 1-5	
		41	Continue to support and connect with nonprofit organizations to bring homeless services to Lebanon	-ongoing	Police Chief	Years 1-5	-Could expand action to include behavioral health, mental health, addiction, etc.

GOALS	Goal Outcomes	#	Actions	Action Indicators	Action Lead	Priority/Timeline	Notes
Goal 5: Engagement + Connection	Build trust through transparent communications and engagement (well-informed community)	42	Develop an external communications strategy	-in progress	City Manager	Year 1	-Key messaging, tell the story (what, how, when), identify social media tools and accounts, reader boards, etc.
		43	Implement consistent branding guidelines	-in progress	City Manager	Year 1	-Update the current logo guidelines and expand from there.
		44	Establish a communications committee to coordinate and collaborate on consistent communications and strategy	-in progress	City Manager	Year 1	-Internal and external
		45	Collaborate with community partners	-ongoing	City Manager	Years 1-5	-participate in Greeters, Optimist, chamber luncheons, etc. to be a conduit for communication to the community
	Organization stability	46	Coordinate consistent internal communication tools to support two-way communication between administration and staff		City Manager	Year 1-2, continuous	-Includes consistent takeaways from department head meetings, internal newsletter or city manager message, and employee engagement-opportunities so people feel heard -Part of external committee
		47	Redesign the employee recognition program	- identify what makes employees feel valued	City Manager/HR Director	Year 3	-This is rollercoaster of a program and subject to the individual receptiveness of each employee who may like to be recognized or not recognized for their contributions in vastly different ways than someone else.
		48	Develop a succession planning policy and plan		All Directors	Year 3	-Documentation, process development, training and coaching
		49	Enhance employee training and development	- determine employee interest and opportunity - align with succession plan - train and develop with a purpose - ongoing - yr. 3	HR Director	Year 3	-Training and development must have a planned approach, random trainings do not enhance. A pathway should be identified for each employee even if that pathway reveals no additional development or training for future growth. -Training coming up.
		50	Complete business continuity planning		All Directors	Year 3	
		51	Align staffing and resources with city and department needs	-ongoing	City Manager/HR Director	Years 1-5	- perform staffing assessments to identify gaps - identify cross training or work share opportunities



# City of Lebanon Strategic Plan (Rev.9.16.24)

**MISSION: OUR PURPOSE**

**VISION: OUR DESIRED FUTURE STATE**

**VALUES: GUIDE AND FOCUS OUR WORK**