



CITY COUNCIL SPECIAL SESSION

Wednesday, April 08, 2020

265 Strand Street, St. Helens, OR 97051

www.ci.st-helens.or.us

Welcome!

All persons planning to address the Council, please sign-in at the back of the room. When invited to provide comment regarding items not on tonight's agenda, please raise your hand to be recognized, walk to the podium in the front of the room to the right, and state your name only. You are not required to give your address when speaking to the City Council. If you wish to address a specific item on the agenda, you should make your request known to the Mayor as soon as possible before the item comes up. The Council has the authority to grant or deny your request. Agenda times and order of items are estimated and are subject to change without notice.

1. **4:00 P.M. - Call Special Meeting to Order**
2. **Mission**
3. **Roundtable - Managing the Temporary Reality**
4. **Review Process - Review 2/26 & 3/11 Meetings**
 - 4.A. SWOT Analysis Discussion
[04. SWOT Comparison - Everyone.pdf](#)
 - 4.B. Work Plan Draft Review
[04. Vision Mission Goals.pdf](#)
5. **Break**
6. **Governing Policy Discussion**
 - 6.A. Governing Policy Discussion
[06. CURRENT - Governing Policy - Adopted 032019.pdf](#)
7. **Council Team Agreement**
 - 7.A. Council Team Agreement
[07. Council Agreement 040820.pdf](#)

The St. Helens City Council Chambers are handicapped accessible. If you wish to participate or attend the meeting and need special accommodation, please contact City Hall at 503-397-6272 in advance of the meeting.

**Be a part of the vision...get involved with your City...volunteer for a City of St. Helens Board or Commission!
For more information or for an application, stop by City Hall or call 503-366-8217.**

8. **Wrap Up and Key Message Takeaways**

8.A. Dunkel Mantras

[08. Dunkel Mantras 2020.pdf](#)

9. **Adjourn**

Zoom Meeting Options -

On your computer, tablet or phone

- <https://zoom.us/j/368172755>
- Meeting ID: 368 172 755

One tap mobile

+16699006833,,368172755#

Call in to +1 669 900 6833

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SWOT COMPARISON: Council – Staff – Region

City Council

1. Sense of Community
2. Gov't Agency Support

City Staff

1. City-Owned Property
2. Fiscal Responsibility

Regional Meeting

1. River
2. Avail. Land/Airport/OMIC

STRENGTHS

S

City Council

1. Property Development
2. Permit Process

City Staff

1. Council Roles
2. Tax Base

Regional Meeting

1. Commuter Rate
2. Rail System (bisects DTs)

WEAKNESSES

W

City Council

1. Teamwork (all levels)
2. Leadership Capacity
Hire experts for projects

City Staff

1. Waterfront Development
2. Efficiencies (Council/Dept)

Regional Meeting

1. Jointly market the region
2. Tourism (regionally)

OPPORTUNITIES

O

City Council

1. Misinformation
2. Politics
Recession

City Staff

1. Misinformation
2. Organizational Structure

Regional Meeting

1. Out-Commute Threat
2. Regional Transp. Corridor

THREATS

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Council Retreat March 11

Strengths	Opportunities
<ul style="list-style-type: none"> • Sense of Community - 5 • City Owned Property • Location/View 2 • River/Waterfront 3 • Watershed Property • Room to grow * 1 • Railroad • Workforce 1 • Assets • Utility Capacity • Risk Tolerant Council • Tourism • Service Groups & Nonprofits • Recreation • Partnerships • Culture • Political/Gov't Agency Support 3 	<ul style="list-style-type: none"> • City owned properties (mixed portfolio) -1 • City Dept. Efficiencies 1 • Teamwork (all levels) 4 • Grant Writing 1 • Partnerships • Community & Business Reachouts • Hire experts for specific projects 3 • Leadership Capacity 3 • Get-it-done • Project Clarity 1 • Council On-Boarding • SPACE • Fiber connect • Basalt • Riverfront -1 • Low interest rate
Weaknesses	Threats
<ul style="list-style-type: none"> • Clean • Budget/Tax Rate \$1.908 per \$1,000 2 • Family Wage Job Loss • Transportation/Roads • Location • Railroad Divide • Too much City-owned Property • Building Dept/Permit Process/Col City 3 • Overworked Staff/Past FTE 2 • Org Chart/Efficiencies ** 1 • Economic & Property Development 3 • Communications/Trust/Lack of marketing self ** 2 • Youth Activities • Community Plan • Lack of Accepting Culture 1 • Poverty Mindset 1 	<ul style="list-style-type: none"> • COVID – 19 • Recession - 3 • Special Interest Groups • Politics 3 • Media • Misinformation/lack of info 4 • Fear/Hesitation 2 • No Communication • Lack of Unified Voice 2 • No measurement/evaluation • Emergency preparedness • Cyber threats



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Management Team Organizational Development March 17

Strengths	Opportunities
<ul style="list-style-type: none"> • Community Support • Stellar customer service • Tenured (&talented) staff • Teamwork 1 • Technology Investment • Empowerment 1 • Water/sewer capacity 4 • Fiscal Responsibility 5 • Approachable Leadership 1 • Urban Growth Boundary 2 • City owned Property /Waterfront/timber 8 • Proximity to County Offices/Services • Public Safety 1 • Transportation (Highway/Rail/Water) 1 • Partnerships • Capable Staff 2 	<ul style="list-style-type: none"> • Waterfront 6 • Urban Growth Area/B 1 • Parks System • Growth (well planned) • Efficiencies in Council and Depts 5 • IGA's, Service Agreements, Resource Sharing • Partnerships • Central Waterfront Development 6 • Communications 1 • Tourism 3 • Community Engagement 1 • Advocacy- Policy, Funding
Weaknesses	Threats
<ul style="list-style-type: none"> • Communication (lack of) 3 • Technology – security 3 • City Facilities 2 • Organizational Structure 1 • Council Roles 6 • Social Media – misinformation 2 • Tax Base 5 • Unified Message (I vs. We) • Family Wage Jobs 4 • Large Employers Closure (tax base, ??) 1 • Sense of entitlement – citizens/contractors • Work Family (participation, events) • Good 'ole days/Boys “image” in community 	<ul style="list-style-type: none"> • COVID – 19 • Recession 1 • Misinformation 8 • Not Prepared for emergency 4 • Homelessness • Apathy – Citizen Involvement 2 • Lack of Volunteers • Organizational Structure 6 • Trust 6

South County Leadership Collaborative
 Wednesday February 12, 2020
 5:30-7:00 pm
 Meriwether Place 1070 Columbia Blvd.
 St. Helens, OR 97051

Meeting came to order at 5:40 pm

1. Welcome & Opening Comments - Rachael Barry
2. Examples of collaborative work already being done - Doug Hayes provided a status update on the regional rail study and St. Helens partnership for industrial site marketing.
3. South County Priorities Exercise: Strength Weakness Opportunities Threats (SWOT) - Mike Sykes provided an overview of the structure and purpose of the exercise and Jennifer Purcell introduced herself providing information about the Governor's Regional Solutions Team, their function and the state Agencies represented on the team. The group was asked to offer items in each category, then to mark items as their top 3 priorities. (for ease of reading, items with more than 5 dots are highlighted)

Strengths	count	Opportunities	count
<ul style="list-style-type: none"> • Solid Foundation/Geology • Location/proximity to Portland and recreation • Relationships among leaders • Opportunity zone/enterprise Zone designations • Airport • Comparative tax rate • Public Safety/Safe communities • Workforce • Crown-Zellerbach Trail • Strong public administration • Water Supply • Good public schools • Rural atmosphere • Community-driven • Volunteerism • Small Businesses • Opportunity to serve future generations • Long term planning • Available land for industrial development • River • People/community • OMIC/PCC/OIT/Higher Ed • Proximity to I-5 • Gravel • Timber resources • Recreation/trails/natural env. • Railroad • River access/public access 	<ul style="list-style-type: none"> 1 1 7 1 1 1 1 1 1 1 1 1 1 1 1 3 7 8 7 1 1 6 2 1 	<ul style="list-style-type: none"> • Expand Fiber optics • Smart Growth – strategic vision, growth goals, intentional growth • Be smart • Broadband Study • MS/HS career pathways and higher ed partnerships • “one voice” recruitment • Jointly market the region • Professional branding • Invest in youth • Marine-based industry • Introduction of innovation • Develop infrastructure (roads, water, wastewater) • Fund/support sustainable transit system • River commerce/trade • Tourism – outdoor recreation destination (regional) • Develop marketable industrial properties • OMIC • Rail – move people • Collaborative/collective problem solving 	<ul style="list-style-type: none"> 2 3 7 2 1 2 5 3 2 6 6 3 3

Weaknesses	count	Threats	
<ul style="list-style-type: none"> • Cut off from Metro • Transportation System • Traffic Congestion • Rail system bisects downtowns • Historical perception of workforce • Need for vocational training in HS • Aging and inadequate infrastructure • Portland perception of rural • Lack of industry/jobs • Land use regulations • Lack of coordinated marketing message • History of out-sourcing/lack of focus on sustainability • 80% out-commuter rate • Lack of retail • Potential high train traffic • High gas prices • Future is unknown/uncertain • Lack of coordinated tourism • Lack of lodging (short term) • Lack of activities for youth and access to resources • No hospital • Don't appreciate and advertise our resources (best kept secret) • Lack of affordable housing • Poor mental health services • NIMBY's (not in my backyard) • Lack of appreciation for what outsiders bring • No Costco • Lack of Golf courses 	<ul style="list-style-type: none"> 6 7 1 2 4 1 6 1 1 1 8 2 6 1 2 1 4 3 2 1 2 4 3 2 1 2 	<ul style="list-style-type: none"> • Limited Media sources • We don't speak with one coordinated voice • Complexity and nuance of policy decisions • Not reconvening these meetings • Lack of regional transportation corridor • Aging infrastructure (roads, bridges, etc.) • Potential for isolation of communities • Cyber terrorism • Stuck/Lack of upward mobility; poverty mentality • Out-commute threat to local businesses, volunteer-based org., taxes, transportation • Artificial Intelligence • Online shopping • Half-truths, lack of factual info • State legislature – need for region to be heard; lack of coordinated message • Outdated land use laws • Urban-Rural Divide • Congressional funding • Competition for attention/resources • Conflicting public opinion- development vs. status quo • Earthquake • Traffic • Landslides 	<ul style="list-style-type: none"> 1 1 6 4 1 1 12 1 3 3 2 2 1 2 2

4. Next Steps - Mike Sykes. The notes will be prepared and distributed to all participants, the Boards and Commissions will evaluate and make any additional comments. Staff leaders will also review, evaluate make additional comment. Elected and staff leaders are encouraged to flush strategies and tactics already in use to move the identified priorities forward.

A future date will be identified for the group to reconvene.

5. Closing remarks – Mary McArthur. Mary shared information on the role of the Columbia-Pacific Economic Development District and its connection to the federal Economic Development Administration. She offered support and appreciation for this group's convening and shared the federal focus on regional and collaboration and coordination when making grants and offering financial support.

VISION - MISSION - GOALS
STEP 3: TACTICS > PROJECTS

VISION: **TO PROVIDE QUALITY, EFFECTIVE AND EFFICIENT SERVICE TO OUR COMMUNITY**
Mission: Develop and preserve the highest possible quality of life for residents, businesses and visitors.
 Provide a safe and healthy environment within a sound economic framework.
 Provide leadership which is open and responsive to the needs of the community and works for the benefit of all.

GOAL AREA 1:	EFFECTIVE AND EFFICIENT ORANIZATION	<u>DEPARTMENTS</u>	<u>PERSON</u>	<u>LEVEL</u>	<u>COST</u>	<u>SOURCE</u>	<u>EST. DATE</u>
	Objective: Create and Maintain an Effective Organization						
	Tactic: Review City Goals & Objectives to Prioritize City Projects						
	Tactic: Attend Opportunities in Professional Development Trainings						
	Tactic: Attend Regional Meetings and Represent the Community						
	Project: Review City Organizational Chart for Improvements	Council	John/Matt	HIGH	\$ -	In-House	9/30/2020
	Project: Create On/Off Boarding Process for City Council, Commission Members and Staff	HR	Kathy/Matt	MEDIUM	\$ -	In-House	6/30/2021
	Objective: Recruit and Retain Talented Staff						
	Tactic: Review Wage & Benefits with Comparable Cities						
	Project: Update Personnel Policy	HR	Kathy	HIGH	\$ -	In-House	9/30/2020
	Objective: Maintain a Professional and Effective City Council						
	Tactic: Provide Support and Guidance for Commissions						
	Project: Review Job Descriptions for Staff to Provide Support to Designated Commissions	Admin/HR	Kathy/Matt	HIGH	\$ -	In-House	12/31/2020
	Tactic: Maintain a Balanced and Sustainable Budget						
	Tactic: Attend Opportunities in Professional Development Trainings						
	Project: Media Training for Council and Commission Members	Admin	Rachael	HIGH	\$ 1,500	City Council Dept	12/31/2020
	Tactic: Attend Regional Meetings and Represent Your Community						
GOAL AREA 2:	COMMUNITY AND CIVIC ENGAGEMENT	<u>DEPARTMENTS</u>	<u>PERSON</u>	<u>LEVEL</u>	<u>COST</u>	<u>FUNDING SOURCE</u>	<u>EST. DATE</u>
	Objective: Be Responsive to Community Needs						
	Objective: Expand Communication Efforts						
	Tactic: Encourage & Build Collaboration with Organizations in our Community						
	Project: Explore video communication channel	Admin	Rachael	MEDIUM	\$ -	In-House	12/31/2020
	Project: Create a Strategic Communications Plan	Admin	Rachael	HIGH	\$ -	In-House	6/30/2020
	Objective: Expand Civic Participation						
	Tactic: Explore new opportunities to enhance civic participation						
	Project: Recreation Community Meetings through 2021	Recreation	Shanna/Matt	HIGH	\$ -	In-House	12/31/2021
	Project: 2020 Community Survey	Admin	Rachael	HIGH	\$ -	In-House	6/30/2020

VISION - MISSION - GOALS
STEP 3: TACTICS > PROJECTS

GOAL AREA 3:	LIVABLE AND SAFE COMMUNITY	DEPARTMENTS	PERSON	LEVEL	COST	FUNDING SOURCE	EST. DATE
Objective:	Create and Maintain a Safe Community						
Tactic:	Improve Safety Throughout the Community						
Project:	North Vernonia Sidewalk Installation	PW	Sue	MEDIUM	\$ 550,000	50% SDC, 50% STP	TBD
Project:	5th Street Trail Improvements	PW	Sue	HIGH	\$ 5,000	Grant	6/30/2020
Project:	Safe Routes to School - Columbia Blvd from Gable to Sykes	PW	Sue	HIGH	\$ 400,000	SDC & Grant	Start Fall 2020
Project:	Develop/Improve interal police operations	PD	Brian	HIGH	\$ -	In-House	6/30/2021
Project:	Decrease crime incidents by 5%	PD	Brian	HIGH	\$ -	In-House	6/30/2021
Project:	Increase traffic safety and reduce traffic accidents by 5%	PD	Brian	HIGH	\$ -	In-House	6/30/2021
Objective:	Maintain Safe and Inviting Public Services & Facilities						
Tactic:	Improve Public Services & Facilities						
Project:	Build and create a financially stable Recreation Program for the City	Recreation	Shanna/Matt	HIGH	\$ -	In-House	12/31/2021
Project:	Campbell Park Improvement Grant Project	Planning	Jenny	HIGH	\$ 312,000	SDC & Grant	12/31/2021
Project:	Godfrey Park Improvement Project - New Installations	PW	Sue	HIGH	\$ 50,000	Maint. Fund	Start Summer 2020
Project:	McCormick Park Improvement Project - Playground Structure	PW	Sue	HIGH	\$ 240,000	Parks SDC & Maint. Fund	12/31/2021
Project:	McCormick Park Improvement Project - Ball Field Drainage Improvements	Planning/PW	Jenny/Sue	HIGH	\$ 120,000	Parks SDC & Donations	Need Direction
Project:	Gable Road Improvements - Sidewalk and Widening	PW	Sue	HIGH	\$ 250,000	Street SDC	TBD
Project:	Creation of a Makerspace Lab	Library	Margaret	HIGH	\$ 20,000	Library Facility Fund	9/1/2020
Project:	Columbia Learning Center - Library Improvements	Library	Margaret	MEDIUM	\$ 60,000	Library Facility Fund	TBD
Project:	Begin courier service between County libraries	Library	Margaret	MEDIUM	Unknown	General Fund	TBD
Project:	Replace Undersized Steel Mains - Tualatin, Little, N. 11th Watermains	PW	Sue	MEDIUM	\$ 450,000	Water Fund	TBD
Project:	Replace Undersized watermains - N. 7th, N. 9th, N. 11th Watermains	PW	Sue	MEDIUM	\$ 340,000	Water Fund	TBD
Project:	Seismic Upgrades - Milton Creek at Pittsburg Rd. bridge	PW	Sue	MEDIUM	\$ 300,000	Water Fund	TBD
Project:	Gable & Old Portland Road Overlay - Hwy 30 to Milton Creek Bridge	PW	Sue	MEDIUM	\$ 250,000	STP Grant	TBD
Project:	Light Replacement - Old Portland Road & 18th Street	PW	Sue	MEDIUM	\$ 250,000	Unknown	TBD
Project:	Multi-Purpose Stage at Columbia View Park	Public Works	Sue/Jenny	MEDIUM	Unknown	Not Funded	TBD
Project:	Utility Billing & Court Building Façade Improvements	Finance	Matt/Jacob	MEDIUM	\$ 10,000	General Fund	TBD
Objective:	Create Access to Arts and Cultural Activities in the Community						

VISION - MISSION - GOALS
STEP 3: TACTICS > PROJECTS

GOAL AREA 4:	ECONOMIC DEVELOPMENT	DEPARTMENTS	PERSON	LEVEL	COST	FUNDING SOURCE	EST. DATE
Objective:	Develop Policies and Programs to Promote Economic Development						
Tactic:	Review City policies and programs to promote economic development						
Project:	Update Business License codes/rules/forms	Finance	Matt	MEDIUM	\$ -	In-House	TBD
Project:	Update Website for new business information and assistance	Finance	Matt	MEDIUM	\$ -	In-House	TBD
Project:	Code Amendment - Housing / State Mandate	Planning	Jacob	HIGH	\$ -	In-House	9/30/2020
Project:	Building/Planning/Engineering Process Review	Admin/Building	John/Mike	HIGH	\$ -	In-House	Ongoing
Project:	E-Permitting Installation	Building	Mike	HIGH	\$ -	In-House	6/30/2020
Project:	Digitized Aerial Imaging	PW/Planning	Sue/Jacob	MEDIUM	\$ 100,000	Planning/Eng Depts	TBD
Objective:	Develop City Owned Property for Development						
Tactic:	Create an Industrial Park Development Plan						
Project:	Industrial Park - 1 - ACSP Partition	Planning/PW/Admin	Jacob/Sue/John	HIGH	\$ -	In-House	9/30/2020
Project:	Industrial Park - 2 - Overall Master Plan	Planning/PW/Admin	Jacob/Sue/John	HIGH	\$ 50,000	Grant	2/28/2021
Project:	Industrial Park - 3 - Police Station (Plans & Funding Ideas)	Planning/PD	Jacob/Matt/Brian	HIGH	\$ -	In-House	12/31/2020
Project:	Industrial Park - 4 - PGE Substation Planning	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	PGE Cost	TBD
Project:	Industrial Park - 5 - Topography Study	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	Industrial Park - 6 - Site Preparation	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	Industrial Park - 7 - Planning with Port Property for potential Park Creation	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	RV Park (Plans & Funding Ideas)	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Tactic:	Create a Central Waterfront Development Plan						
Project:	Central Waterfront - 1 - Lagoon Re-purposing Study - Phase 1	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	Central Waterfront - 2 - Lagoon Re-purposing Study - Phase 2	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	Central Waterfront - 3 - Community Conversations & Outreach	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	Central Waterfront - 4 - New Sewer Treatment Plan Feasibility Study (Plan & Funding)	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Project:	Central Waterfront - 5 - Frogmore Trestle Planning	Planning/PW/Admin	Jacob/Sue/John	MEDIUM	Unknown	Unknown	TBD
Tactic:	Create a Riverfront District for Development Plan						
Project:	Riverront - 1 - Topography Study	Planning/PW/Admin	Jacob/Sue/John	HIGH	\$ 75,000	Unknown - Est. Cost	TBD
Project:	Riverront - 2 - Geotech Study	Planning/PW/Admin	Jacob/Sue/John	HIGH	\$ 30,000	Unknown - Est. Cost	TBD
Project:	Riverront - 3 - Divide Property - Subdivide Parcels & Establish Right-of-Way	Planning/PW/Admin	Jacob/Jenny	HIGH	\$ 20,000	Unknown - Est. Cost	TBD
Project:	Riverront - 4 - Boardwalk Design Full/Phases	Planning/PW/Admin	Jacob/Sue/John	HIGH	\$ 75,000	Unknown - Est. Cost	TBD
Project:	Riverront - 4 - Infrastructure Design Full/Phases	Planning/PW/Admin	Jacob/Sue/John	HIGH	Unknown	Unknown	TBD
Project:	Riverront - 4 - Columbia View Park Expansion Plans (Boundaries, Grass)	Planning/PW/Admin	Jacob/Sue/John	HIGH	\$ 75,000	Unknown - Est. Cost	TBD
Project:	Riverront - 6 - Infrastructure Financing Full/Phases	Planning/PW/Admin	John/Matt	HIGH	Unknown	Unknown	TBD
Project:	Riverront - 6 - Return on Investment Study	Planning/PW/Admin	John/Matt	HIGH	Unknown	Unknown	TBD
Project:	Riverront - 6 - Creation of marketing materials for development	Planning/PW/Admin	John/Matt	HIGH	Unknown	Unknown	TBD
Project:	Riverront - 7 - Development solicitation RFP/RFQ for parcels	Planning/PW/Admin	John/Matt	HIGH	Unknown	Unknown	TBD
Project:	Riverront - 8 - Infrastructure Construction (Full/Phases)	Planning/PW/Admin	Jacob/Sue/John	HIGH	Unknown	Unknown	TBD
Project:	Riverront - 9 - Development Agreements for parcels	Planning/PW/Admin	John/Matt	HIGH	\$ 20,000	Unknown - Est. Cost	TBD
Tactic:	Review City-owned Property for Development						
Project:	Identify properties for re-development	Admin	John/Matt	HIGH	\$ -	In-House	Need Direction
Project:	Clean up property lines on Jacob's Mountain	Planning	Jacob/Jenny	LOW	\$ -	In-House	TBD
Project:	Create a process for marketing each property for development	Admin	John/Matt	HIGH	Unknown	Unknown	Need Direction
Objective:	Develop an Urban Renewal Agency for Economic Development						
Tactic:	Create and Maintain Urban Renewal Agency						
Project:	Update financial model for URA	Planning	Jenny	HIGH	\$ 7,500	Comm. Dev. Fund	6/30/2020

VISION - MISSION - GOALS
STEP 3: TACTICS > PROJECTS

GOAL AREA 5:	LONG TERM PLANNING	DEPARTMENTS	PERSON	LEVEL	COST	FUNDING SOURCE	EST. DATE
	Objective: Maintain Effective Master Plans and Facility Plans						
	Tactic: Create and Maintain Enterprise Master Plans						
	Project: Sewer Master Plan	PW	Sue	HIGH	\$ 150,000	Sewer SDC	RFP Released
	Project: Storm Master Plan	PW	Sue	HIGH	\$ 100,000	Storm SDC	RFP Released
	Project: Water Master Plan	PW	Sue	HIGH	\$ 150,000	Water SDC	After Sewer/Storm
	Project: Update Parks Master Plan (Millard Road)	PW/Planning	Sue/Jenny	MEDIUM	Unknown	Parks SDC	TBD
	Project: Police Facility Plan	Police	Matt/Brian	HIGH	\$ 20,000	Major Maint.	9/30/2020
	Objective: Maintain Reserves to Ensure Funding for Equipment Replacement						
	Tactic: Build and Maintain IT Infrastructure for City Operations						
	Project: IT Infrastructure Upgrades at all City facilities	Finance	Matt	HIGH	\$ 100,000	All Departments	6/30/2021
	Objective: Maintain City Municipal Code to help guide/enforce City policy						
	Tactic: Identify potential changes and updates to Municipal City Code						
	Project: Flood and Accessory Structures Code Amendments	Planning	Jacob/Jenny	HIGH	\$ -	In-House	12/31/2020
	Project: Floating Structure Code Amendments	Building	Mike	MEDIUM	\$ -	In-House	TBD
	Project: Building Code Enforcement Process Review	Building	Mike	MEDIUM	\$ -	In-House	TBD

VISION - MISSION - GOALS
STEP 3: TACTICS > PROJECTS

FUTURE PROJECTS ON THE HORIZON							
PROJECT DESCRIPTION	DEPARTMENTS	PERSON	LEVEL	EST. COST	FUNDING SOURCE	TIMELINE	
Increase open hours for Public Library	Library	Margaret	LOW	Unknown	General Fund	TBD	
Build a program for elimination of overdue fines	Library	Margaret	LOW	\$ -	General Fund	TBD	
Build a program for free library cards for all students	Library	Margaret	LOW	\$ -	General Fund	TBD	
Build a program for free library cards for all educators	Library	Margaret	LOW	\$ -	General Fund	TBD	
Records Retention - Implementation	Planning	Jacob	LOW	\$ -	In-House	TBD	
Planning Pamphlets Update	Planning	Jacob	LOW	\$ 1,000	In-House	TBD	
Code Amendments - Food cart / truck rules	Planning	Jacob	LOW	\$ -	In-House	TBD	
Parks Master Plan	Planning	Jacob	LOW	\$ 75,000	Parks SDC	TBD	
Relocate WWTP	Public Works	Sue	LOW	Unkonwn	Sewer Fund	TBD	
N. 7th/N. 8th Drainage Improvements	Public Works	Sue	LOW	\$ 200,000	Sewer Fund	TBD	
Develop incentive program to remove storm sump pumps from sanitary service	Public Works	Sue	LOW	\$ 100,000	Sewer Fund	TBD	
Install liner in 48" sanitary lagoon bypass line	Public Works	Sue	LOW	\$ 120,000	Sewer Fund	TBD	
Resolve 5-property party line on S. 20th Street	Public Works	Sue	LOW	\$ 200,000	Sewer Fund	TBD	
N. 4th Street Storm Extension	Public Works	Sue	LOW	\$ 500,000	Storm Fund	TBD	
Columbia Boulevard Storm	Public Works	Sue	LOW	\$ 400,000	Storm Fund	TBD	
Storm System Master Plan Improvements	Public Works	Sue	LOW	\$ 3,000,000	Storm Fund	TBD	
1st Street & Columbia Blvd Intersection Improvements	Public Works	Sue	LOW	\$ 500,000	Street Fund	TBD	
Reconfigure Intersection at Gable Road and Hwy 30	Public Works	Sue	LOW	\$ 30,000,000	Street Fund	TBD	
Extend S. 1st Street to Wyeth	Public Works	Sue	LOW	\$ 250,000	Street Fund	TBD	
Deer Island Road Improvements	Public Works	Sue	LOW	\$ 1,500,000	Street Fund	TBD	
S. 12th Street Improvements	Public Works	Sue	LOW	\$ 750,000	Street Fund	TBD	
Sykes Road Improvements	Public Works	Sue	LOW	\$ 2,500,000	Street Fund	TBD	
N. Vernonia Road Widening	Public Works	Sue	LOW	\$ 750,000	Street Fund	TBD	
Columbia Boulevard Bulb Outs	Public Works	Sue	LOW	\$ 3,500,000	Street Fund	TBD	
Columbia Boulevard Gateway	Public Works	Sue	LOW	\$ 500,000	Street Fund	TBD	
McCormick Park Frontage Sidewalks	Public Works	Sue	LOW	\$ 75,000	Street Fund	TBD	
Columbia Boulevard Sidewalks	Public Works	Sue	LOW	\$ 1,750,000	Street Fund	TBD	
Sykes Road Sidewalks	Public Works	Sue	LOW	\$ 300,000	Street Fund	TBD	
S. 12th Street Improvements	Public Works	Sue	LOW	\$ 1,200,000	Street Fund	TBD	
OPR & S. 18th Roundabout	Public Works	Sue	LOW	\$ 2,000,000	Street Fund	TBD	
OPR & Port Ave. Reconfiguration	Public Works	Sue	LOW	\$ 900,000	Street Fund	TBD	
OPR & Gable Road Reconfiguration	Public Works	Sue	LOW	\$ 1,000,000	Street Fund	TBD	
Aubuchon Sidewalks	Public Works	Sue	LOW	\$ 250,000	Street Fund	TBD	
Bradley, Park, & S. 13th Street Waterline Replacements	Public Works	Sue	LOW	\$ 300,000	Water Fund	TBD	
New 4 MG Reservoir and Transmission Main	Public Works	Sue	LOW	\$ 10,000,000	Water Fund	TBD	
Increase Capacity at WFF	Public Works	Sue	LOW	\$ 2,000,000	Water Fund	TBD	
Relocate PS#11	Public Works	Sue	LOW	\$ 1,500,000	Water Fund	TBD	
Upsize PS#4	Public Works	Sue	LOW	\$ 600,000	Water Fund	TBD	
Upsize South Trunk Sewer	Public Works	Sue	LOW	\$ 1,500,000	Water Fund	TBD	
Interceptor Trunk Main Upgrades	Public Works	Sue	LOW	\$ 250,000	Water Fund	TBD	
City Hall Plan & Funding	Admin	Matt	LOW	\$ 25,000	Unknown	TBD	
Library Facilities & Funding	Library	Margaret	LOW	\$ 40,000	Unknown	TBD	
Install a floating pier for fishing and non-motorized boat launch	Public Works	Sue	LOW	\$ 75,000	Unknown	TBD	
New restrooms at Heine Heumann Park	Public Works	Sue	LOW	\$ 150,000	Unknown	TBD	
New restrooms at Civic Pride Park	Public Works	Sue	LOW	\$ 150,000	Unknown	TBD	
New restrooms at 6th Street Park	Public Works	Sue	LOW	\$ 150,000	Unknown	TBD	
Install Millard Road entry sign	Public Works	Sue	LOW	Unknown	Unknown	TBD	
City Operated Utility - Fiber Connection	Admin	John	LOW	Unknown	Unknown	TBD	
Upgrade Intersection at Plymouth & OPR	Public Works	Sue	LOW	\$ 2,000,000	Unknown	TBD	
Develop Millard Road Park	Public Works	Sue	LOW	\$ 1,000,000	Unknown	TBD	
Develop Ross Road Park	Public Works	Sue	LOW	\$ 2,000,000	Unknown	TBD	
Civic Pride Park Improvements	Public Works	Sue	LOW	\$ 250,000	Unknown	TBD	
McCormick Park Turf Field	Public Works	Sue	LOW	\$ 300,000	Unknown	TBD	
Milton Creek Bridge Replacement	Public Works	Sue	LOW	\$ 1,200,000	Unknown	TBD	
River Street to S. 2nd Roadway Extension	Public Works	Sue	LOW	\$ 500,000	Unknown	TBD	
Middle Trunk Sanitary Upgrades	Public Works	Sue	LOW	Unkonwn	Unknown	TBD	
Public Works Facilities & Funding	Public Works	Sue	LOW	\$ 25,000	Unknown	TBD	

CITY OF ST. HELENS
GOVERNING POLICY

1. **Purpose:** The purpose of this policy is to establish guidelines for collaborative administrative decision-making and a governing structure to be used by City Councilors and staff, and to delegate responsibilities and authority to implement the guidelines.
2. **Governing Structure:** The City Council shall operate based on a combination of forms of government. Subject to the allocation and delegation of authorities herein, the City Council shall act as a commission with each Councilor assigned one or more City departments. The City Administrator shall supervise and coordinate the activities of all departments, and coordinate the collaborative process described below.
3. **Collaborative Decision-Making:** This process applied to administrative decision-making regarding department-level matters. Routine and emergency decisions applying adopted City policies shall be made by Department Heads. Decisions requiring policy interpretation or development shall be made in a collaborative process involving discussion and resolution between the Councilor assigned to the department, the City Administrator, and the Department Head. Issues that cannot be resolved by consensus in the collaborative process shall be referred to the Council.
4. **Personnel Supervision and Discipline:** Subject to the City's adopted personnel rules, supervisory authority shall be as follows:
 - a. Employees of departments shall be supervised by the Department Head, including discipline not involving termination.
 - b. Department Heads shall be supervised by the City Administrator. Hiring and termination of Department Heads and the City Administrator shall be the responsibility of the Council.
 - c. Decisions regarding hiring and termination of department employees shall be made using the collaborative process. Such decisions that lack concurrence of the collaborative group shall be referred to the Council.
5. **Personnel Evaluations:** Subject to the City's adopted personnel rules, responsibility for personnel evaluations shall be as follows:
 - a. Department employees shall be evaluated by their supervisors subject to review and approval by each Department Head.
 - b. Department Heads shall be evaluated by the assigned Councilor and the City Administrator.
 - c. The City Administrator shall be evaluated by the City Council.
 - d. Evaluations shall be written in a form approved by the Council.
 - e. Upon completion, evaluations shall be communicated with the employee and referred to the City Administrator for retention in secured personnel files.



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City Council Team Agreement

1. Attendance at Council meetings is first priority; please contact City Recorder if you are unable to attend.
2. Be on time to meetings and read the packet prior to the meeting – be prepared to work.
3. Mayor will take the lead in keeping the meeting and discussion focused.
4. Distribute information in advance of Council discussion.
5. Mayor will recognize Councilors when indicating that they wish to speak.
6. Put a time limit on audience testimony and ask them not to repeat previous speakers.
7. Use formal procedure (point of order, call for question, etc.) to focus the meeting. Formal procedure may be used when necessary for effective discussion. Individuals should use procedure appropriately and courteously.
8. Council meetings are televised live; this requires Council to act professionally by:
 - a. Treating the public and each other with courtesy;
 - b. Speaking in turn and on the issue;
 - c. Not interrupting;
 - d. Not engaging in side conversations;
 - e. Not using personal electronic devices while conducting business at the dais.
9. Refrain from personal attacks, including to presenters, staff and Council.
10. Agree to be diplomatic about disagreement; leave disagreement at the dais and do not try to polarize other Councilors.
11. Call the City Administrator or designee with questions and requests prior to the meeting.

Individual Council Member Conduct Agreements

Council members agree to:

- Cultivate exchange of views with other Councilors.
- Avoid doing or saying anything that would harm or discredit the City or staff members.

Commitments as a Council

Council strives to:

- Be straightforward about goals, issues and priorities.
- Continue to improve citizen involvement, awareness and participation.
- Improve follow-up and resolution of citizen concerns or complaints.
- Act as an advocate for the City.

Read before each Council meeting...

1. I am on the City Council as an advocate of quality and effective City Services. I will do what I can to promote cost sensitive and professional services to City residents and visitors. I will do what I can to promote a safe environment for business and families.
2. It is my responsibility to contribute to a stabilized environment for the City. I am an opponent of uproar, dissension, and conflict. I believe in cooperation.
3. I believe in routine. The greatest gift I can give to City residents is to provide services that are predictable.
4. Every comment I make and every vote I cast will be motivated by the question, "What is good for the city residents and visitors?"
5. What I want for my own family is what I want for all patrons of the City.
6. I will "champion" the City. I will compliment and reinforce often. I will suggest and recommend when necessary.
7. I will support a majority position of the Council. I may not agree, but once the vote is taken, I'm with the others.
8. I will never come to a Council meeting having made a promise to an individual or group.
9. At all times, I will remember I am a City official whose purpose is to serve and represent others and to act on their behalf.
10. Courtesy is a rule. I will not break the rule.
11. A Council meeting is a business meeting. It is not entertainment. It is not a social hour. It is not a question and answer session. **It is a business meeting.**
12. I am busy. Other Council members and the Mayor are busy. The City Staff and Administrator are busy. Everyone is busy. At this meeting I will do what I have to do. I will do it as fast as possible. I will respect the time of other people.

-adapted from Lany Dwiton Fort Osage Public Schools Fort Osage Fire Protection District