



# St. Helens 2020







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## 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.

## Goals

- Effective and efficient organization
- Community and civic engagement
- Livable and safe community
- Economic development
- Long-term planning



# Executive Summary

We are pleased to present the 2020-2021 City of St. Helens Strategic Workplan. This plan is the result of a series of organizational development workshops, community input and a deeper look at how we can best serve all residents of our city. Through this process, our Council has taken the City's vision and mission to heart, evaluated our goal areas and, in this time of great opportunity, is looking strategically to our future.

**About this plan:** This annual effort began in 2005 with the development and adoption of a Strategic Plan (Adopted December 2005, Resolution 1417). This workplan adheres to the vision of that first plan and strives to meet that same need: to determine if our City government is structured and working in the best possible manner, to meet the needs of the community and to provide Council and staff a "report card" on how we are doing in leading and serving the City. The work 15 years ago defined the mission of the City which sets our core reason for serving.

Our city is growing rapidly. We have welcomed 2,410 new neighbors since our last strategic plan 15 years ago. Today we serve close to 14,000 residents and are poised to grow rapidly in the next decade. This plan serves as a road map to meet today's needs and lays a strong foundation for the future in service to you, our residents. This plan will guide the work in core goal areas: effective and efficient organization, community and civic engagement, livable and safe community, economic development and long-term planning.

This approach keeps us transparent and holds us accountable to focusing resources on strategies that best serve the needs and aspirations of our community. In the coming years, we will need support and partnership from all across our community to further St. Helens' continued livability, smart growth, and prosperity. Please read the workplan, ask questions and share your input so that we can continue our progress together.

Sincerely,  
Rick Scholl, Mayor





## GOAL AREA ONE: Effective and Efficient Organization



This goal area reflects our first and most important responsibility. As elected officials and public servants, it is our responsibility to honor our history and hold our City in trust for the future. We have limited resources and our citizens expect that we make the most efficient use of public funds. We strive to provide effective leadership to ensure that residents receive the most value out of every public dollar.





| GOAL AREA 1 – EFFECTIVE & EFFICIENT ORGANIZATION |   | DEPT  | DONE BY   | CURRENT STATUS |
|--|---|-------|-----------|----------------|
| <b>Objective</b>                                 | <b><u>Create and Maintain an Effective Organization</u></b> |       |           |                |
| Tactic   | Review City Goals & Objectives to Prioritize City Projects  |       |           |                |
| Tactic   | Maintain a Balanced and Sustainable Budget                  |       |           |                |
| Tactic   | Attend Opportunities in Professional Development            |       |           |                |
| Tactic   | Review City Organizational Structure                        |       |           |                |
| Project  | Update Council Roles/Rules/Responsibilities                 | Admin | Nov 2020  | In Process     |
| Project  | Update/Review Internal Organizational Chart                 | Admin | Nov 2020  | In Process     |
| Project  | Review all Job Descriptions for FLSA Updates                | Admin | Dec 2020  | In Process     |
| Project  | Create On/Off Boarding Process for Internal Employees       | Admin | Aug 2020  | In Process     |
| Project  | Create On/Off Boarding Process for Council/Commissioners    | Admin | Nov 2020  | In Process     |
| Project  | Review Rules/Roles for City Commissions and Boards          | Admin | Nov 2020  | In Process     |
| Tactic   | Attend Regional Meetings and Represent the Community        |       |           |                |
|  |   |       |           |                |
| <b>Objective</b>                                 | <b><u>Recruit and Retain Talented Staff</u></b>             |       |           |                |
| Tactic   | Review Wage & Benefits with Comparable Cities               |       |           |                |
| Project  | Update Personnel & IT Policies                              | Admin | Sept 2020 | In Process     |





| GOAL AREA 1 – EFFECTIVE & EFFICIENT ORGANIZATION |  | DEPT  | DONE BY  | CURRENT STATUS |
|--|--|-------|----------|----------------|
| <b><u>Objective</u></b>                          | <b><u>Maintain a Professional and Effective City Council</u></b> |       |          |                |
| Tactic   | Provide Support and Guidance for Commissions                     |       |          |                |
| Project  | Review Job Descriptions to Provide Support for Commissions       | Admin | Nov 2020 | In Process     |
| Project  | Review Rules/Roles for City Commissions                          | Admin | Nov 2020 | In Process     |
| Tactic   | Attend Opportunities in Professional Development Trainings       |       |          |                |
| Project  | Media Training for Council and Commissions                       | Admin | Dec 2020 | In Process     |





## GOAL AREA TWO: Community and Civic Engagement



In this goal we outline how we will support and promote opportunities for community engagement. We strive to build a sense of community and preserve our small-town feel. This goal prioritizes open and accountable city government through effective communication to foster active citizen participation. The relationships with other local and regional jurisdictions, state and federal partners is critically important to the quality of life in our community. This goal recognizes that we can't do it alone: engaged community members and strong partners are key to success.





| GOAL AREA 2 – COMMUNITY AND CIVIC ENGAGEMENT |  | DEPT  | DONE BY   | CURRENT STATUS |
|--|--|-------|-----------|----------------|
| <b><u>Objective</u></b>                      | <b><u>Be Responsive to Community Needs</u></b>       |       |           |                |
|  |  |       |           |                |
| <b><u>Objective</u></b>                      | <b><u>Expand Communication Efforts</u></b>           |       |           |                |
| Tactic                                       | Encourage & Build Collaboration with Organizations   |       |           |                |
| Project                                      | Explore Video Communication Channel                  | Admin | Dec 2020  | In Process     |
| Project                                      | Create a Strategic Communications Plan               | Admin | June 2021 | In Process     |
|  |  |       |           |                |
| <b><u>Objective</u></b>                      | <b><u>Expand Civic Participation</u></b>             |       |           |                |
| Tactic                                       | Explore Opportunities to Enhance Civic Participation |       |           |                |
| Project                                      | Recreation Community Meeting Nights                  | Rec   | Dec 2021  | In Process     |
| Project                                      | 2020 Community Survey                                | Admin | Sept 2020 | In Process     |



## GOAL AREA THREE: Livable and Safe Community



Our primary duty is to the people we serve. This goal area focuses on the needs of a growing community. It guides how we grow by addressing infrastructure needs, including upgrades, modernization, and replacement of existing structures that we all depend on. Public Safety is a key objective that directly relates to our city's livability. It is critical that we partner with the community to ensure public safety and infrastructure systems that can meet community needs well into the future.





| GOAL AREA 3 – LIVABLE AND SAFE COMMUNITY |   | DEPT     | DONE BY   | CURRENT STATUS |
|--|---|----------|-----------|----------------|
| <b>Objective</b>                         | <b>Create and Maintain a Safe Community</b>                       |          |           |                |
| Tactic                                   | Improve Safety throughout the Community                           |          |           |                |
| Project                                  | North Vernonia Sidewalk Installation                              | PW       | July 2021 | In Process     |
| Project                                  | 5 <sup>th</sup> Street Trail Grant Project                        | Planning | COMPLETED | COMPLETED      |
| Project                                  | Safe Routes to School – Col. Blvd. from Gable-Sykes Grant Project | PW       | Dec 2021  | In Process     |
| Project                                  | Develop/Improve Internal Police Operations                        | PD       | Jun 2021  | In Process     |
| Project                                  | Decrease Crime Incidents by 5%                                    | PD       | Jun 2021  | In Process     |
| Project                                  | Increase Traffic Safety and Reduce Traffic Accidents by 5%        | PD       | Jun 2021  | In Process     |



| GOAL AREA 3 – LIVABLE AND SAFE COMMUNITY |  | DEPT     | DONE BY   | CURRENT STATUS |
|--|--|----------|-----------|----------------|
| <b>Objective</b>                         | <b><u>Maintain Safe and Inviting Public Services and Facilities</u></b>                  |          |           |                |
| <b>Tactic</b>                            | <b>Improve Public Services and Facilities</b>  |          |           |                |
| <i>Project</i>                           | <i>Build/Create a Financially Stable Rec Program</i>                                     | Rec      | Dec 2021  | In Process     |
| <i>Project</i>                           | <i>Campbell Park Improvement Grant Project</i>   | PW       | Dec 2021  | In Process     |
| <i>Project</i>                           | <i>Godfrey Park Improvement Project – New Installations</i>                              | PW       | July 2021 | In Process     |
| <i>Project</i>                           | <i>McCormick Park Improvement Project – New Installations</i>                            | PW       | Dec 2021  | In Process     |
| <i>Project</i>                           | <i>Gable Road Improvement Project – Sidewalk &amp; Widening</i>                          | PW       | July 2020 | In Process     |
| <i>Project</i>                           | <i>Creation of a Makerspace Lab</i>  | Library  | Sept 2020 | In Process     |
| <i>Project</i>                           | <i>Columbia Center Improvements – Building Updates</i>                                   | Library  | Sept 2020 | In Process     |
| <i>Project</i>                           | <i>Replace Steel Water Mains – Tualatin, Little, N. 11<sup>th</sup></i>                  | PW       | July 2021 | In Process     |
| <i>Project</i>                           | <i>Water Main Replacement – N. 7<sup>th</sup>, N. 9<sup>th</sup>, N. 11<sup>th</sup></i> | PW       | COMPLETED | COMPLETED      |
| <i>Project</i>                           | <i>Gable/Old Portland Rd. – Hwy 30/Milton Creek Bridge</i>                               | PW       | Aug 2021  | In Process     |
| <i>Project</i>                           | <i>Utility Billing &amp; Court Building Improvement - Facade</i>                         | Admin    | Aug 2021  | In Process     |
| <i>Project</i>                           | <i>CDBG Grant - Columbia Pacific Food Bank Building Renovation</i>                       | Planning | Mar 2021  | In Process     |





## GOAL AREA FOUR: Economic Development



This goal area seeks to build a solid economic foundation for a strong, diverse, and sustainable local economy. Objectives in this area focus on streamlining the permitting process and internal capacity while preparing for new businesses to locate here. The focus is on taking advantage of our outstanding location in the region and our relationship with the Columbia River. We are on the cusp of a riverfront revival and are putting systems in place to promote and encourage development of the Riverfront area as a vibrant, accessible economic center and destination for residents and tourists.





| GOAL AREA 4 – ECONOMIC DEVELOPMENT |   | DEPT           | DONE BY   | CURRENT STATUS |
|------------------------------------|---|----------------|-----------|----------------|
| <b><u>Objective</u></b>            | <b><u>Develop Policies and Programs to Promote Economic Development</u></b> |                |           |                |
| Tactic                             | Review City Policies and Program to Promote Economic Development            |                |           |                |
| Project                            | Update Business License Codes/Rules/Forms                                   | Finance        | Oct 2020  | In Process     |
| Project                            | Update Website for Businesses (Current and New)                             | Finance        | Oct 2020  | In Process     |
| Project                            | Code Amendment – Housing / State Mandates                                   | Planning       | Sept 2020 | In Process     |
| Project                            | E-Permitting Installation   | Building       | Sept 2020 | In Process     |
| Project                            | Digitized Aerial Imaging  | Public Works   | July 2021 | In Process     |
| Project                            | City Operated Utility – Fiber Connection                                    | Admin          | June 2021 | In Process     |
| Tactic                             | Review Process throughout Community Development                             |                |           |                |
|                                    |   |                |           |                |
| <b><u>Objective</u></b>            | <b><u>Develop City Owned Property for Development</u></b>                   |                |           |                |
| Tactic                             | Create an Industrial Park Development Plan                                  |                |           |                |
| Project                            | Industrial Park - 1 - ACSP Partition  | Community Dev. | Sept 2020 | In Process     |
| Project                            | Industrial Park - 2 - Overall Master Plan                                   | Community Dev. | Sept 2020 | In Process     |
| Project                            | Industrial Park - 2 – Marketing IGA with Port                               | Community Dev. | COMPLETED | COMPLETED      |
| Project                            | Industrial Park - 2 - Topography Study                                      | Community Dev. | TBD       | Not Started    |





| GOAL AREA 4 – ECONOMIC DEVELOPMENT |  | DEPT           | DONE BY   | CURRENT STATUS |
|------------------------------------|--|----------------|-----------|----------------|
| <b>Objective</b>                   | <b>Develop City Owned Property for Development</b>             |                |           |                |
| Tactic                             | Create an Industrial Park Development Plan                     |                |           |                |
| Project                            | Industrial Park - 3 - PGE Substation Planning                  | Community Dev. | TBD       | Not Started    |
| Project                            | Industrial Park - 4 - Site Preparation                         | Community Dev. | TBD       | Not Started    |
| Project                            | Industrial Park - 5 - Potential Park Creation                  | Community Dev. | TBD       | Not Started    |
| Tactic                             | Create a Central Waterfront Development Plan                   |                |           |                |
| Project                            | Central Waterfront - 1 - Lagoon Study - Phase 1 Study/Outreach | Admin          | Sept 2020 | In Process     |
| Project                            | Central Waterfront - 2 - Lagoon Study - Phase 2 Study/Outreach | Admin          | TBD       | Not Started    |
| Project                            | Central Waterfront - 3 - New WWTP Feasibility Study            | Community Dev. | TBD       | Not Started    |
| Project                            | Central Waterfront - 4 - Frogmore Trestle Planning             | Community Dev. | TBD       | Not Started    |
| Tactic                             | Create a Riverfront District for Development Plan              |                |           |                |
| Project                            | Riverfront - 1 - Topography Study                              | Community Dev. | TBD       | Not Started    |
| Project                            | Riverfront - 2 - Geotech Study                                 | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 3 - Subdivide Parcels & Create Right-of-Way       | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 4 - Boardwalk Design/Construction                 | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 4 - Infrastructure Design                         | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 4 - Columbia View Park Expansion                  | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 5 - Infrastructure Financing Plan                 | Community Dev. | TBD       | In Process     |



| GOAL AREA 4 – ECONOMIC DEVELOPMENT |   | DEPT           | DONE BY   | CURRENT STATUS |
|------------------------------------|---|----------------|-----------|----------------|
| <b><u>Objective</u></b>            | <b><u>Develop City Owned Property for Development</u></b>                     |                |           |                |
| Tactic                             | Create a Riverfront District for Development Plan                             |                |           |                |
| Project:                           | Riverfront - 5 - Return on Investment Study                                   | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 5 - Marketing Materials for Developers                           | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 6 - Development Solicitation RFP/RFQ                             | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 7 - Infrastructure Construction                                  | Community Dev. | TBD       | Not Started    |
| Project:                           | Riverfront - 8 - Development Agreements for Parcels                           | Community Dev. | TBD       | Not Started    |
| Tactic:                            | Review City-Owned Property for Development                                    |                |           |                |
| Project:                           | Identify Properties for Potential Re-Development                              | Admin          | Sept 2020 | In Process     |
| Project:                           | Clean up Property Lines on N. 10 <sup>th</sup> /11 <sup>th</sup> Street Bluff | Planning       | June 2022 | Not Started    |
| Project:                           | Grey Cliffs In-Water Facility Planning  | Planning       | Dec 2021  | In Process     |
|                                    |   |                |           |                |
| <b><u>Objective:</u></b>           | <b><u>Develop Urban Renewal Agency for Economic Development</u></b>           |                |           |                |
| Tactic:                            | Create and Maintain Urban Renewal Agency                                      |                |           |                |
| Project:                           | Update Financial Model for URA  | Planning       | Sept 2020 | In Process     |





## GOAL AREA FIVE: Long-Term Planning



This approach keeps us transparent and holds us accountable for focusing resources on strategies that best serve the needs and aspirations of our community. As we grow, we recognize that planning, maintenance, and strong internal systems are key components to a successful and thriving community.



| GOAL AREA 5 – LONG TERM PLANNING |   | DEPT         | DONE BY  | CURRENT STATUS |
|----------------------------------|---|--------------|----------|----------------|
| <b><u>Objective</u></b>          | <b><u>Maintain Effective Master Plans and Facility Plans</u></b>        |              |          |                |
| Tactic                           | Create and Maintain Enterprise Master Plans                             |              |          |                |
| Project                          | Update Sewer Master Plan  | Public Works | Dec 2021 | In Progress    |
| Project                          | Update Storm Master Plan  | Public Works | Dec 2021 | In Progress    |
| Project                          | Update Water Master Plan  | Public Works | Dec 2022 | Not Started    |
| Project                          | Update Parks Master Plan  | Planning     | Dec 2021 | Not Started    |
| Project                          | Police Facility Plan  | Admin        | Dec 2020 | In Process     |
| <b><u>Objective</u></b>          | <b><u>Maintain Reserves for Major Equipment Replacement</u></b>         |              |          |                |
| Tactic                           | Build and Maintain IT Infrastructure for City Operations                |              |          |                |
| Project                          | IT Infrastructure Upgrades at all City Facilities                       | Finance      | Jun 2021 | In Process     |
| <b><u>Objective</u></b>          | <b><u>Maintain City Municipal Code to Guide/Enforce City Policy</u></b> |              |          |                |
| Tactic                           | Identify Potential Changes/Updates to Municipal City Code               |              |          |                |
| Project                          | Flood and Accessory Structures Code Amendments                          | Planning     | Dec 2020 | In Process     |
| Project                          | Floating Structure Code Amendments                                      | Building     | TBD      | In Process     |
| Project                          | Building Code Enforcement Process Review                                | Building     | TBD      | In Process     |





## FUTURE IDENTIFIED PRO-

| FUTURE IDENTIFIED PROJECTS |  | DEPT     | ESTIMATE COST |
|----------------------------|--|----------|---------------|
| Project                    | Increase Open Hours for Public Library                   | Library  | Unknown       |
| Project                    | Build a Program for Elimination of Overdue Fines         | Library  | Unknown       |
| Project                    | Build a Program for Free Library Cards for all Students  | Library  | Unknown       |
| Project                    | Build a Program for Free Library Cards for all Educators | Library  | Unknown       |
| Project                    | Library Facility Master Planning                         | Library  | \$50,000      |
| Project                    | Courier Service Between Columbia County Libraries        | Library  | Unknown       |
| Project                    | City Hall Facility Master Planning                       | Admin    | \$50,000      |
| Project                    | City Operated Utility – Fiber Connection                 | Admin    | Unknown       |
| Project                    | Police Station Bond Campaign                             | Admin    | Unknown       |
| Project                    | Records Retention – Implementation                       | Planning | Unknown       |
| Project                    | Planning Pamphlets Update                                | Planning | \$1,000       |
| Project                    | Code Amendments – Food Carts / Truck Rules               | Planning | Unknown       |
| Project                    | Install Millard Rd. Entry Sign                           | Planning | Unknown       |



| FUTURE IDENTIFIED PROJECTS |   | DEPT         | ESTIMATE COST |
|----------------------------|---|--------------|---------------|
| Project                    | N. 7 <sup>th</sup> /N. 8 <sup>th</sup> Drainage Improvements  | Public Works | \$200,000     |
| Project                    | Install Liner in 48" Lagoon Bypass Line                       | Public Works | \$120,000     |
| Project                    | N. 4 <sup>th</sup> St. Storm Extension                        | Public Works | \$500,000     |
| Project                    | Columbia Boulevard Storm                                      | Public Works | \$400,000     |
| Project                    | 1 <sup>st</sup> St. & Columbia Blvd Intersection Improvements | Public Works | \$500,000     |
| Project                    | Extend S. 1 <sup>st</sup> Street to Wyeth                     | Public Works | \$250,000     |
| Project                    | Deer Island Road Improvements                                 | Public Works | \$1,500,000   |
| Project                    | S. 12 <sup>th</sup> Street Improvements                       | Public Works | \$750,000     |
| Project                    | Sykes Rd. Improvements  | Public Works | \$2,500,000   |
| Project                    | N. Vernonia Rd. Widening                                      | Public Works | \$750,000     |
| Project                    | Columbia Boulevard Bulb Outs                                  | Public Works | \$3,500,000   |
| Project                    | Columbia Boulevard Gateway                                    | Public Works | \$500,000     |
| Project                    | McCormick Park Frontage Sidewalks                             | Public Works | \$75,000      |
| Project                    | Columbia Blvd. Sidewalks                                      | Public Works | \$1,750,000   |
| Project                    | Sykes Rd. Sidewalks   | Public Works | \$300,000     |
| Project                    | Upgrade Intersection at Plymouth & Old Portland Rd.           | Public Works | \$2,000,000   |





| FUTURE IDENTIFIED PROJECTS |   | DEPT         | ESTIMATE COST |
|----------------------------|---|--------------|---------------|
| Project                    | Old Portland Rd. & S. 18 <sup>th</sup> Roundabout                 | Public Works | \$2,000,000   |
| Project                    | Old Portland Rd. & Port Ave. Reconfiguration                      | Public Works | \$1,000,000   |
| Project                    | Aubuchon Sidewalks  | Public Works | \$250,000     |
| Project                    | Milton Creek Bridge Replacement                                   | Public Works | \$1,200,000   |
| Project                    | River St. to S. 2 <sup>nd</sup> Roadway Extension                 | Public Works | \$500,000     |
| Project                    | Bradley, Park & S. 13 <sup>th</sup> Street Waterline Replacements | Public Works | \$300,000     |
| Project                    | New 4MG Reservoir and Transmission Main                           | Public Works | \$10,000,000  |
| Project                    | Increase Capacity at Water Filtration Facility                    | Public Works | \$2,000,000   |
| Project                    | Relocate WWTP   | Public Works | Unknown       |
| Project                    | Develop Incentive Program to Remove Storm Sump Pumps              | Public Works | \$100,000     |
| Project                    | Resolve Five-Property Party Line on S. 20 <sup>th</sup> Street    | Public Works | \$200,000     |
| Project                    | Relocate Pump Station #11   | Public Works | \$1,500,000   |
| Project                    | Upsize Pump Station #4  | Public Works | \$600,000     |
| Project                    | Upsize South Trunk Sewer  | Public Works | \$1,500,000   |
| Project                    | Interceptor Trunk Main Upgrades                                   | Public Works | \$250,000     |



| FUTURE IDENTIFIED PROJECTS |   | DEPT         | ESTIMATE COST |
|----------------------------|---|--------------|---------------|
| Project                    | Middle Trunk Sanitary Upgrades                                | Public Works | Unknown       |
| Project                    | Install Floating Pier for Fishing & Non-Motorized Boat Launch | Public Works | \$75,000      |
| Project                    | New Restrooms at Heinie Heumann Park                          | Public Works | \$150,000     |
| Project                    | New Restrooms at Civic Pride Park                             | Public Works | \$150,000     |
| Project                    | New Restrooms at 6 <sup>th</sup> Street Park                  | Public Works | \$150,000     |
| Project                    | McCormick Park Softball Field Improvements                    | Public Works | Unknown       |
| Project                    | Public Works Facility Master Planning                         | Public Works | \$35,000      |
| Project                    | Seismic Upgrades – Milton Creek at Pittsburg Rd. Bridge       | Public Works | Unknown       |