



265 Strand Street
St. Helens, OR 97051
(503) 397-6272
www.sthelensoregon.gov

City Council Retreat

January 27, 2021

5:00 to 7:30 p.m.

Recreation Center
1810 Old Portland Road

AGENDA

1. Mission
2. Who we serve – St. Helens demographics
3. The role of cities and how we deliver services
4. Operating as a Council:
 - How agendas are created
 - Procedure, rules of order
 - Team agreement and mantras
 - Communications protocols
 - Who speaks for the City
 - How to represent the City
 - Title use
5. Governance:
 - Council responsibilities
 - Board and commission descriptions
 - Department liaison role
 - Strategic Workplan 2020-2022

City Council Retreat Wednesday January 27, 2021



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Welcome

- Housekeeping
 - Recording, space use & protocols, dinner, breaks
 - Purpose of retreat – why and how we serve, Council functions, setting the goals and implementing vision
- What are you looking forward to in 2021?
- What do you hope to get out of this retreat?



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City of St. Helens Vision & Mission

Vision: To provide quality, effective and efficient service to our citizens.

Mission:

- Develop and preserve the highest possible **quality of life** for our 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**.



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**What piece of the mission
resonates with you?**



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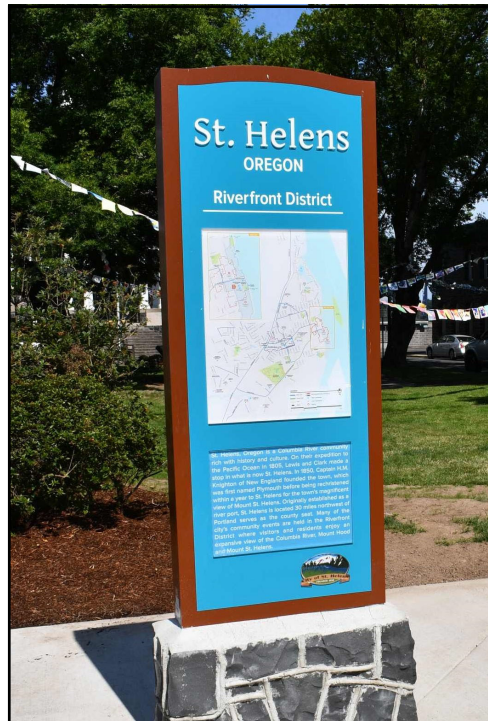
Who do we serve?

How our community is portrayed:
US Census American Community Survey 5-year
City of St. Helens

Business Oregon
Oregon Prospector Demographics



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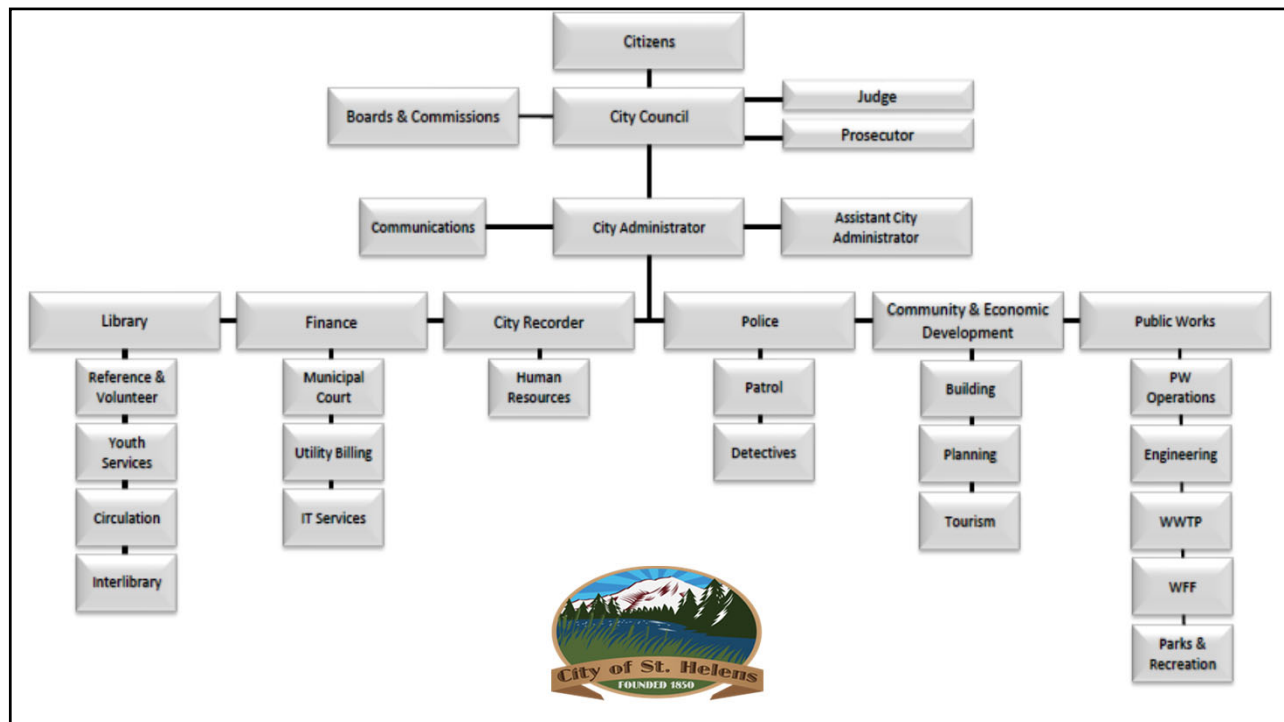
How do we deliver services?

Our professional, talented staff of 84 along with Council, partners and volunteers provide:

- Safe, Clean Drinking Water
- Library and cultural programs for youth and adults
- Sewage Treatment
- Public Safety and Accountability
- Storm Water Management
- Road Maintenance
- Fiscal, Legal and Administrative oversight
- City Planning and Land Use
- Building Safety Administration
- Parks that are safe and well maintained
- Business Licensing and Economic Development Services
- Recreation Programs for the community



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GENERAL FUND

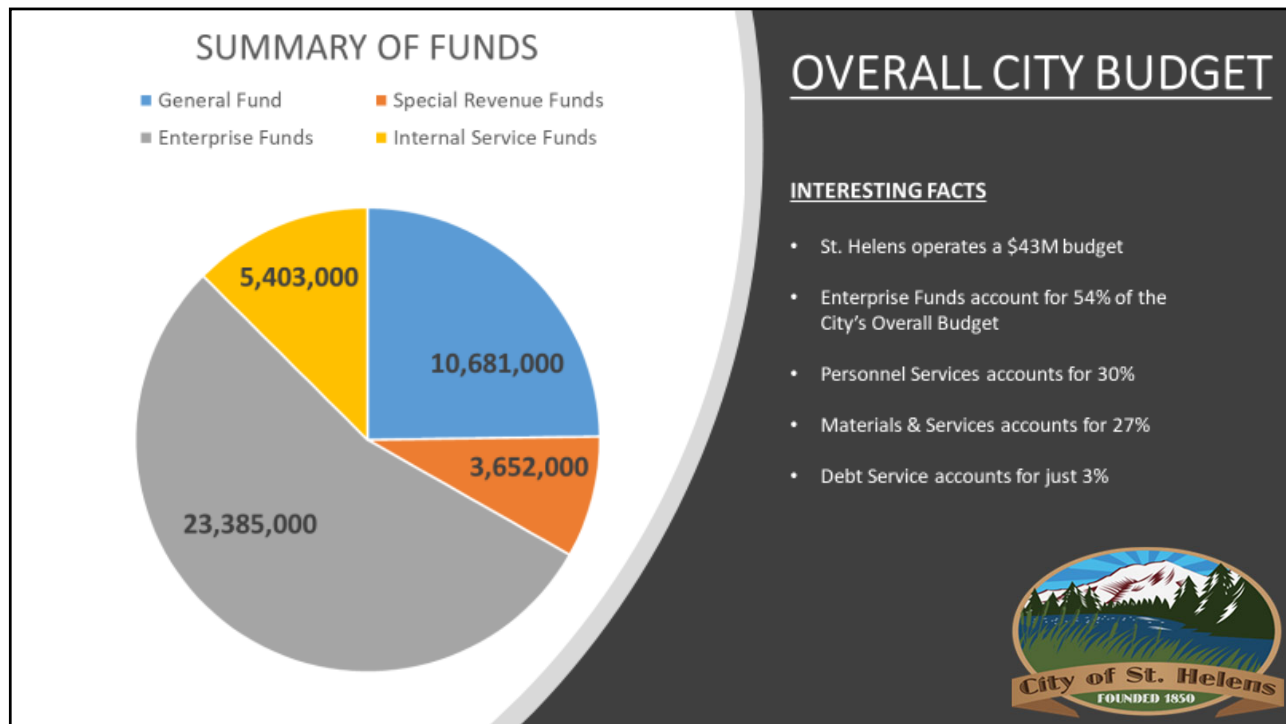
INTERESTING FACTS

- Property Tax Revenue averaged 4.3% increase since 2015-16, but only account for 25% of GF Revenue
- Internal Charges account for 24% of GF Revenue
- General Fund size has grown 52% since 2015-16
- Police Department accounts for 46% of GF
- 61% of GF is Personnel Services (People)
- 21% of GF is Materials & Services (Stuff)
- GF is only 25% of the City Budget



	Actual	Actual	Actual	Actual	Actual	YE Estimate
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Ending Fund Balance	1,853,061	1,997,571	2,223,736	2,038,700	2,315,108	2,678,500
Total Revenue	5,446,699	6,134,925	6,967,097	7,731,753	8,219,533	8,915,000
Total Expenses	5,546,548	6,070,921	6,744,663	8,116,935	7,956,890	8,551,500
Reserve Policy 20%	1,109,310	1,214,184	1,348,933	1,623,387	1,591,378	1,710,300
Reserve Goal 30%	1,663,964	1,821,276	2,023,399	2,435,081	2,387,067	2,565,450
RESERVE PERCENTAGE	33%	33%	33%	25%	29%	31%

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Governing Documents

<https://www.sthelensoregon.gov/citycouncil>

City Charter
Operating Rules & Procedures



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Group Agreements

Suggested –

- Do our best to remove pre-conceptions and be open to the process - Growth Mindset
- Accept the significant responsibility your position requires
- Allow uninterrupted voices and opinions
- Assume the best intent of others
- Be present, keep electronics to a minimum
- Honor individual confidentiality and anonymity
- Be kind and respectful



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City Communications

Professional Staff:

Crystal King
Communications
Officer



Cameron Burkhart
Communications
Assistant



Key functions:

Developing and implementing the City's communication strategy including:
Presenting the City's official position, community education, media
relationships, responding to press inquiries, managing city social media



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Break option – 10 minutes



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Council as Governing Body
Overall direction, policy & resources

Professional Staff
implement & manage

Everyone evaluates
Everyone improves



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Boards and Commissions

Community Volunteers, citizens like you, are a part of the vision. Members are appointed by the City Council and help set goals.

- Arts & Cultural Commission
- Budget Committee
- Library Board
- Parks & Trails Commission
- Planning Commission
- Youth Advisory Council

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Key Functions: Boards and Commissions

- **Arts & Cultural Commission** -Encourage opportunities for recognition of art and culture in the city of St. Helens. Coordinate and communicate with groups and organizations which could bring art and cultural activities and enrichment. Develop a five-year plan for arts and cultural activities and identify funding sources.
- **Budget Committee**- ORS 294.414 Prepare an annual budget in accordance with purposes outlined in ORS 294.321
- **Library Board** -Develop long-range plans for library service and facilities, recommend policies, investigate funding sources and encourage public support and use of the Library



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Key Functions: Boards and Commissions

- **Parks & Trails Commission** - Act in an advisory capacity to the city council in all matters pertaining to the operation, planning, development, improvement, beautification, equipment and maintenance of public parks, trails, public bicycle and/or pedestrian ways, vacant park properties, public squares, public recreational facilities and publicly accessible buildings and associated grounds.
- **Planning Commission** – Develop, maintain and recommend comprehensive plan proposals and plans for specific areas. Review land development regulations including but not limited to zoning, subdivision, land partitioning and boundary changes. Recommend promotion, development and regulation of industrial and economic needs of the community.
- **Youth Council** - Actively advise the city council with thoughtful recommendations on issues concerning youth and to assist city staff in considering youth perspectives in its planning efforts.



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Council Liaison to Departments, Boards and Commissions

- Council Liaisons will act as a **communication link** to the Council and will keep the Council informed of commission, board and department activities.
- A little history on the journey to this point
- Opportunities for charter review, governing policy work, community visioning (20-year vision)



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2020 - 2022 City Council Goals



**GOAL #1:
EFFECTIVE
ORGANIZATIONAL
STRUCTURE**



**GOAL #2:
COMMUNITY
ENGAGEMENT**



**GOAL #3:
SAFE AND LIVABLE
ENVIRONMENT**



**GOAL #4:
ECONOMIC
DEVELOPMENT**



**GOAL #5:
LONG-TERM
PLANNING**

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2020-2022 Goals – City wide	
	<p>1. Effective Organizational Structure – Recruit & retain talented staff Sustainable Budgeting Continue Council training Recruit and Support Board and Commission members</p>
	<p>2. Enhance Community Engagement – Educate, invite input, encourage participation</p>
	<p>3. Enhance Safe and Livable Environment – Continue Parks Investments Plan for new Police Station Grow Recreation Program Library as the cultural resource for youth and adults</p>
	<p>4. Economic Development - Permit and fee structure review Activate Business Industrial Park Riverfront Redevelopment</p>
	<p>5. Long Term Planning – Facilities planning to accommodate growth Program Planning to serve all residents Public Works Masterplan Updates Long Term economic development strategy</p>

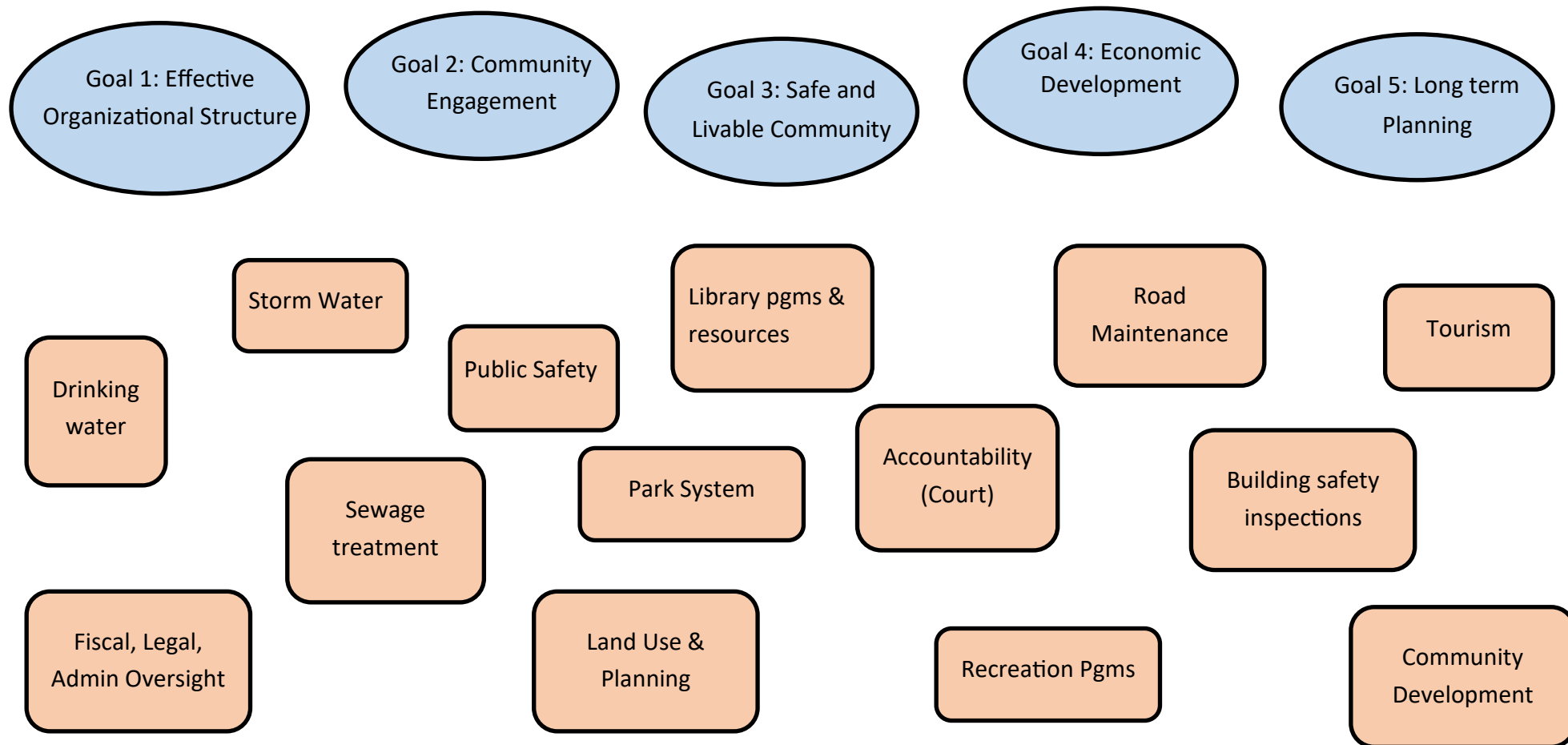




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**City of St. Helens
CITY COUNCIL
OPERATING RULES AND PROCEDURES**

SECTION I – AUTHORITY

These operating procedures and policies are adopted under the authority granted in the St. Helens Charter, Chapter III, Section 13.

SECTION II – OFFICERS OF THE CITY COUNCIL

1. **Mayor** – The Mayor shall be chair of the Council and preside over its deliberations. The Mayor shall have a vote on all questions before the Council. The Mayor shall have authority to preserve order, enforce the rules of the Council and determine the order of business under the rules of the Council. With the consent of the Council, and following the procedures of the Council, appoints members of commissions and committees established by ordinance or resolution. The Mayor must sign all records of Council decisions.
2. **Council President**– At its first meeting of each odd-numbered year, the Council by written ballot shall elect a President from its membership. The President of the Council shall perform the duties of the Mayor in the Mayor's absence.

SECTION III – MEETINGS OF THE CITY COUNCIL

1. Meetings

All meetings of the Council or the boards, committees, and commissions of the City shall be in conformance with Chapter 192, Oregon Revised Statutes, Public Meetings.

A. Regular Meetings

The regular meetings of the Council shall be on the first and third Wednesdays of each month, except when that day falls on a legal holiday in which event the Council shall meet on the next following regular business day. Unless otherwise noticed, regular meetings shall be held on the days appointed at 7:00 p.m.

At its first regular meeting of each new year, the Council shall adopt a resolution stating the dates, times, and locations of its regular meetings for the year.

B. Special Meetings

A special meeting may be called either by the Mayor or two (2) members of the Council. Written notice of the time and place of such special meeting and the subjects to be acted upon shall be delivered in writing to interested persons, the media, and all members of the Council at least 24 hours in advance of the time of said meeting, and the Council may consider and act only upon such matters as contained in the written notice.

C. Work Session Meetings

Regular work sessions of the Council shall be on the first and third Wednesdays of each month, unless otherwise noticed, and shall be held on the days appointed at 1:00 p.m. At such work sessions no final decisions may be made or action taken. Work sessions shall begin with visitor comments to provide the public with an opportunity to address the City Council.

At its first regular meeting of each new year, the Council shall adopt a resolution stating the dates, times, and locations of its work session meetings for the year.

D. Adjourned Meetings

At any regular or adjourned meeting, the meeting may be adjourned to a later date by a majority vote of the Council. In the event any regular meeting is adjourned, the Mayor may call an adjourned meeting at such time as the Mayor may designate upon giving appropriate legal notice and having each councilor notified personally, or in writing, at least 24 hours in advance of the time and place of such adjourned meeting.

E. Public Hearings

The regular public hearings of the Council shall be on the first and third Wednesdays of each month, unless otherwise arranged, and shall be held on the days appointed between 6:00 p.m. and 7:00 p.m. depending on the purpose. Staff may, at its discretion, schedule such time as needed per topic and considering the start of the Council's regular meeting at 7:00 p.m. At public hearings, no final decisions may be made or action taken by the Council.

F. Public Forums

Public forums are to provide the public an opportunity to receive topic specific information and provide input and testimony. Public forums will be held in City Hall or such other locations as may be determined by the Council.

G. Emergency Meetings

Emergency meetings are special meetings called on less than twenty-four (24) hours' notice. The Council will declare the emergency and the minutes of the meeting will describe the emergency justifying less than twenty-four (24) hours' notice. The City will take appropriate steps to notify the media and other interested persons to inform them of the meeting. Notice will be by electronic mail.

H. Executive Sessions

All executive sessions of the Council shall be called and conducted in accordance with the Oregon Public Meetings Law. No executive session may be held for the purpose of taking any final action or making any final decision. Final actions and final decisions must be done in open regular meetings of the Council. Executive session attendance shall be determined by the Mayor (as the presiding officer) or the Council.

2. Meeting Place

All Council meetings shall be held in the City Hall or such other location as may be determined by the Council.

3. Quorum

A majority of members of the Council shall constitute a quorum for its business, but a smaller number may meet and compel the attendance of absent members in a manner provided by ordinance or these rules.

4. Attendance

The Mayor and Councilors are expected to attend all Council meetings and work sessions. The City Charter provides that the position of Mayor or a Council member becomes vacant upon an incumbent's unexcused absence from the City for 30 days without the consent of the Council or upon his/her absence from meetings of the Council for 60 days without like consent, and upon a declaration by the Council of the vacancy. Excused absences from Council meetings and work sessions may be granted on a case by case basis.

A Councilor who is unavailable in person may participate in work sessions and regular meetings by conference phone if approved by the Mayor and two members of the Council. If telephonic participation is approved, the Councilor would be considered in attendance.

5. Ordinances

Every ordinance shall be enacted in accord with Chapter IV of the St. Helens City Charter. The enacting clause of all ordinances shall be "The City of St. Helens ordains as follows:". Except as the following paragraphs provide to the contrary, every ordinance title shall, before being put upon its final passage, be read fully and distinctly in open Council meeting on two different days.

Except as the following paragraph provides to the contrary, an ordinance may be enacted at a single meeting of the Council by unanimous vote of all Council members present, upon being read first in full and then by title.

Any of the readings may be by title only if no Council member present at the meeting requests to have the ordinance read in full or if a copy of the ordinance is provided for each Council member and a copy is provided for public inspection in the office of the City Recorder not later than one week before the first reading of the ordinance and if notice of their availability is given forthwith upon the filing, by written notice posted at City Hall and two other public places in the City or by advertisement in a newspaper of general circulation in the City. An ordinance enacted after being read by title alone may have no legal effect if it differs substantially from its terms as it was thus filed prior to such reading, unless each section incorporating such a difference is read fully and distinctly in open Council meeting as finally amended prior to being approved by the Council.

Upon final vote on an ordinance, the ayes and nays of the members shall be taken and entered in the record of proceedings.

Upon the enactment of an ordinance the City Recorder shall sign it with the date of its passage and his/her name and title of office, and within three (3) days thereafter the Mayor shall sign it with the date of his/her signature, name and title of office.

An ordinance enacted by the Council shall take effect on the thirtieth (30th) day after its enactment. When the Council deems it advisable, however, an ordinance may provide a later time for it to take effect, and in case of an emergency, it may take effect immediately.

6. Resolutions

Every resolution shall be enacted in accord with Chapter V of the St. Helens City Charter. The enacting clause of all resolutions shall be "The City of St. Helens resolves as follows:".

A resolution or any other Council administrative decision requires approval of the Council. Any substantive amendment must be read aloud or made available in writing to the public prior to adoption. After approval of a resolution or other administrative decision, the vote of each member must be entered into the council minutes.

7. Procedures

The conduct of all meetings of the Council or of any committee appointed by it shall be governed by the City charter, City code, and these operating rules and procedures.

8. Voting

Except as the Charter otherwise provides, the affirmative vote of a majority of the members of the Council present at a Council meeting shall be necessary to decide any question before the Council. The voting on all ordinances or resolutions shall be by roll call vote and recorded in the minutes showing those members voting for and those voting against.

9. Decorum

The presiding officer of the Council shall be responsible for ensuring that order and decorum are maintained during all meetings of the Council, and shall be responsible for assigning to the Sergeant-at-Arms his or her duties and station. The Chief of Police, or such member of the Police Department as he/she shall designate, shall be Sergeant-at-Arms of the Council. He/she shall carry out all orders and instructions given by the presiding officer for the purpose of maintaining order, decorum and to enforce the rules of conduct as directed by the presiding

officer.

10. Presiding Officer

Mayor – The Mayor shall preside over Council deliberations and will serve as the political head of the government. He/she shall have a vote on all questions before the Council. He/she shall have authority to preserve order, enforce the rules of the Council, and determine the order of business under the rules of the Council. With the consent of the Council, and following the procedures of the Council, the Mayor appoints members of the committees, boards and commissions established by ordinance or resolution.

Council President – At its first meeting of each odd-numbered year, the Council by written ballot shall elect a president from its membership. In the Mayor's absence from a Council meeting, the President shall preside over it. Whenever the Mayor is unable to perform the functions of his office, the President shall act as Mayor.

In the absence of the Mayor and the President, if a quorum of the Council is present, the senior member of the Council shall preside over the meeting as President Pro-Tem. If there is no one senior member of the Council, Council shall choose, by vote, a President Pro-Tem to preside at that meeting.

The Council President or the Council President Pro-Tem, while serving as presiding officer, may propose motions and debate from the chair, subject only to the limitations of debate as are imposed on all members and shall not be deprived of any of the rights and privileges of a councilor by reason of acting as presiding officer.

11. Record of Proceedings

The Council shall cause a record of its proceedings to be kept. Upon the request of any of its members, the ayes and nays upon any question before it shall be taken and entered in the record.

No action by the Council shall have legal effect unless the motion for the action and the vote by which it is disposed of take place at proceedings open to the public.

12. Order of Business

Matters to be considered by the Council at its meetings shall be placed on an agenda to be prepared by the City Administrator and/or his/her designee, typically the City Recorder, for the following materials:

- All items considered by the Council from work sessions that require official action of the Council. Work session agenda items will normally be considered at the next regular meeting.
- All items directed by the Mayor or a member of the Council to be listed on the agenda. The Mayor or presiding officer will be notified of agenda items requested by a Council member.
- All items deemed appropriate by the City Administrator.
- All items which are required by law to be presented to the Council.
- The Council may also consider any other item, proposed by the Mayor, a member of the Council or the City Administrator, not included on the written agenda.
- Items appearing on the Council agenda may be assigned a time limit by the Mayor or presiding officer. The Mayor or Council may extend the time limit until an issue or item is discussed and resolved.
- Correspondence, petitions or other written material that concerns items that are or may be on the agenda may be submitted to the City Administrator's Office at any time, but may only appear on the agenda if received by 12:00 p.m. the Wednesday preceding the intended Council meeting. The City Administrator may hold agenda items to have an appropriate study made of the issue, question or request. Any material submitted without the author's name and address will not be put on the Council agenda. Substantive matters arising under "Visitor Comments" will be referred to the City Administrator for study.

13. Agendas and Supportive Material

The City Administrator, typically through the City Recorder, shall provide copies of public records to any person so requesting that material, in compliance with the Oregon Revised Statutes, Public Records Law. A fee for copies may be charged based upon the cost of copying plus a reasonable administrative fee based on actual cost, which fees shall be adopted by Council resolution.

Copies of the supportive agenda material will be available to the media, and upon request, to members of the public at the time distributed to the Council, except for those items exempt from disclosure under the Public Records Law.

14. Appointing Committees

All committees, boards and commissions shall be created by the Council through the adoption of an ordinance or resolution. After the committees have been formally announced they cannot be changed except at a regular meeting of the Council. Appointments to committees shall be made as an agenda item at a regular meeting of the Council.

15. Council Liaisons

The Mayor, or the presiding officer in the Mayor's absence, will appoint Council members liaison appointments to City departments, programs, or boards and commissions. Liaisons will act as a communication link to the Council and will keep the Council informed of their department's activities.

SECTION IV – CONDUCT AT MEETINGS

1. The Council will be clear and simple in its procedures and consideration of matters coming before it.
2. Any Council member or the Mayor may present main motions on business to come before the Council.
3. It is the policy of the Council to ensure an informed public, aware of the deliberations and decisions of the body and of the information upon which decisions were made. It is the policy of the Council that those decisions be arrived at openly. The Mayor and Council are encouraged to explain their rationale for votes during Council meetings.
4. Public Debate and Testimony:
 - Members of the public have no right to speak or address the Council at a Council meeting unless recognized by the presiding officer.
 - Time for testimony by members of the audience at public hearings or any Council meeting at which the public is invited or allowed to address the Council may be limited for each speaker and for each subject by the presiding officer or by majority vote of the Council.
 - Unless otherwise directed, persons addressing the Council shall limit their remarks to three (3) to five (5) minutes.
 - A person may request additional time subject to approval of the presiding officer.
 - Questions and discussions by audience members shall be directed to the presiding officer.
 - Directed discussion between members of the audience and Council members or City employees shall be permitted only at the discretion of the presiding officer.
 - Public testimony at regular sessions and work sessions, except at public hearings, shall be under the agenda item, "Visitor Comments" unless specifically permitted by the presiding officer.

- All persons addressing the Council shall do so from the designated location after first having clearly stated their name for the record. When speaking at public hearings, persons shall confine their comments to the issue under consideration.

5. Identification of Fiscal Impact of Policy Decisions

At such time as the Council adopts a new program or policy with significant revenue implications, it shall offer clear direction to City staff and to the Budget Committee as to how the program or policy is to be funded. When the City Council adopts such a new program or policy or significantly modifies an existing program or policy, it shall indicate how it expects that program or policy to be funded; e.g., which existing taxes or fees the Council expects to increase and by how much, or which current City programs or department expenditures the Council expects to reduce to fund the new program or policy. However, if the Council cannot reasonably identify a potential funding source, it shall so indicate.

6. Reconsidering a Vote

A motion to reconsider a vote can be made only once and at the session at which the motion or matter was adopted, or at the next meeting of the Council, provided that no vote to reconsider shall be made after the ordinance, resolution, or act has taken effect.

7. Miscellaneous Provisions

- Members of the Council requesting a legal opinion of the City Attorney may do so directly during a meeting or if the Mayor is aware of the inquiry. A Council member desiring to contact the City Attorney will normally contact the City Administrator to ascertain if the question has previously been posed to the Attorney and/or if staff has researched and can address the issue.
- Authorization is needed from the presiding officer or majority of Council to take a reimbursable trip and incur expenses on City-related business. The following expenditure categories qualify for reimbursement under the above procedure:
 - Reasonable out-of-town travel expenses including mileage, meals, and lodging.
 - Additional cellular phone costs related to calls made regarding City business.

Expense reimbursement forms for expenses incurred for authorized purposes are available through the City Recorder. Receipts or other types of documentation are required for all items. The Mayor will review and approve expense claims submitted by Council members. The Council President will review and approve expenditures made by the Mayor.

- The Mayor or Council member shall also clarify what, if any, official capacity they are representing when speaking to the press.
- Normally, the City Administrator or his/her designee shall act as the City ombudsman for City business and affairs.



265 Strand Street
St. Helens, OR 97051
(503) 397-6272
www.ci.st-helens.or.us

City Council Team Agreement

ADOPTED April 15, 2020
RESOLUTION 1881

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. No interrupting;
 - d. No engaging in side conversations;
 - e. No use of 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:

- Be straightforward about goals and issues.
- Cultivate exchange of views with other Councilors.
- Avoid doing or saying anything that would harm or discredit the City.

Commitments as a Council

Council strives to:

- 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