

City of St. Helens
RESOLUTION NO. 1880

A RESOLUTION OF THE CITY OF ST. HELENS CITY COUNCIL
ADOPTING A STRATEGIC WORKPLAN FOR 2020-2021

WHEREAS, the City Council of St. Helens is committed to serving our community in adherence to our Vision: To provide quality, effective and efficient service to our community; and

WHEREAS, the City Council and staff have participated in an organizational development process to evaluate our vision, mission, goals, and objectives and to create this strategic workplan to direct limited resources to best meet the needs and aspirations of our community; and

WHEREAS, the City Council and staff commit to increase transparency, accountability and improve community civic engagement.

NOW THEREFORE, IT IS HEREBY RESOLVED that the City of St. Helens Strategic Workplan 2020-2021 adheres to the City's vision and strives to direct resources in line with strategic goals and work 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; and it is further

RESOLVED, that 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; and it is further

RESOLVED, that the City of St. Helens Strategic Workplan 2020-2021, attached hereto as Exhibit A, is hereby adopted.

Approved and adopted by the City Council on April 15, 2020, by the following vote:

Ayes: Locke, Carlson, Topaz, Morten, Scholl

Nays: None



Rick Scholl, Mayor

ATTEST:



Kathy Payne, City Recorder



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.

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.

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 1: Effective and Efficient Organization

| EFFECTIVE AND EFFICIENT ORGANIZATION | | City Department Lead |
|---|--|-----------------------------|
| Objective: | Create and Maintain an Effective Organization | |
| Tactic: | Review City Goals & Objectives to Prioritize City Projects | All |
| Tactic: | Maintain a Balanced and Sustainable Budget | Council/Finance |
| Tactic: | Attend Regional Meetings and Represent the Community | Council/Administration |
| Objective: | Recruit and Retain Talented Staff | |
| Tactic: | Review Wage & Benefits with Comparable Cities | Administration |
| Objective: | Maintain a Professional and Effective City Council | |
| Tactic: | Provide Support and Guidance for Commissions | Council/Administration |
| Tactic: | Attend Professional Development Trainings | All |
| Tactic: | Attend Regional Meetings and Represent Your Community | Council/Administration |

Goal Area 2

| COMMUNITY AND CIVIC ENGAGEMENT | | City Department Lead |
|---------------------------------------|---|-----------------------------|
| Objective: | Be Responsive to Community Needs | |
| Objective: | Expand Communication Efforts | |
| Tactic: | Encourage & Build Collaboration with Organizations in our Community | All |
| Objective: | Expand Civic Participation | |
| Tactic: | Explore new opportunities to enhance civic participation | Administration |



Goal Area 3

| LIVABLE AND SAFE COMMUNITY | | City Department Lead |
|----------------------------|--|--|
| Objective: | Create and Maintain a Safe Community | |
| Tactic: | Improve Safety Throughout the Community | Police/Public Works |
| Objective: | Maintain Safe and Inviting Public Services & Facilities | |
| Tactic: | Improve Public Services & Facilities | Public Works/Library /Recreation/Finance |
| Objective: | Create Access to Arts and Cultural Activities in the Community | |

Goal Area 4

| ECONOMIC DEVELOPMENT | | City Department Lead |
|----------------------|---|----------------------------------|
| Objective: | Develop Policies and Programs to Promote Economic Development | |
| Tactic: | Review City policies and programs to promote economic development | Administration/Finance/ Planning |
| Objective: | Develop City Owned Property for Development | |
| Tactic: | Create an Industrial Park Development Plan | Administration/PW/ Planning |
| Tactic: | Create a Central Waterfront Development Plan | Administration/PW/ Planning |
| Tactic: | Create a Riverfront District for Development Plan | Administration/PW/ Planning |
| Tactic: | Review City-owned Property for Development | Administration/Planning |
| Objective: | Develop an Urban Renewal Agency for Economic Development | |
| Tactic: | Create and Maintain Urban Renewal Agency | Finance/Planning |



Goal Area 5

| LONG TERM PLANNING | | City Department Lead |
|--------------------|--|-------------------------|
| Objective: | Maintain Effective Master Plans and Facility Plans | |
| Tactic: | Create and Maintain Enterprise Master Plans | Finance/PW/Police |
| Objective: | Maintain Reserves to Ensure Funding for Equipment Replacements | |
| Tactic: | Build and Maintain IT Infrastructure for City Operations | Finance |
| Objective: | Maintain City Municipal Code to help guide/enforce City policy | |
| Tactic: | Identify potential changes and updates to Municipal City Code | Planning/Administration |