



## 2016 CITY OF ST. HELENS - DRAFT CITY COUNCIL MISSION AND GOALS

- GOAL 1 Provide Effective Governance and Fiscal Management**
- GOAL 2 Improve Service, Communication and Relationships**
- GOAL 3 Foster a Safe and Healthy Community**
- GOAL 4 Facilitate Economic Development Activities**
- GOAL 5 Provide Sound Stewardship of Community Assets**

*The City of St. Helens' mission is to provide quality, effective and efficient service to our citizens.*

By doing so we will:

- *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.*

### GOAL 1 - Provide Effective Governance and Fiscal Management

The operation of government is reflected in the organization structure and management of financial resources.

**DESIRED OUTCOME** – City government operates efficiently and effectively in carrying out its tasks and meeting its goals. The process of governance is transparent and accessible to the Citizens. Financial management is prudent and sound.

- ✓ **Promote Fiscal Sustainability**
  - Maintain sufficient operating reserves in General Fund and Enterprise fund accounts
  - Update financial elements of capital improvement plans
  - Consider sustainability in purchasing decisions
  - Improve tax base and revenue sources
  - Explore options to reduce unfunded PERS liability
- ✓ **Promote balanced revenue system that reflects service demands**
- ✓ **Support stable, effective and accountable management**
  - Implement Springbrook, Full Court and IVR telephone dialing software
  - Evaluate refinancing of I&I project DEQ loan debt
  - Review/update stormwater fees/utility billing policies
- ✓ **Improve efficiencies and effectiveness**
  - Explore returning dog licensing to County
  - Conduct organizational assessment
  - Continue to explore, develop and implement cost saving efficiencies



### GOAL 2 - Improve Service, Communication and Relationships

The channels of communication, service and partnership are embodied in the relationships between City government and the Citizens.

**DESIRED OUTCOME** – Effective leveraging of resources, respect, and good will mark the relationship between City government and its Citizens. Citizens feel valued and actively participate in their community and government.

- ✓ **Provide open and transparent government**
  - Encourage citizen involvement
  - Promote separation of policy and administrative decision making processes
  - Participate in initiatives which further the City's goals
  - Explore community survey options to measure City governance performance
- ✓ **Improve communication**
  - Assure good communication between City departments
  - Utilize P.E.G. programming to improve community outreach efforts
  - Explore live camera feeds on City website
  - Continue social media engagement efforts: Gazette, Facebook, Twitter, E-blasts, YouTube channels
- ✓ **Deliver excellent customer service**
  - Promote positive workplace environment and good employee morale
- ✓ **Improve community relationships**
  - Explore youth council representative
  - Promote estate/endowment donation to support services and improve sense of community
  - Develop plan for recruiting and sustaining volunteers
  - Improve civic relationships (schools, county, state, federal and community partners)
- ✓ **Promote inclusive governance**

**Commented [JW1]:** After dramatic cuts to city operations the General Fund and Enterprise funds have stabilized to the point some limited services and deferred expenditures can now be restored.

**Commented [JW2]:** Tax base has improved with the economy and new construction.

**Commented [JW3]:** We explored borrowing funds to create a side account and potentially reduce unfunded liability. Given PERS strong investment earnings it was not clear the risk would offset reward.

**Commented [JW4]:** Springbrook financial software and the IVR phone dialing system have been successfully implemented. Full Court has been deferred

**Commented [JW5]:** Refinanced water Treatment Plant and I&I loan to lower interest rates resulting in \$XXX significant savings.

**Commented [JW6]:** Necessary changes identified

**Commented [JW7]:** Dog licensing has been successfully returned to the county creating administrative capacity and a more robust county program.

**Commented [JW8]:** Complete. Some recommendations implemented and others identified but deferred due to fiscal constraints.

**Commented [JW9]:** Building Official sharing resulted in substantial cost savings

**Commented [JW10]:** The City was recognized by the LOC for Good Governance related to our Public Involvement efforts.

**Commented [JW11]:** This is a good topic for Council retreat. Some progress but Council less unified on governance style.

**Commented [JW12]:** Staff works through the LOC to further the interests of Cities and community goals

**Commented [JW13]:** American Community Survey?

**Commented [JW14]:** Good communication at the department head and Intra-Department. Could improve on all staff communications

**Commented [JW15]:** Some improvement to PEG content but definitely room for improvement.

**Commented [JW16]:** We have not got to this one yet.

**Commented [JW17]:** St. Helens is recognized by its peers as a model for Social Media and community engagement efforts.

**Commented [JW18]:** Work place morale seems to be improved from last review

**Commented [JW19]:** Successfully formed Youth Council

**Commented [JW20]:** Some publicity but could use more attention.

**Commented [JW21]:** Volunteerism has been fairly stable on boards and commissions and

**Commented [JW22]:** This is an ongoing effort to build and maintain relationships with community partners.

**Commented [JW23]:** this item needs specific tasks identified Community involvement, transparency, opportunity to participate...



### GOAL 3 - Foster a Safe and Healthy Community

The City government facilitates access to available resources in order to ensure a healthy, safe and prosperous community.

**DESIRED OUTCOME** – The community is safe, attractive and inviting. Citizens have good access to public resources and take pride in their personal health and the overall health of their community.

- ✓ **Provide resources to support City services (ie. Police, Library, Parks, Public Works)**
  - Support Police reserve program
  - Support Police accreditation program
  - Support Library operations and programming
- ✓ **Support City infrastructure and facilities**
  - Maintain streets in safe/serviceable condition
  - Explore alternative funding for street maintenance
  - Provide clean drinking water and compliant waste water treatment
  - Adequately staff, equip and house police services
  - Evaluate alternatives to possible County jail closure
- ✓ **Promote access to social and health services**
- ✓ **Promote education, activities and programs to improve community health and welfare**
  - Improve personal/family preparedness
  - Exercise disaster/emergency preparedness plans
  - Support public art and beautification
- ✓ **Support parks, trails and recreation programs**
  - Explore alternative funding for parks maintenance

- Commented [JW24]: Enterprise Zone community benefit funds allocated to support program
- Commented [JW25]: PD has made accreditation a priority
- Commented [JW26]: Library cut 5 hours to public access due to budget constraints
- Commented [JW27]: Paving, paint striping, sweeping, gas tax? Street fee?
- Commented [JW28]: Street Funds continue to decline greater than maintenance and reconstruction costs. This is an ongoing issue not unique to St. Helens.
- Commented [JW29]: City recognized by APWA for ongoing water treatment quality.
- Commented [JW30]: Maintaining adequate staffing level in the Police Department has been an ongoing challenge. Issues related to budget, competitive market, retirements and employee transition,
- Commented [JW31]: Thanks, to the work of many community advocates the Jail levy passed and did not close. Staff did extensively investigate closure options prior the ballot passage which proved expensive due to transportation and bed lease costs.
- Commented [JW32]: 2015-16 Budget



### GOAL 4 - Facilitate Economic Development Activities

The City's programs and leadership encourage sustainable economic development.

**DESIRED OUTCOME** – The City has a vibrant and durable local economy with job growth in both the commercial and industrial sectors. The three commercial districts are all prosperous with a variety of viable businesses and high occupancy rates.

- ✓ **Leverage assets to retain, support and attract local business**
  - Support Columbia County Economic Team (CCET)
  - Support tourism promotion activities
  - Support SHEDCO and the Main Street Program
- ✓ **Establish development policies and public improvements/standards that recognize economic trends and community "livability"**
- ✓ **Collaborate with community organizations to create a cohesive Economic Development effort**
  - Develop strategic partnerships to further the City's mission and goals
  - Participate in regional economic development activities
- ✓ **Encourage business-friendly policies**
- ✓ **Encourage private investment in the City**

- Commented [JW33]: City continues to provide fiscal support including office space to ColPac and CCET at the Columbia Learning Center
- Commented [JW34]: Tourism has been revamped with the dissolution of the Tourism Committee and Council assignment to Staff and contract services to coordinate events promotion and activities.
- Commented [JW35]: City Budget and Staff have supported SHEDCO and the Main Street Program
- Commented [JW36]: Parks and Trails Master Plans, Arts, Community Events, Land Use code changes, HEAL Cities
- Commented [JW37]: Community Development Staff has strived to work proactively with existing and potential business community
- Commented [JW38]:



### GOAL 5 - Provide Sound Stewardship of Community Assets

The community's assets are maintained and operated in a manner demonstrating professionalism and community pride.

**DESIRED OUTCOME** – The City exercises wise stewardship of public infrastructure assuring facilities are built to meet growing needs, infrastructure is maintained to industry standards, and provisions are made to provide funding for needed future investments. Private spaces visible or usable by the public are well maintained.

- ✓ **Complete capital projects in a timely and cost effective manner**
  - Sand Island restrooms replacement
  - Courthouse docks utility upgrades
  - Godfrey Park stormwater outfall
  - Continue meter replacement program
  - Continue I&I reduction program
  - Library roof replacement
- ✓ **Secure Infrastructure funding resources**
  - Evaluate urban renewal infrastructure funding options
  - Ensure capital facilities plans are up to date
  - Secure grants, loans and funding
  - Develop public/private partnerships and collaborations
  - Secure waterfront planning and design funds
  - Pursue street/highway safety project funding
- ✓ **Maintain compliance with local, state and federal regulations**
- ✓ **Complete community visioning and planning projects**
  - Consider STAR Sustainability Goals and Guiding Principles in the decision making process
  - Complete corridor planning project
  - Complete Parks and Trails Master Plan
  - Conduct SDAT (Sustainable Design Assessment Team) project

- Commented [JW39]: \$250K OASB Grant funded Project complete
- Commented [JW40]: Dockside Water and Electric service with electronic pay station installed. Also upgraded sewage pump station.
- Commented [JW41]: Substantial completion with project setbacks due to weather and underground conditions.
- Commented [JW42]: Increased budget resources to install radio read meters in anticipation of monthly billing.
- Commented [JW43]: Ongoing project
- Commented [JW44]: Project Complete
- Commented [JW45]: Received State and federal funding to continue planning and design work on the waterfront.
- Commented [JW46]: The City is in good standing with local State and Federal Regulators with the possible exception of marijuana related business activity.
- Commented [JW47]:
- Commented [JW48]: Plan Complete Adopted
- Commented [JW49]: Done/ Adopted
- Commented [JW50]: Complete

- **Update 2006 Economic Development Strategy**
- **Update Waterfront Development Plan**
- **Explore alternate Public Works shop site locations**
- **Apply for DLCD TGM grant - Gable Rd./Old Portland/ 1<sup>st</sup> Street/ Plymouth Street Improvement**
- **Update 2006 Personnel Policies and Procedures**
- **Update Economic Opportunities Analysis**
- **Transportation Analysis for AWP waterfront**
- **EPA-CWA Community Wide Assessment Grant**
- **Lagoon repurposing analysis**
- **Sykes Road Land Fill Property**
- **Website**

Commented [JW51]: Partially complete

Commented [JW52]: In progress EPA-AWP

Commented [JW53]: This would become an increasing priority with Deer Island Rd. property assemblages and development