

City of Brookings **WORKSHOP Agenda**

CITY COUNCIL

Monday, January 3, 2011, 4:00pm

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

A Call to Order

B. Roll Call

C. Topics	Page
1. General Engineering Standards and Specifications	2
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D. Council Member Requests for Workshop Topics

E. Adjournment

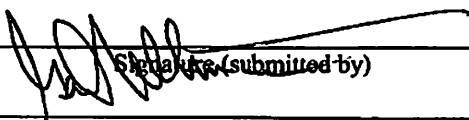
All public City meetings are held in accessible locations. Auxiliary aids will be provided upon request with advance notification. Please contact 469-1102 if you have any questions regarding this notice.

CITY OF BROOKINGS

Council WORKSHOP Report

Workshop Date: January 3, 2011

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: General Engineering Standard Specifications

Background/Discussion:

The City Council deferred discussion of the revised draft General Engineering Standard Specifications at its November workshop and direction was given to meet with Councilor Hedenskog to review his proposed corrections and revisions.

Councilor Hedenskog has provided an extensive list of proposed corrections and revisions. While a number of these involve minor formatting or grammatical changes, several of the proposals would involve a substantial change in the overall structure of the document, changes in standards that have not previously been discussed with stakeholders, and the deletion of a substantial amount of written material.

Staff (City Manager, Public Works Supervisor, Utilities Superintendent, Technical Services Superintendent) met with Tom Hart from The Dyer Partnership to review some of Councilor Hedenskogs comments. Staff estimates that it would take approximately 24 hours to review all of the issues raised by Councilor Hedenskog; we have also received a cost proposal of \$10,515 from The Dyer Partnership to perform a review of the document, respond to Councilor Hedenskogs comments, and update the document accordingly. This course of action is not recommended.

As the review task and proposed changes are much more extensive than anticipated from the discussion at the November workshop, staff is seeking further direction. One alternative might be to appoint a City Council subcommittee...similar to what was done for review of the Local Development Code and the Street Standards...that could work with staff over the next several months to develop a new document. If meetings were held weekly, as was the case with the aforementioned documents, staff anticipates that we would be able to return to the Council with a revised document in 16-20 weeks. Staff would arrange for a representative of The Dyer Partnership to participate in the meetings as needed.

Attachments:

- a. Task Order 23 (not recommended)

TASK ORDER 23
City of Brookings
General Engineering Standards

SCOPE OF WORK: The City of Brookings is in the process of updating the General Engineering Requirements and Standard Specifications for Street, Storm Drain, Sewer and Waterline Construction. This Task Order is for the final review and publishing of the standards.

FOUNDATION: Over the last several years the City periodically updates the standards. Recently suggested changes have been received from several sources which require compiling, technical review, and final publication.

SCOPE OF ENGINEERING SERVICES: This task is to perform a technical review of the recommended changes, compile the comments, provide recommendations on the permitting process (minor improvements versus major improvements), and published the final documents. Engineering, drafting and clerical services include:

- Perform a technical review of the most recent comments.
- Solicit and compile comments from City staff.
- Updated the City standard CAD drawings.
- Publish the documents for final review and comment.
- Incorporate final comments and publish multiple sets for public distribution.
- Submit documents to City for review and approval.

Proposed Fee

Services will be performed and billed on a time and materials basis, in accordance with the conditions of the Professional Services Agreement, dated April 15, 2008, attached Estimate of Man Hours and Costs and rates listed in Attachment A. The fee for these services is a not to exceed maximum of \$10,515 including all professional services and reimbursable expenses.

PAYMENT METHOD: Monthly Billing

City of Brookings

The Dyer Partnership
Engineers & Planners, Inc.

Gary Milliman, City Manager

Steve Major P.E., President

Date: _____

Date: _____

ATTACHMENT A									
ESTIMATE OF MAN HOURS AND COSTS									
DATE: 11-11-10		PROJECT: General Engineering Standards			Phase 1: Final Standards				
TASK	MAN HOURS								
	PRIN MGR	PROJ MGR	PROJ ENGR 2	PROJ ENGR 1	DRAFT CAD	INSPECT	SUR CREW	CLER 2	
1: Technical Review	3	16						1	
2: Compile and prepare review Draft		2			24			16	
3: Solicit City depart.review comments		10							
4: Compile Final Draft for City Council		4			4			8	
5: Publish Final Documents		4			2			5	
6: Ongoing Developer Distribution		8							
7: Meetings		16							
TOTAL ESTIMATED HOURS	3	60	0	0	30	0	0	30	
MATERIAL COSTS	UNIT						QUANTITY	UNIT COST	TOTAL COST
REPORT									0.00
PHOTOGRAPHS									0.00
COST ESTIMATE									0.00
PLANS AND PRINTS							15	35	\$25.00
SPECIFICATIONS									0.00
OTHER									0.00
TOTAL MATERIAL COSTS									\$525.00
TRAVEL AND PER DIEM	DETAIL							UNIT COST	TOTAL COST
MILEAGE Two trips								\$0.51	0.00
COMMERCIAL									0.00
PER DIEM									0.00
LOCAL TRANSPORTATION									0.00
LODGING									0.00
TOTAL TRAVEL AND PER DIEM									\$0
OTHER SIGNIFICANT COSTS	DETAIL							UNIT COST	TOTAL COST
SUBCONSULTANT - GEOTECHNICAL									
1ST CONTACT TELEPHONE									
SHIPPING									
REPRODUCTION									
OTHER									
TOTAL OTHER SIGNIFICANT COSTS									\$0

SUMMARY

BREAKDOWN OF PROPOSED FEE

DATE: 11-11-10 PROJECT: General Engineering Standards

	LABOR	#REF1	
	RATE	---	----
	\$/HR.	HRS.	AMOUNT
DIRECT LABOR COSTS:			
PRINCIPLE MANAGER-----	110.00	3	330.00
PROJECT MANAGER-----	105.00	60	6,300.00
PROJECT ENGINEER 2-----	98.00	0	0.00
PROJECT ENGINEER 1-----	88.00	0	0.00
CAD-----	65.00	30	1,950.00
INSPECTOR-----	74.00	0	0.00
SURVEY CREW-----	130.00	0	0.00
CLERICAL 2-----	47.00	30	1,410.00
TOTAL DIRECT LABOR COSTS:			\$9,990

DIRECT PROJECT EXPENSES

A. MATERIAL COSTS (BREAKDOWN ATTACHED)	525.00
B. TRAVEL & PER DIEM (BREAKDOWN ATTACHED)	0.00
C. OTHER SIGNIFICANT COSTS (BREAKDN ATTACHED)	0.00
D. ADMINISTRATIVE FEE \$0 % OF A,B,&C	0.00
TOTAL OF: A THROUGH D	\$525.00

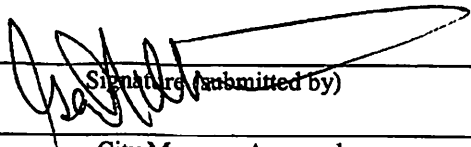
\$10,515

CITY OF BROOKINGS

Council WORKSHOP Report

Workshop Date: January 3, 2011

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: 2011-12 Strategic Plan

Background/Discussion:

Staff is proposing a two-step process in the development of a two-year strategic plan. The strategic plan is a policy documents that would be used to provide guidance for City priorities and projects, the development of a 2011-12 budget, and would become a part of the employee performance evaluation system.

The first step would be to identify 4-7 broadly defined goals. Currently, the City strategic plan has five broad goals and a variety of prioritized action items. Action items are measures that are taken to achieve broadly defined goals. Once broad goals are established, the City Council would meet again in February to establish and prioritize action items.

Currently, the six City Council goals are:

1. Achieve Fiscal Sustainability.
2. Improve Internal Systems.
3. A Safe Community.
4. Complete Capital Projects.
5. Influence Economic Growth.
6. Effective Intergovernmental Relations.

Some of these items may actually be considered action items to achieve one of the other stated goals. For example, improving internal systems may be an action item to achieve a goal of fiscal sustainability. Completing capital projects may be considered an action item for influencing economic growth.

Attached for your review are some guidelines in strategic plan development and sample goals from other cities. As you can see, there is a wide variance in complexity.

Please come to the meeting with your thoughts on what the City's goals should be for the coming year, and they type of goal setting document that you feel would be most effective in conveying the City Council's goals to the staff and the community.

Attachment(s):

- a. Grants Pass Mission, Goals and Vision (1 page).
- b. Central Point Mission and Goals (1 page).

- c. Coos Bay Goals (1 page)
- d. Florence Council Goals (1 page)
- e. Astoria City Council Goals (1 page)
- f. Fort Bragg City Council Priorities (11 pages)
- g. St. Helens Strategic Plan (32 pages)
- h. City of Brookings Strategic Plan
- i. League of Cities goals setting guidelines.

Mission, Goals and Vision

Mission of Council

To represent all of the citizens by providing leadership, policies, ordinances and decisions necessary to meeting citizen needs and desires.

Goals for 2009-10

With special emphasis on the central role of the Rogue River and our natural environment on all our goals, the City Council adopts these goal statements to guide our community and our organization.

Growth Management	While prospering and growing, we keep the sense of "Hometown," protect our natural resources, and enhance our community improvements.
Economic Development	With emphasis on small and medium business, we diversify the local economy and create quality jobs for our residents.
Public Safety	Living in Grants Pass feels safe and is safe. We provide our residents with a sense of well-being and protection at an affordable cost.
Environment	We protect and enhance the natural environment of our valley, the air, land, hillsides, trees and Rogue River and its tributaries through the encouragement of sustainable practices.
Parks & Recreation	We provide an interconnected system of parks, trails, thriving green spaces and quality recreation opportunities for all ages.
Infrastructure	We recognize water, wastewater, storm water, transportation, and solid waste facilities are the backbone of our community. We will ensure that these systems are operated, maintained and, as necessary, replaced, now and in the future.
Management	The City is an efficient and effective forward-looking organization that facilitate community decision making that is accessible to all Citizens.

Council Vision

The Citizens, through the leadership of the Governing Body and Grants Pass City Government, have created a community:

- With the courage to consider the impact decisions have on the Community today and in the future.
- Where people are proud to call Grants Pass their hometown, a town recognized as innovative and known for volunteers and active citizen participation.
- Which enjoys quality, cost-effective services where Citizens feel and are safe.
- That protects and enhances its natural beauty, forests and trees, and the man-made environment.
- Which has a diverse economy that provides a good place to work and invest and that allows Citizens freedom to pursue social, cultural, spiritual and educational aspirations.
- Which honors the past while building a prosperous and sustainable hometown for our children's children.

[News](#) [Calendar](#) [Jobs](#) [Login](#) [Register](#) [Search](#) [Site Map](#) [Contact Us](#) [Home > About Us](#)**CITY OF CENTRAL POINT****City of Central Point Mission Statement**

It is the Mission of the City of Central Point to build and maintain a highly livable community by working in harmony and being a catalyst for partnership with all the members of the community, public and private.

Statement of Values

Growth: We value planned growth that will retain our small town atmosphere.

Public Safety: We value a professional service oriented public safety policy that promotes a sense of safety and security in our city.

Transportation: We value a system of transportation and infrastructure that is modern, efficient and sensitive to the environment.

Community: We value a clean and attractive city with parks, open space and recreational opportunities.

Service: Provide highest level of service possible in the most efficient and responsible manner.

Goals

The Council and Staff will fulfill the Mission by working to achieve the following goals:

1. Enhance and protect Central Point's "small town" qualities: pride, safety, friendliness;
2. Support programs and services to ensure the highest levels of public safety;
3. Manage our community's growth, and strive for the best use of available land to improve the quality of life;
4. Improve housing stock, encourage housing for a variety of economic groups; economically invigorate the business districts and revitalize the downtown;
5. Provide for adequate City infrastructure including streets and transportation systems, water, storm drainage and sidewalks;
6. Develop parks facilities and recreation programs for young and old;
7. Strive for successful public/private partnerships with the business community, the school district, the library, and other regional governments;
8. Create a unique identity for Central Point;
9. Strive for excellent service to the community by supporting a staff of well trained, motivated and professional city employees;
10. Improve communication with the residents and other partners of Central Point.

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BAY](#)[CITY HALL](#)[PUBLIC
MEETINGS](#)[CITY SERVICES](#)[EMPLOYMENT](#)[NEWS AND
EVENTS](#)[MUNICIPAL
CODE](#)[ONLINE FORMS AND
DOCUMENTS](#)**CITY OF COOS BAY GOALS**

Adopted 2010

- **Finance:**
To adopt and maintain a sustainable budget that reflects city priorities and realizes current economic conditions.
- **Economic Development:**
To promote and assist development opportunities for businesses and industry.
- **City Revitalization:**
To promote and assist in the revitalization of Downtown and the Empire Districts.
- **Infrastructure and Services:**
To maintain and improve physical infrastructure and provide quality service for current and future citizens.
- **Community Identity:**
To foster a vibrant sense of community.

Note: The goals have not been placed in order of priority.

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Have a great Day!!!

CITY UPDATES**Facade Improvement Program**

The Coos Bay Urban Renewal Agency recently approved a Facade Improvement Program. The grant program is designed to promote the revitalization of the City of Coos Bay's urban renewal districts. [more info](#)

Public Meetings

[Coos Bay Oregon Bay Area
Calendar of Events](#)

500 Central Ave. Coos Bay, OR
97420

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City of Florence 2010 Council Goals

These goals are not in any priority however some denote a preferred completion month.

1. Sustainable revenue for city fire services.
2. Establish a water service plan for north Florence (December 2010)
3. Secure Hwy 101 bottleneck sewer project funding (February 2010)
4. Fireworks Code- Consider banning fireworks in Old Town (February 2010)
5. Biosolids/Yard Debris Program
6. Employment Policy: Upon retirement or termination, City Manager will analyze whether replacing the employee is absolutely necessary before doing so. City Manager to report to the City Council on the decision. The goal is to economize and lower costs whenever possible. (January 2010)
7. Review development fees (Resolution No. 11, Series 2005).
8. Continue our code updates in the following order; strive to make the code process *faster, friendlier, and more flexible*.
 - Pacific View Business Park
 - Affordable Housing
 - Realistic completion line-----
 - Design Review/Administration
 - Subdivisions/Planned Unit Developments
 - Sign Code
 - Lighting
9. Emergency generator for the Florence Event Center.
10. County co-adoption of 2020 Comprehensive Plan
11. Prepare a three year financial plan
12. Develop and implement a document scanning/retention program

ASTORIA CITY COUNCIL GOALS FISCAL YEAR 2010-2011

(Adopted April 5, 2010)

- **Increase efficiency of all municipal departments to meet public service expectations**
- **Expand the Astor-East Urban Renewal District to include the American Legion block.**
- **Support development of the "The Garden of Surging Waves" (Chinese Interpretative Park).**
- **Adopt and publicize the Astoria Emergency Operations Plan.**
- **Complete City Hall Renovations and System Upgrades.**
- **Adopt a schedule of events for the Astoria Bicentennial Celebration.**
- **Develop and communicate a five-year street-paving plan.**
- **Develop a trestle maintenance and riverbank erosion control plan.**
- **Enhance communication with citizens on municipal matters through regular and effective use of media outlets and through the hosting of community meetings on significant issues.**
- **Mitigate Derelict Building Problems:**
 - Adopt ordinance to alleviate problems and recover costs
 - Initiate Code Enforcement upon enactment of Ordinance
- **Energy:**
 - Evaluate energy cost saving measures and implement viable alternatives
 - Develop alternative energy sources
- **Maintain Advocacy Activities:**
 - Astoria Bypass
 - Fisheries

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Healthy Environment

1.0 GOAL: MAINTAIN AND IMPROVE CITY INFRASTRUCTURE

1.1 OBJECTIVE: Increase Water Storage Capacity

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Review available reports and assess different strategies	Public Works City Council	On-going	✓
2	Determine how much additional storage capacity is needed	Public Works City Council	2007	✓
3	Complete technical studies for 45-acre foot reservoir at Newman Gulch	Public Works	2007	✓
4	Complete design and permitting for 45-acre foot reservoir at Newman Gulch	Public Works Community Development	2008	In progress
5	Secure water rights on Noyo diversion; File application for Noyo license by 2009	Administration Public Works	2009	In progress
6	Secure water rights from Georgia-Pacific to serve future development on Mill Site	Administration Public Works	2009	In progress

1.2 OBJECTIVE: Construct Necessary Repairs and Upgrades to City's Wastewater Treatment Facilities

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Review available reports and assess different strategies for improvements to the City's Wastewater Treatment facilities	Public Works Finance City Council	2007	✓
2	Construct Headworks Screen Project	Public Works	2007	✓

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Healthy Environment

	Actions	Responsible Parties	Timeframe	✓ = Done
3	Design and construct Pudding Creek Force Main Replacement Project	Public Works	2007-2008	In progress
4	Identify funding, design, and install modified disinfection and dechlorination process	Public Works Finance	2008-2009	In progress
5	Define financing strategy for Repairs and Treatment Plant Upgrade Project	Finance City Council	2007-2008	In progress
6	Develop schedule for implementation of Repairs and Treatment Plant Upgrade Project	Finance Public Works City Council	2008	

1.3 OBJECTIVE: Maintain City Streets and Alleys

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Evaluate the maintenance schedule and annual costs for street maintenance	Public Works Finance	2007-2008	
2	Implement rubberized chip seal project for residential streets	Public Works	2007	In progress
3	Construct Franklin Street reconstruction/Downtown Streetscape Project	Public Works	2007-2008	✓
4	Complete rehabilitation of two commercial alleys	Public Works	2007	✓
5	Complete Safe Routes to Schools project at Dana Street and Chestnut Street	Public Works	2007	In progress
6	Complete ADA curb ramps and sidewalks project	Public Works	2008	✓
7	Develop a "paving index" for alleys	Public Works	2008	

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Healthy Environment

2.0 GOAL: CREATE A WALKABLE AND BIKE-FRIENDLY COMMUNITY AND PROMOTE HEALTHY LIFESTYLES

2.1 OBJECTIVE: Implement the "City Surrounded by a Park" Vision from General Plan

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Prepare Coastal Trail Master Plan for Mill Site parklands & Glass Beach headlands	Community Development State Parks	2007-2008	✓
2	Complete acquisition of Phase 1 Mill Site Parklands with Coastal Conservancy grant funds	Administration Coastal Conservancy Georgia-Pacific	2009	In progress
3	Refine plans for Phase 2 Mill Site open space acquisition, as delineated in the Mill Site Reuse Study, and seek funds for acquisition	Community Development	2007-2009	
4	Seek additional grant funds from Prop 84 Park Bond for park and open space projects	Community Development	On-going	✓
5	Continue to support the completion of State Park's Pudding Creek Trestle Rehabilitation Project	City Council	2007	✓
6	Implement Otis Johnson Park Improvement Project	Public Works	Pending award of grant funds	In progress
7	<i>Refine the City Surrounded by a Park concept by preparing maps and evaluating feasibility of potential trail alignments</i>	<i>Pending</i>	<i>N/A</i>	

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Healthy Environment

2.2 OBJECTIVE: Pursue development of additional active recreational facilities and bicycle and pedestrian access projects

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Obtain funding and construct Skate Park project	Community Development School District Rec District	2007-2009	In progress
2	Work with MCDOG to find site for dog park	City Council	2007	✓
3	Prepare South Fort Bragg Pedestrian and Bicycle Access Plan	Community Development	Pending award of grant funds	
4	Prepare Main Street Realignment/Streetscape Plan	Community Development	2007-2008	In progress
5	<i>In coordination with the School District and the Rec District, develop a comprehensive master plan for parks and recreational facilities in the City</i>	<i>Pending</i>	<i>N/A</i>	

2.3 OBJECTIVE: Integrate Concepts of Sustainability into City Plans, Projects, and Purchases

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Educate Council and community about Smart Growth, green building, and energy efficiency by obtaining resource materials and conducting workshops and trainings	Community Development	2007-2008	In progress
2	Define "what do we want Fort Bragg to be"	Community Development City Council	2007	In progress
3	Update City Standards & Specifications to incorporate Smart Growth and green infrastructure concepts	Community Development Public Works City Council	2007	In progress

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Healthy Environment

	Actions	Responsible Parties	Timeframe	✓ = Done
4	Update Gen'l Plan and LUDC to integrate Smart Growth and green building concepts. Evaluate Smart Code for adoption and/or integration with LUDC	Community Development City Council	2007-2009	In progress
5	Incorporate Smart Growth concepts, and energy conservation and efficiency measures into purchasing, capital projects, plans for future development of the Mill Site and planning for water and sewer improvements	Public Works City Council Community Development	On-going	In progress
6	Complete Emissions Survey and Adopt Greenhouse Gas Reduction Plan	Community Development City Council	2007-2008	In progress

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Prosperous Economy

3.0 GOAL: FOSTER A STRONG, RESILIENT AND PROSPEROUS LOCAL ECONOMY

3.1 OBJECTIVE: Ensure that Redevelopment of the Georgia-Pacific Mill Site Benefits the Community

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Prepare Specific Plan and Process Entitlements for Reuse of Mill Site	Community Development Administration City Council	2007-2010	In progress
2	Coordinate with DTSC & GP to ensure timely clean-up of Mill Site	Administration Community Development Redevelopment Agency	2007-2010	In progress
3	Amend Redevelopment Plan to assist with financing of Mill Site infrastructure and public facilities	Community Development Administration Redevelopment Agency	2007-2009	In progress
4	Continue to pursue planning, acquisition, and implementation of Noyo Center for Science & Education at Fort Bragg	Community Development Administration	2007-2009	In progress

3.2 OBJECTIVE: Support Local Businesses and Increase the Number of Sustainable Wage Jobs in Fort Bragg

	Actions	Responsible Parties	Timeframe	✓ = Done
1	a Conduct an initial business retention analysis and identify issues	Community Development	2007	
	b Conduct annual business retention analysis	Community Development	On-going	
2	Discuss and define strategies to encourage businesses to locate and stay in Fort Bragg	Community Development	2007	

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Prosperous Economy

	Actions	Responsible Parties	Timeframe	✓ = Done
3	Create "business assistance" website, database & tracking system	Community Development	2007	In progress
4	Develop work plan and seek funding to support establishment of a fine woodworking cooperative space and gallery	Community Development	2007-2010	In progress
5	Continue implementation of Downtown Streetscape Project; Seek funding for Main Street improvements	Community Development Public Works	2007-2010	In progress
6	Develop an Economic Localization Program for Fort Bragg and the north coast	Community Development	2007-2008	In progress

3.3 OBJECTIVE: Support the Development and Retention of Affordable Housing in Fort Bragg

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Complete revisions to Inclusionary Housing ordinance	Community Development City Council	2007	✓
2	Continue to provide low-interest loans and grants for rehabilitation of housing for low income residents	Community Development	On-going	In progress
3	Use Redevelopment Housing Set-Aside funds to assist with development of new multi-family housing units	Redevelopment Agency Non-Profit Housing Agency	2007-2008	
4	Review and revise LUDC as needed to support mixed use and higher density residential development	Community Development City Council	2007-2008	

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: A Prosperous Economy

3.4 OBJECTIVE: Develop a Long-term Financial Plan for the City

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Analyze infrastructure maintenance and replacement costs	Public Works Finance	2007-2008	In progress
2	Define financing strategies for capital projects	Finance	2007-2008	In progress
3	Establish Citywide capital facilities financing fee	Community Development Finance Public Works	2007-2008	In progress
4	Prepare actuarial analysis to identify City liabilities for post-employment benefits	Finance	2007	✓

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: An Engaged Community

4.0 GOAL: IMPROVE COMMUNITY ACCESS TO CITY SERVICES

4.1 OBJECTIVE: Increase the Availability of Services, Communication and Outreach to the General Public

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Evaluate possibility of opening City Hall during lunchtime	Administration	2007	✓
2	Increase the availability of Spanish-language documents and services	Administration	On-going	
3	Work with Gang Coalition to identify strategies for outreach to Latino community	Police	2007	✓

5.0 GOAL: DEVELOP PARTNERSHIPS WITH VARIOUS COMMUNITY GROUPS AND AGENCIES

5.1 OBJECTIVE: Strengthen Neighborhoods and Increase Public Safety on our Streets

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Establish and support Neighborhood Watch groups	Police	On-going	✓
2	Reinvigorate City's Community Policing Program	Police	2007-2008	✓
3	Coordinate Neighborhood Captain Program	City Council Police	2007-2008	

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: An Engaged Community

	Actions	Responsible Parties	Timeframe	✓ = Done
4	Continue coordination of Gang Coalition to support collaborative interagency efforts to address gang violence	Police	On-going	✓

5.2 OBJECTIVE: Establish partnerships with community groups and agencies that provide vital local services

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Work with School District and other service providers to find an on-going funding source for a School Resource Officer	Police Administration	2007-2008	✓
2	Continue to work with the Fire District to find funding for improvements to the Highway 20 Fire Station	Administration	2007-2008	In progress
3	Coordinate with the Mendocino Coast District Hospital to support their continued service to this community.	Administration	On-going	In progress
4	Continue to support the Historical Society's operation of the Guest House Museum and develop facility master plan	Administration Community Development	2007-2008	In progress
5	Help Noyo Food Forest find a site for a community garden	City Council	2007	✓
6	Help MCDOG find a site for a Dog Park	City Council	2007	✓
7	Work with Rec District and School District to obtain funds for development and operation of Skate Park	Community Development	2007	✓

Fort Bragg City Council Priorities- 2007/2008

PRIORITY: An Engaged Community

	Actions	Responsible Parties	Timeframe	✓ = Done
8	Participate in Countywide Homeless Services group and administer CDBG grant for Hospitality House	Community Development	2007-2008	✓

5.3 OBJECTIVE: Establish community partnerships for development and maintenance of parklands

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Evaluate options for Park Stewards programs	Public Works Community Development	2007-2008	
2	Contact CalFire and Dept of Corrections to determine potential for use of inmate crews to help maintain parks	Public Works	2007	✓

5.4 OBJECTIVE: Update City's Emergency Plans and Educate Community about Emergency Preparedness

	Actions	Responsible Parties	Timeframe	✓ = Done
1	Update City's Emergency Plan	Administration Police Public Works	2007-2008	In progress
2	Coordinate with School District, Hospital and First Responder agencies for Emergency Preparedness training	Administration	2007	✓
3	Use Neighborhood Captain Program to Raise Public Awareness and Preparedness for Disasters	City Council Police	2007-2008	✓

The St. Helens Strategic Plan



City Council

Randy Peterson, Mayor
Jim Huff, President
Keith Locke
Ron Youngberg
Charles Grant

Brian Little, City Administrator



Project Team

Dick Hill, Richard Hill & Associates
John Morgan, The MorganCPS Group, Inc.
David Blum, Montgomery Gulf Corporation
Lin Lu, Intern, Willamette University

Adopted by Council Resolution 1417, November 21, 2005

St. Helens Strategic Plan – 2006-2008



INTRODUCTION

The City of St. Helens was founded as the City of Plymouth in 1845 by Captain H. M. Knighton. However, in 1850 the name was changed to Saint Helens, apparently because of the proximity of Mount St. Helens across the river. Part of the present town was first known as Milton and later as Houlton.¹

St. Helens historically has been a wood-products industry based community with processing and shipping as major elements of the local economy. St. Helens is also the County Seat for Columbia County.

The City has gone through a significant transition over the last 20 years as the importance of the wood products industry has diminished. Local employment in the industry has dropped as well as the number of local industrial businesses directly involved in wood products processing. However, the community has continued to grow as more and more residents find employment in the Portland metropolitan area while choosing St. Helens as home due to the City's high quality of life. The City's population was 7,064 in 1980 and was 11,370 in 2004, an increase of almost two-thirds over the 24 years despite the changes in the local economy.

St. Helens is located in southeastern Columbia County, on the Columbia River, approximately 30 miles northwest of Portland, Oregon. Near the riverfront, the Old Town portion of St. Helens features a Nationally Registered Historic District encompassing 10 blocks, which includes residences and civic buildings dating back nearly a century.²

THIS STRATEGIC PLAN

This Plan grew out of a recognition by the St. Helens City Council that the institution of local government needed a thorough review and analysis to determine if it is structured and working in the best possible manner to meet the needs of the Community. Also, the Council wished to have a "report card" from the citizens on how they are doing in leading and serving the City.

THE PROCESS

This strategic plan was developed during 2005 starting with the Council determining such an effort was necessary. A Strategic Planning Consulting Team, consisting of Richard Hill & Associates, The MorganCPS Group, and Montgomery Gulf Corporation was selected to carry out the necessary work and to facilitate the Council through creation and adoption of this plan.

An intense period of public outreach and involvement took place between May and September. That outreach resulted in a detailed

¹ The Oregon Book – Information A to Z; Connie Hopkins Battaile; Saddle Mountain Press; 1998

² City of St. Helens Website; <http://www.ci.st-helens.or.us/>; 2005



St. Helens Strategic Plan – 2006-2008



summary and analysis of the state of the community, city government, and local opinion that was presented to the Council in September. The Council worked through October and November to create this Plan, with its adoption in December 2005.

It is intended that this Plan will guide the Council and its staff in a number of strategic projects over the next two years, anticipating additional strategic work through 2010. Its recommendations are to be reflected in the 2006-2007 City budgets, in the work programs of the City Staff, and the efforts and work of the City Council.

THE APPROACH

The strategic planning approach involved extensive participation by the Citizens of St. Helens, business and community leaders, the City's Commissions and Committees, City staff, and the consulting team. A major initial effort was made to assess the civic health of the community in terms of:

- Public opinion on the effectiveness of city government and identification of barriers to improving that effectiveness
- Assessment of the effectiveness of management principles, policies and priorities;
- Relationships between all units of local government and effectiveness of partnerships in resolving mutual community issues;

- The appropriateness of the structure of local government, both in terms of legal form and organizational behavior and process;
- The history and results of prior strategic efforts within the community.

As a result of this assessment effort, this Plan is to:

- Present a common mission and direction for the City government of the City of St. Helens;
- Identify opportunities to work toward achieving that mission;
- Identify, document and prioritize strategic and operational commitments that specifically work toward the mission; and
- Identify and commit to specific strategic projects, initiatives and actions.

Activities used by the Council, staff and consulting team in accomplishing the above elements included:

- Interviews and work sessions between the consultant and relevant project participants including the Council, Staff, Boards and Commissions, citizens, and identified major stakeholders including a working group of a number of those stakeholders;



St. Helens Strategic Plan – 2006-2008



- Research, site visits, and analysis;
- Council work sessions; and
- Consulting team support of the Council regarding strategic planning and policy deliberations, and policy, project and priority related decision making.

The results of this process and associated activities are embodied in the following materials.

MISSION

The mission statement of any organization is essential in order to ensure that the general theme and principles for which the organization stands are descriptive of their collective purpose.

Based on this premise, the City of St. Helens establishes this mission:

Our Mission

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.*



St. Helens Strategic Plan – 2006-2008



Pinciples

The collective principles of the individual members of an organization make up the personality of the organization and define the expected behavior of all involved both individually and corporately.

The City Council adopts the following principles to guide the delivery of community services and the relationships among officials, staff and citizens.

City Officials and Employees Are Dedicated To Excellent Service and are pledged to practice:

COURTESY

Respect for All

HONESTY

Open Communication

HELPFULNESS

Resourceful Solutions

EFFECTIVENESS

Appropriate Results

EFFICIENCY

Resource Economy

RELIABILITY

Consistent Service

PARTNERSHIP

Leveraged relationships with agencies and organizations

VALUE

Wise stewardship of tax dollars

Certain principles are established to guide the actions and behavior of the people who work for the City of St. Helens. These dedicated public servants while caring for the needs of the community are committed to:

- Directness, integrity and honesty in all actions.
- Faithfully implementing the City's principles and dedicated to using them to improve relationships and service results.
- Two-way communication as a critical tool in promoting understanding and teamwork throughout the City.
- Respect for citizens, and their opinions, regardless of personal opinions and views.
- Recognition for significant contributions and ongoing competent performance.



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- Willingness and ability to accept responsibility, and expectation to be held accountable for their actions.
- Identifying and supporting innovation and change that produces positive results.
- Work results that are appropriate, timely and thorough.
- Encouraging creativity and innovation in the delivery of City services.
- Safety awareness and behavior that eliminates workplace hazards and minimizes community dangers.
- A work environment free of harassment or intimidation of any kind.
- A friendly approach, a smile, and a helpful attitude.

FINDINGS

The City Council received the extensive input from the public outreach effort, the focused work of the citizen working group, and the recommendations of the consulting team. With this information they developed findings, reached conclusions, and made decisions on the things that need to be done to resolve issues, fix problems, and grasp opportunities, all in the public interest.

The Council identified nine primary strategic focus areas. While there may be other important issues, these nine represent those

which need to be done most quickly in order to carry out the goals of this Plan. Those focus areas are:

1. Government Structure and Organization

The legal framework of City government as established in the Charter, as well as the structure of City departments and functions

2. Communications

The two-way flow of information from and into City Hall, plus the effective use of that information

3. Inter-Agency Relations

The communication channels and partnerships with the Port, School District, Fire District, County, and other public and private organizations

4. Economic Development

The City's leadership and pro-active work to support and grow all the economic elements of the Community

5. Customer Service

The relationship between public officials and those they



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serve especially in the context of helping a citizen with a question, problem, or application

6. Physical Condition and Appearance

The level of upkeep of yards, buildings, and public spaces

7. Municipal Asset Base

The wise stewardship, through management, maintenance, and operation, of City owned facilities and equipment

8. Financial Management

The effective management of the City's finances on both a short range and long range basis

9. Business Development

The planning and development of the City's business districts

Each of these strategic focus areas is described below along with the specific goals and strategies to achieve those goals.



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STRATEGIC FOCUS AREA #1- Government Structure and Organization

The legal framework of City government as established in the Charter, as well as the structure of City departments and functions

DESIRED OUTCOME –

The government of the City of St. Helens works efficiently and effectively in carrying out its tasks and meeting its goals. The process of governance is transparent and accessible to the Citizens of the city.

MEASURES –

- *The City staff works together as one effective team working jointly to achieve community goals and objectives*
- *The City organizational structure is crafted in a manner to maximize value and results through teamwork, collaboration, and leveraging*
- *The City Council focuses its time on policy issues and looking ahead while relying on a staff structure that is effective in handling the City's administrative functions*
- *Members of the city government structure provide effective leadership in meeting the community's needs and desires, in addressing problems and in taking advantage of opportunities, and in bringing the entire community together to work on community initiatives*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
	Goal 1 - Maintain the most efficient and effective municipal government structure and operational organization.	<i>This goal looks toward a transformational change in the structure of City government. It speaks to a great deal of citizen input that faulted the City's structure for a perceived lack of initiative, follow-through, accessibility, and leadership. The Goal addresses both the possibility of changing the form of government and to the structure of the city departments and functions.</i>			
High		Strategy 1 - Identify and implement the most efficient and effective organization structure to provide City services.	Adopt new ordinance changing City Administrator position to have duties and responsibilities of a City Manager	Council	January 2006 – start
High			Adopt new organizational structure through the budget process	Council	June 2006 – completion
High			Organizational assessment – Management audit of city functions and organization. Restructuring reflected in proposed budget	City Staff	March 2006 - completion
Medium		Strategy 2 - Identify and implement the most appropriate municipal government structure to support community principles and accomplish the City's mission.	Municipal Government Structure Alternative Assessment – Charter Review Committee	Council subcommittee with citizen members	July 2006 – start discussion – Nov. 2007 – Public vote



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STRATEGIC FOCUS AREA #2 – Communications

The two-way flow of information from and into City Hall, plus the effective use of that information

DESIRED OUTCOME –

The government of the City of St. Helens benefits from providing clear, comprehensive, and regular information about city issues and activities to the citizens and receiving feedback and input on city issues in a welcoming and respectful manner.

MEASURES –

- *Citizens of St. Helens have easy and inviting access to information on City activities and issues available through multiple channels*
- *Citizen input to both the Council and staff is solicited in multiple ways without barriers*
- *Citizen input is regularly received and used in the formulation of City policy and programs*
- *Appreciative feedback is always given to those who take the time to provide input to the City*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 2: Establish and Sustain An Effective Two-Way Community Communication Mechanism that is Timely, Credible and Consistent.	<i>The City does not have very effective two-way communication channels with the citizens. Establishing these channels is critical to creating credibility, receiving valuable input and feedback, and serving the community by making people aware of public projects, activities, and initiatives.</i>			
High		Strategy 1: Educate and inform the community regarding City programs and operations as well as the citizen's role in the governmental process.	<p>Identify and implement new or enhanced communication techniques, particularly utilizing technology to enhance the efficiency and effectiveness of communications among organizations, the City and citizens, such as:</p> <ul style="list-style-type: none"> ▪ Ads in Paper(s) on a regular basis ▪ Daily Radio Spots ▪ Email Information Service ▪ Expand / Enhance Web Content / Visibility ▪ Monthly Flyers ▪ CCTV with broadcast Council Meetings ▪ User friendly Web Site with information, applications, and news ▪ Establish an electronic suggestion box ▪ Regular suggestion box at City Hall ▪ Have a teen government day ▪ Job shadow program for municipal jobs ▪ Speak to classes about how local government work ▪ Co-sponsor activities with clubs and organizations that involve students in business and government projects. 	City Staff	On-going



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High		Strategy 2: Establish and maintain a professional and effective communications capacity in the City.	Hire a part-time communications specialist	Staff & City Council	Include in FY 06-07 budget - July 2006 - start
High			Officially create an on-going public communications and outreach program	Staff & City Council	March 2006 - start
High			Conduct team-building exercises with City staff	Staff	March 2006 - start
High		Strategy 3: Establish an on-going proactive outreach / public involvement program to expand and enhance the number and variety of opportunities for citizens to meet with elected officials and City managers and staff.	Identify and implement new or enhanced opportunities for "personal contact" such as: <ul style="list-style-type: none"> ▪ Senior Center and similar sites ▪ Service clubs, fraternal organizations ▪ Chamber of Commerce ▪ Elected Officials visibly involved in Community Activities 	City Council	March 2006 - start
High			"Initiate Standing Public Outreach Effort" (20/20 #4)	City Council	March 2006 - start



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STRATEGIC FOCUS AREA #3 – Inter-Agency Relations

The communication channels and partnerships with the Port, School District, Fire District, County, and other public and private organizations

DESIRED OUTCOME –

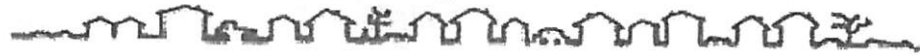
The government of the City of St. Helens works in partnership with all other units of local government to provide one cohesive, mutually supporting, and unified system of local governance.

MEASURES –

- *Leaders from the City, Port, School District, Fire District, County, and other relevant agencies meet regularly to discuss issues of common interest and opportunities for partnership*
- *Tax dollars are effectively leveraged by multiple units of local government working together on projects*
- *Broad community goals are jointly established and mutually pursued in a coordinated manner*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium	Goal 3 - Develop and maintain effective relationships with other community organizations to enhance the leverage, efficiency and effectiveness of City and other community organization's initiatives and programs.	<p><i>The need for this type of commitment was identified in the 20/20 Plan, but not implemented. Specifically, the 20/20 Plan says "Create a formal intergovernmental roundtable to include the School District, County, Port and City representatives." (20/20, #9).</i></p> <p><i>In this context, the City recognizes that a major strength of our community is the educational system. We are committed to ensure that our efforts are consistent with maintaining the quality of education provided to the community. We are also committed to cooperate with the School District in areas where our mutual initiatives are directed toward common goals to improve our community's livability.</i></p> <p><i>The City recognizes that a vital element for a quality community is a healthy economic foundation. To realize this objective, the City is committed to establishing and enhancing effective economic and business relationships with the Port and other interested parties.</i></p>			
Medium		Strategy 1: Develop and maintain effective communications and working relationships with the School District, Port District, and other units of government impacting the delivery of services to St. Helens	Develop an on-going relationship between the City and the School Board and Superintendent	City Staff	January 2006 - start
Medium			Develop a partnership with the Port for joint pursuit of community goals on employment and economic development	City Staff	January 2006 - start



St. Helens Strategic Plan – 2006-2008



Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium			City Officials involvement in community activities – Elected officials and department heads are expected to belong and participate in civic groups and to represent the Council and City at special events	City Council	On-going

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STRATEGIC FOCUS AREA #4 – Economic Development

The City's leadership and pro-active work to support and grow all the economic elements of the Community

DESIRED OUTCOME –

The City of St. Helens has a vibrant local economy that is in balance with the needs of its residents.

MEASURES –

- *New family-wage level jobs are created at a pace commensurate with population growth*
- *Retail and service businesses compete effectively for local shopping dollars*
- *Property tax revenue is augmented by consistently increasing assessed valuation*
- *Business districts are vibrant and vital with no empty storefronts or other signs of blight*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 4: Strive to Maximize the City's Impact on Initiating and Supporting Economic Development Activities and Opportunities.	<i>The City recognizes that high quality services are to a large extent dependent on a strong business community. Based on this recognition, the City is committed to provide and further enhance a strong economic base by encouraging revenue-producing, high quality, "clean" retail, commercial and industrial development that is compatible with a community of homes atmosphere.</i>			
Medium		Strategy 1: Identify and implement the City's most effective and efficient inter-agency economic development role.	Provide adequate infrastructure in water, sewer and transportation.	City Staff	On-going
Medium			Effective zoning policies and ordinances designed to support economic development and job creation activities.	City Staff	On-going
Medium			Involvement of elected officials in development / promotion activities.	City Staff & City Council	On-going
Medium			Sustained a Substantive "Buy Local" Effort	City Staff	On-going
Medium		Strategy 2: Fully develop the Tourism and Recreation potential of the Community.	Market local tourist attractions and amenities in cooperation with businesses and other organizations.	City Staff	On-going
Medium			Develop and expand community oriented recreational facilities.	City Staff	On-going



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High		Strategy 3: Identify and promote public-private, and inter-governmental service, economic, and job creation opportunities.	Commit to grantsmanship as an important city function and staff the function appropriately.	City Staff	July 2006 - implement
Medium			Establish a standing committee to evaluate economic development opportunities, to include representatives from the Port, county, etc., " (20/20 #16)	City Council	July 2006 - start
Low			Establish opportunities inventory and assessment program to target priority development actions. Possible inventory opportunities may include items such as: <ul style="list-style-type: none"> ▪ North end waterfront park ▪ New boat ramp ▪ Land link to Sand Island ▪ Angled parking in Houlton ▪ Commuter train to Portland ▪ Train to Astoria ▪ Ferry to Woodland 	City Staff	January 2007 - start



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STRATEGIC FOCUS AREA #5 – Customer Service

The relationship between public officials and those they serve especially in the context of helping a citizen with a question, problem, or application

DESIRED OUTCOME –

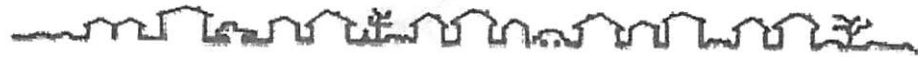
Citizens of the Community have a great respect for the government of St. Helens because they are treated well in their interactions with the City.

MEASURES –

- *Individuals doing business with the City receive the information and help they need in a prompt and courteous manner*
- *Citizens appearing before the Council or other City bodies are treated with respect within an input process that is easy to understand and use*
- *Citizens understand the reasons for the decisions and information they receive, even if it is contrary to their desired outcome*
- *The City receives few, if any, complaints about how people are treated as they interact with City officials*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 5: Establish & Maintain a Superior & Distinctive Customer Service Model	<i>City employees are committed to serve the public in an atmosphere of courtesy, friendliness and respect, consistently treating everyone fairly within the policies, rules and regulations of St. Helens. Citizens can expect the highest quality municipal services in an effective, creative and fiscally responsible manner.</i>			
High		Strategy 1: Establish customer service performance as key element in manager and staff performance reviews.	Customer service training is provided to all staff and is stressed as a regular part of the expectations of all City employees. Specific expectations are developed and incorporated into all employee work programs and used as part of the review process.	City Staff	January 2006 – start
Medium		Strategy 2: Enhance policies, methods and procedures to improve customer service environment.	A customer service assessment is developed to identify current points of contact and customer service performance at those points. Improvements in customer service methods are identified and implemented.	City Staff	June 2006 - start
Medium		Strategy 3: Review and enhance policies, methods and procedures to improve customer service environment.	Undertake a comprehensive review and re-write of applicable codes, regulations, and processes to simplify and streamline all city functions	City Staff	October 2006 - start



St. Helens Strategic Plan – 2006-2008



STRATEGIC FOCUS AREA #6 – Physical Condition and Appearance

The level of upkeep of yards, buildings, and public spaces

DESIRED OUTCOME –

The physical environment of the City, regardless of public or private ownership, is maintained in a clean and tidy manner.

MEASURES –

- *Streets and sidewalks are free of weeds and litter*
- *Buildings are in good repair and condition*
- *Private yards and spaces are free from clutter and junk and well maintained*



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STRATEGIC FOCUS AREA #7 – Municipal Asset Base

The wise stewardship, through management, maintenance, and operation, of City owned facilities and equipment

DESIRED OUTCOME –

The City's capital assets are well maintained and usable, with the funds in place to replace those assets when needed.

MEASURES –

- *Physical assets are maintained in good repair without deferred maintenance*
- *Equipment assets are reliable and usable at all times except during regular maintenance*
- *Financial strategies are in place and being used to assure adequate funding when needed to replace or expand the City's asset base*



St. Helens Strategic Plan – 2006-2008



Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium	Goal 7: Protect, Preserve, Enhance and Promote City Facilities, Property Assets and Services.	<i>The City is committed to protect, maintain and enhance the City's public infrastructure, and to anticipate the long-term needs of the infrastructure and take prudent steps to provide for those needs.</i>			
Medium		Strategy 1: Utilize an asset management system to inventory all assets, track all maintenance and maintenance needs, program needed maintenance on a regular basis, and forecast needed future maintenance or replacement	Create and maintain an asset management system. Use it to provide input to the annual budget process and the Capital Improvements Program	City Staff	FY 07-08
Low		Strategy 2: Develop and utilize a comprehensive Capital Improvements Program.	Develop a CIP process that brings together in one planning process and one document all the City's planning for capital projects. Use this process to engage citizen involvement and as the basis of an annual discussion of capital needs that feeds directly into the annual budget process. The CIP is to be updated annually in advance of the budgeting process for the following year.	City Staff	FY 08-09



St. Helens Strategic Plan – 2006-2008



Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High		Strategy 3: Develop community facilities in partnership with local and public financial resources.	Foster relationships with other public agencies to identify capital projects meeting mutual goals, plan for the joint development of those projects, and execute the plan.	Council & City Staff	FY 07-08
Medium		Strategy 4: Expand the sources of funding to help pay for public improvements including such tools as urban renewal, local improvement districts, and bonding.	Develop a specific financial plan for implementing the CIP in concert with other City planning efforts. Adequately staff and support the implementation of the financial plan.	Council & City Staff	FY 07-08

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STRATEGIC FOCUS AREA #8 – Financial Management

The effective management of the City's finances on both a short range and long range basis

DESIRED OUTCOME –

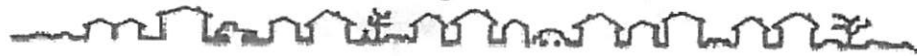
The City maintains a sound and prudent financial plan involving budgeting, forecasting, capital improvement programming, and investment that demonstrates responsible stewardship of public funds and the public trust.

MEASURES –

- *The Budget process becomes very comprehensive and strategic*
- *The City maintains a high bond rating*
- *Reserve funds are established and maintained adequate to meet the City's emergency needs as well as adequate to fund anticipated future needs*



St. Helens Strategic Plan – 2006-2008



Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 8: Plan, Budget, Monitor and Control Limited Financial Resources to Ensure Maximum Value is Realized for the Benefit of Tax Payers	<p><i>The City is committed to provide the highest quality municipal services, consistent with the resources available and to allocate such resources fairly to meet the needs of the community as a whole, while recognizing the needs of various segments within the community.</i></p> <p><i>The City is also committed to providing the best value for the revenues received.</i></p>			
High		Strategy 1: Revamp the annual budget process to become one that is more strategic in identifying and meeting community goals and that coordinates and balances the needs of each functional area in order to meet the overall public need.	The Budget process includes as the first steps an annual review of this strategic plan and establishment of goals and objectives for the upcoming budget year.	City Council	January 2006 - start
Low			The Budget process includes the annual update of the comprehensive Capital Improvements Program including moving projects from the CIP into the annual budget, and solicitation of public involvement	Council & City Staff	FY 08-09
Medium		Strategy 2: Seek public support for additional taxes or fees when necessary.	Establish an effective and understandable city financial process that clearly justifies every funding request.	Council & City Staff	FY 07-08



St. Helens Strategic Plan – 2006-2008



STRATEGIC FOCUS AREA #9 – Business Development

The planning and development of the City's Business Districts

DESIRED OUTCOME –

The City's Old Town and Waterfront become an exciting, dynamic, and successful cultural, government, recreational, and business district; the highway strip is attractive and functional; and the Mid-Town area is a vibrant area of many uses.

MEASURES –

- *There is an extremely low vacancy rate for both business space and residences within the Business Districts*
- *Significant new private investment is taking place within the Business Districts*
- *River oriented tourism and recreational uses are flourishing*
- *The entire Waterfront area is master planned and in the process of development for river-oriented uses*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium	Goal 9: Develop the Long-Term Community and Business Potential of the City	<i>The City has tried for years to develop the waterfront as an important resource that helps to stimulate the economic revitalization of Old Town. However, the full potential has never been realized. A number of disparate owners, including the City, have not created a common vision and plan and worked together for its achievement. The Highway area is developing in a typical strip-commercial pattern with the attendant problems of aesthetic degradation, loss of landscaping, safety and congestion issues, and the loss of a unique character. The Holton area has a high number of vacant storefronts and has lost much of its economic vitality.</i>			
Medium		Strategy 1: Develop a comprehensive Old Town/Waterfront master plan.	This plan should build off the numerous plans of the past, but should also be based on a solid economic foundation and physical assessment of the area and infrastructure. It should be developed in close partnership with all involved property owners and merchants looking for common interest and opportunities for mutual gain.	City Staff	FY 07-08
Medium			Develop and implement a specific implementation strategy for the Old Town/Waterfront Plan that focuses on finance and programming. All funding options, including urban renewal, should be examined for potential use.	City Staff	FY 07-08



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Low		Strategy 2: Develop a comprehensive development plan for the Highway 30 corridor	The plan should address the economic role of the Corridor, its aesthetics, traffic circulation, land use patterns, and other appropriate issues.	City Staff	FY 08-09
Low		Strategy 3: Develop a comprehensive development plan for the Holton Business District	The plan should address the economic role of the District, its aesthetics, traffic circulation, land use patterns, and other appropriate issues.	City Staff	FY 08-09



RESOLUTION NO. 1417

A RESOLUTION ADOPTING A STRATEGIC PLAN FOR THE CITY OF ST. HELENS

WHEREAS, the City Council has commissioned a study to develop a strategic plan for the City of St. Helens; and

WHEREAS, as a part of the study, the views and comments of the citizens of St. Helens were solicited and compiled; and

WHEREAS, the City Council has put considerable time and effort into the development of a strategic plan for the City; and

WHEREAS, a draft of the Strategic Plan was released for public comment on December 7, 2005; and

WHEREAS, a public forum was held on December 21, 2005, to take oral comments on the Strategic Plan; and

WHEREAS, the City Council finds that it is in the public's interest, health and welfare that the City adopt a strategic plan.

NOW, THEREFORE, BE IT RESOLVED that the City of St. Helens does hereby adopt the attached City of St. Helens, Oregon Strategic Plan 2006-2008.

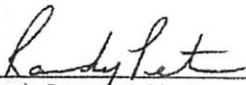
IT IS FURTHER RESOLVED that the Strategic Plan shall be used as the guiding principles for the City Council in making decisions on City issues and that the City staff shall follow and implement elements of the Strategic Plan as identified within the Plan document.

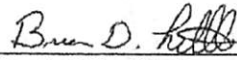
Passed and adopted by the City Council on December 21, 2005, by the following vote:

Yes: Youngberg, Locke, Grant, Huff, Peterson

No: None

Approved by the Mayor: December 21, 2005


Randy Peterson, Mayor


Brian D. Little, City Recorder



St. Helens Strategic Plan - 2006-2008

Resolution No. 1417

City of Brookings 2010 Strategic Plan

Goals & Objectives		Priority/Action Items	Resp Party	Target	Status
GOAL 1: Achieve Fiscal Sustainability					
<ul style="list-style-type: none">• Sufficient revenue to sustain City services at appropriate levels.• Provide competitive employee compensation.• Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.• Stable, effective and accountable management.• Maximize non-City revenue resources to pay for services provided to unincorporated area.• Encourage new private investment.• Expedite development plan implementation.	1	Maintain General Fund reserve at 10 percent of operating budget.	AS/CM	On-going	17% in 2010-11
	2	Develop two-year budget beginning in 2010-11.	AS	10/10	
	3	Consider formation of fire district.	CM/FC	7/10	Intern Study
	4	Consider formation of parks/recreation district.	CM	11/09	Intern Study
	5	Review/update all fees annually.	CR/AS	Apr/Annual	Ongoing/no 2010 update
	6	Aggressively pursue grant funding.	CM	Ongoing	Ongoing
	7	Conduct energy audits at water and wastewater plants.	US	FY 09-10	Not Initiated
	8	Develop vehicle replacement program	AS	1/11	Preliminary Work Completed
GOAL 2: Improve Internal Systems					
<ul style="list-style-type: none">• Sustain positive workplace environment and employee morale.• Assure internal consistency and efficiency.	1	Conduct periodic workshops to review progress on goals.	CM/CC	Jan/Apr/ Jul/Oct	Ongoing
	2	Develop written administrative policies and procedures.	CM	Ongoing	Ongoing
	3	Complete public works standards and specifications/digital format.	TS	10/08	Public Review 7-10
	4	Integrate infrastructure data into GIS.	CM	FY 09-10	In Progress
	5	Implement Council Technology Plan (phased approach)	CR/AS	11/10	75% Complete

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City of Brookings 2010 Strategic Plan

GOAL 3: A Safe Community			Resp Party	Target	Status
<ul style="list-style-type: none"> Adequately staffed, equipped and housed police and fire departments. Maintain streets in a safe/serviceable condition. Provide clean drinking water and compliant wastewater treatment. Improve personal/family preparedness. 	1	Provide minimum staffing of two police officers on each shift.	CC	Open	Within a few hrs per wk of achieving
	2	Build and equip an Emergency Operating Center.	CM/PC	12/11	Awaiting Federal Contract Final rev-8/2 workshop
	3	Exercise emergency plan	PC	10/09	Focusing on ICS training
	4	Pursue streets/highway safety project funding.	CM	Ongoing	Numerous applications
	5	Develop bicycle plan & pursue funding for improvements.	PL/CM	5/10	Numerous applications. Draft Master Plan target 10/10
GOAL 4: Complete Capital Projects					
<ul style="list-style-type: none"> Complete approved capital projects in a timely and cost efficient manner. Provide infrastructure to support economic growth. Develop coastal access. 	1	Develop consolidated implementation plan for water, stormwater, wastewater and pavement management plans.	TS	2/10	Delayed/Lack of staff
	2	Complete dewatering processing facility.	CM	8/11	Completed
	3	Improve project readiness for federal/state funding.	CM/TS	Ongoing	Numerous projects ready
	4	Identify alternate site for Public Works shop.	CM	9/09	Airport
	5	Develop comprehensive plan for addressing wastewater I&I issue.	CM/TS/US	4/11	Sewer Inspections
	6	Wastewater plant slide stabilization strategy.	CM	6/10	Geologic investigation

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City of Brookings 2010 Strategic Plan

GOAL 5: <i>Influence Economic Growth</i>			Resp Party	Target	Status
<ul style="list-style-type: none"> Establish development policies and public improvements/standards that recognize economic trends. Secure needed resources. Establish policy that City is pro-growth. 	1	Develop Growth Management Plan to include achieving a 1.5% minimum growth in # of units.	CM/PL	2/10	See Economic Strategy
	2	Develop UGB transition agreements with special districts.	PL	10/09	Draft agreements under review
	3	Participate in regional economic development activities; develop strategic partners.	CM	Ongoing	Ongoing
	4	Develop business retention program.	CM/PL	6/09	Not started ¹
	5	Develop and regularly review/update infrastructure master plans and development standards.	CM/PL	Ongoing	
	6	Implement plan for addressing downtown parking needs.	CM	10/09	Begin 2010-11
GOAL 6: <i>Effective Intergovernmental Relations</i>					
<ul style="list-style-type: none"> Influence regional, state, national policy on issues important to achieving City goals. Secure grant funding. Achieve City goals through strategic partnerships. 	1	Participate in intergovernmental agencies and initiatives that further the City's goals.	CM/CC	Ongoing	BCRAA

¹ While a comprehensive plan has not been prepared, there have been related actions taken, including:

- a. Workforce housing chapter of BMC adopted
- b. Downtown parking implementation plan
- c. Sign regulation changes.

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GOAL SETTING

A Preparation Packet



League of Oregon Cities
P.O. Box 928
Salem, OR 97308
588-6466

"Any fool can lay out a five-year plan, but it takes a person of rare ability to hop from crisis to crisis."

Anonymous

Notes to Readers

INTRODUCTION

This packet has been developed to help you prepare for the upcoming goal-setting session your council has scheduled. In the firm belief that the more time you spend "ahead of time, the less you will spend at the time," this packet encourages you to complete several quick exercises in the way of "homework." Much of the material in the packet is to stimulate your best thinking about the condition of the city and its future. Read through each of the pages and complete the suggested exercises. Return them to the city manager or designated collection point as soon as they are finished and well ahead of the scheduled session. The facilitator will use the information to prepare him or herself for the session and to prepare various posters and displays to be used during the session.

WHAT CAN YOU EXPECT IN A GOAL-SETTING SESSION?

The technique and processes used in this goal-setting approach are simple, straightforward, and to the point. Provided the homework packets are completed and returned to the collection point on time, when you enter the goal-setting session, you will find already posted and ready for processing, the summarized results of the collective homework packets of each of the council members. There are several steps involved in the goal-setting process.

STEP 1: DISCUSS LONG-RANGE ISSUES

Participants will review and discuss the long-range issues the city will be facing (see page 5).

STEP 2: DISCUSS POSSIBLE GOALS

Participation will consist of a review of the posted goals to insure that each participant understands clearly what is meant by the statement.

STEP 3 GROUP GOALS BY TOPIC

The group begins the process of clustering various goal statements into logical groupings under appropriate headings (e.g., Economic Development, Downtown Redevelopment, Tourism, etc.). This step is the most lengthy portion of the goal-setting process, because as the clustering process is taking place, the individual goals are edited, analyzed, and often rewritten to meet the needs of the group.

STEP 4: PRIORITIZE GOALS

During this step, resource points are distributed among the various goals and objectives to represent the collective sense of priority of the council as a whole. Without this step, the goal-setting process is useless to those who are responsible for carrying out the policies of the council.

WHAT CAN YOU EXPECT OF THE FACILITATOR?

The facilitator of a goal-setting session has two primary responsibilities. First, the facilitator must keep the discussion on track and directed toward the process of setting goals. Second, the facilitator must keep the communication process open, accurate, and positive. To do so, he or she may ask you to clarify certain statements, or show how your comments are related to the goals and activities at hand. The most frequent question you will hear asked by the facilitator during the session will most likely be, "How will you know when you have accomplished that goal?" or, "What will it look like when you have accomplished the objective?" By doing this, the facilitator assures that the goals you end up with are goals that are practical and can actually be attained. Remember, the facilitator is not an expert on your city. You must supply the relevant information. The facilitator is an expert on helping councils pull the various views and needs of the individual members into a workable set of goals that represent the direction for the city for the next year(s).

HOW CAN YOU HELP MAKE THE GOAL-SETTING SESSION MOST EFFECTIVE?

There are several things you can do to help make the session a productive one. First, complete the homework packet and turn it in well ahead of time. Second, come to the session prepared to listen, discuss, and make commitments and decisions for the city. And third, come to the session with the understanding that probably not all of your goals will be the same or of the same priority as those of others on the council, and that to be effective, the final goals must represent the needs of the city and of the whole council. Therefore, be prepared to negotiate, compromise, and work for solutions and goals that are the best for all parties involved. Finally, be prepared for some hard work, some fun, and, when it is all over, the satisfaction of knowing you've done something productive and really important for your city.

Looking Back

1. Review the goals you set last year. Using a scale from 1 - 10, assign a rating of how successful you believe you as a council were in accomplishing each of the goals.

1-----10

Totally Unsuccessful

Totally Successful

2. When you have finished rating each of last year's goals, analyze the reason for the varying degrees of success and failure that your ratings represent.

For those goals receiving a high rating, try to determine what events, circumstances and conditions helped in the achievement of these good results.

For those with low ratings, identify the events, circumstances and conditions that prevented the council and city from successfully accomplishing the goal.

Are any patterns apparent in your analysis?

Were your goals too unrealistic?

Did you set goals that were high enough?

Are you able to accurately assess how well you really did with respect to goal accomplishment?

Did you have too many goals for the resources and time? Too Few?

3. Based upon this analysis and upon your experience with goal-setting, both as a specific activity and as a management tool for the city over the last year, what suggestions and recommendations do you have that will help make the goal-setting process more effective for this next year? Include your suggestions with those on page 9.

Gathering Information

Before going any further in preparing for the goal-setting session, gather some information. Talk to people. Talk to...

Business People	Homemakers	Students
Lawyers	Doctors	Plumbers
Teachers	Retirees	Kids
People on the Street	Waiters	Cooks
Mechanics	Laborers	City Employees
Department Heads	Truck Drivers	Special Interest Groups
Church Officials	Grocers	Newcomers
People Who Haven't Voted in Five Years		

Ask about their concerns, their ideas, their solutions and goals. Talk to people you don't normally talk to. Talk to people about their city and what they think you, as an individual councilor, and you as a city council together should be doing.

Review the events of last year, the goals established and the achievements actually attained. Develop a feel for the relative expenditures necessary for goal achievement. Consider:

The time involved.

The personnel resources required.

The money required.

The projects that didn't get done because of higher priority projects.

The time, resources, and money necessary to maintain the advances of last year.

The unforeseen events that transpired which caused you to be less effective than you would have liked.

Look to the future. What events or circumstances are likely to come along during this next goal cycle to upset the best of intentions? What must you be prepared for?

Down the Road

Using your knowledge of the city and your feelings for its long-range future, speculate as to the major issues the city will have to address during the next 5, 10, 20 years. Identify several of them. List them below, and tell how you think the city should begin preparing to deal with them.

1.

2.

3.

4.

5.

6.

"ONE SHOULD NOT PLAN VAST PROJECTS WITH HALF-VAST IDEAS."

Anonymous

Criteria for Effective Goals

"THE BEST CRITERIA OF A GOAL IS THIS: IS IT USEFUL?"

- SPECIFICITY:** General goals are less useful than specific ones because specific ones imply next steps.
- PERFORMANCE:** Performance or action-oriented goals are more effective in guiding staff in what to do than are non-performance goals. Do not confuse statements of belief or council views and positions as goal-statements. Goal-statements lead to action, whereas statements of positions or beliefs may only describe a condition.
- INVOLVEMENT:** Goal statements should identify who is to be involved in goal accomplishment and to what extent.
- REALISM:** Each goal must be realistically attainable.
- OBSERVABILITY:** Goal statements must be written so that an observer will be able to tell when and whether or not the goal is being accomplished. The more observable the goal, the easier it is to judge effectiveness.

The 10 Most Important Goals

I Think We Should Pursue This Next Year

Based upon your experiences last year, your beliefs and perceptions about the future of the city, and the ideas and concerns you have generated in working through this booklet, list the ten top goals you would like to see addressed this next year. You do not need to prioritize them. Write your goal statements with the "criteria for effective goals in mind."

Working Together

What ideas do you have about becoming a more effective council? What are some goals you think the council as a group should set for itself in order to become a more effective body? Use your past experience, your perceptions of council functioning, and the information generated by working through this booklet to develop your ideas. List them on this sheet.

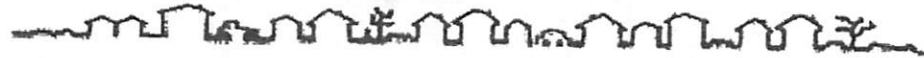
St. Helens Strategic Plan – 2006-2008



Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
	Goal 6: Improve and Maintain the City's Appearance and the Condition of Community Assets	<i>The City is committed to provide a pleasing community atmosphere and a level of maintenance of public streets, parks, rights-of-way and other public facilities that is consistent with the level of maintenance our citizens provide to their private property. We are further committed to recognize and promote individual property rights while ensuring that the rights of others are not infringed upon. This commitment is intended to promote and support a positive spirit and pride in the community.</i>			
High		Strategy 1: Enhance the City's appearance and appeal to citizens, business owners and investors and visitors.	Undertake a campaign to rid all city owned property of weeds, litter, and other unkempt conditions. Options include volunteers, clubs, community corrections, and City resources	City Staff	March 2006 - start
High		Strategy 2: Improve the appearance of private property.	Assure nuisance ordinances are up-to-date and adequate to address visible junk and clutter on private property. Enforce these ordinances	City Staff	June 2007 - start
Medium		Strategy 3: Encourage the rehabilitation of older buildings within the commercial districts	Provide design standards as both a catalyst to private investment, and a framework to guide private actions. Encourage private investment by providing match grants or low-interest loans for work that is consistent with the City's plans.	City Staff	June 2007 - start



St. Helens Strategic Plan – 2006-2008



Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium		Strategy 4: Eliminate gravel streets within the community	Develop and implement a program to pave all streets including consideration of alternative street standards appropriate for retrofitting older streets and including funding mechanism that are fair while also achieving community goals	City Staff	June 2006 - start
High		Strategy 5: Create attractive and distinctive gateways to the Community along Highway 30	Design and build gateways that create a very positive first impression and that reflect a high degree of pride through good design and maintenance	City Staff	Initiate planning – July 2006

