

CITY OF SCAPPOOSE 2022 GOAL SETTING RETREAT
February 12, 2022
8:30 AM to 3:00 PM
Council Chambers 33568 East Columbia Avenue, Scappoose, OR 97056

WORKSHOP GOALS

- Build a unified team among the City Council and staff to advance our shared vision and goals
- Examine the community context to inform the goals
- Refine our goals to align with community needs and address short-term and long-term needs
- Define clear, measurable outcomes for the goals

Welcome + Agenda Overview

Present: Mayor Scott Burge; Council President Megan Greisen; Councilor Joel Haugen; Councilor Josh Poling; Councilor Brandon Lesowske; Councilor Pete McHugh; Councilor Tyler Miller; City Manager Rains; Assist to the City Manager Isaac Burman; City Recorder Susan M. Reeves; Legal Counsel Peter Watts; and Consultant Sara Wilson.

Remote: Interim Police Chief Shaun Davis.

Mayor Burge welcomed everyone.

Review workshop outcomes, goal setting process, and agenda

Consultant Sara Wilson gave an overview of the agenda. Due to Sara not having a microphone right by her, most of the things she said could not be captured. In addition, others are hard to hear due to not speaking into the microphone.

Councilor Lesowske asked about setting ground rules or if the team agreement would solidify what they would expect in this setting. He said just to confirm today's Retreat is being recorded and will be public so if things do come up maybe from executive session discussions that they have had over the last year, that we be mindful that we don't bring up those topics in this setting. He just wanted to clarify that.

Consultant Sara Wilson went over the rules for success. She went over the Vision for Scappoose, and she stated everything we do today should stay in alignment with the vision that you set for your community.

Introductions + warm-up

Establish rules for success

Consultant Sara Wilson went over the rules for success.

Consultant Sara Wilson went over the Council policy and staff expectations. She asked Council to share their intention for the day.

Councilor Lesowske explained he comes here with the intention to work collectively and collaboratively together with his fellow elected officials and City staff to review our goals but also to be open to new ideas that maybe aren't in his current alignment. He wants to be open, have an open dialog, and wants to be respectful. He also wants healthy debate in the room and that he comes with open ears and eyes but also to bring the voice of the community members into this conversation so that our goal setting is based on the collective and not on our own individual preferences.

Councilor Miller explained his intention is just to do the best thing for the City of Scappoose and the community and to get there he just wants to have an open mind, listen to the Mayor and Councils asks to different ideas on how to get there. Again, at the end of the day making sure our intentions and our actions reflect what we want to do for the community of Scappoose.

Councilor Poling stated for him it is finding that collaborative approach for really finding a way for smart growth for Scappoose and finding what is the best for the community in our long-term growth.

Council President Greisen stated community and citizen centered goals, mindsets. She comes to the table today to be empathetic to our citizens and our community but also to the Councilors in the room and their ideas, which leads her to being open minded and collaborative.

Councilor McHugh stated to think out of the box, be creative, and we all go home feeling good about the process.

Councilor Haugen stated his intention today is to leave this room invigorated going forward.

Mayor Burge explained his intention to continue to position the City of Scappoose to move forward successfully to have a growing local economy, ready for the issues that face us, as we never know what they are going to be. His intent is to put us head and shoulders above where we are today.

City Manager Rains explained that she would really like to see collaboration coming out of this between Council and staff but also seeing that amongst Council is really helpful to staff because we know that we are going to get your unified direction. She explained also clarity on direction we are going so that we know how to implement that vision.

Public Works Director Sukau feels this is a great opportunity to collaborate and having a better understanding of what Council's desires are.


Legal Counsel Watts he thinks Scappoose is really a city that's kind of on the cusp and could go in a lot of different directions, some of them exciting and some of them kind of scary. He would hope that people are really honest with each other and are willing to have some of the tough conversations.

Councilor Miller wanted to add being proactive instead of reactive.

Review Roles, Responsibilities, + Team Agreement

AGREEMENTS FOR MEETINGS + BUSINESS

- Attendance at Council meetings is the first priority. If unable to attend, please contact the City Recorder.
- Be on time to meetings.
- Mayor will take the lead in keeping the meeting and discussion focused.
- Distribute information in advance of Council discussion.
- Mayor will recognize councilors when indicating they wish to speak.
- Put a time limit on audience testimony and ask them not to repeat previous speakers.
- Use formal procedure (point of order, call for question, etc.) to focus the meeting. Formal procedure may be used when necessary for effective discussion in lieu of Council's usual, more informal, process. Individuals should use procedure appropriately and courteously.
- Council meetings are televised and this requires Council to act professionally by:
 - o speaking in turn and on the issue;
 - o not interrupting;
 - o no engaging in side conversations; and
 - o treating the public and each other with courtesy.
- Information available to one council member will be available to all, in a timely manner.
- Every effort will be made to adjourn meetings by 4:00 p.m.
- Council shall interview prospective committee members and advise the Mayor through a public process. Appointments will be made by Mayor and approved by Council.



CITY COUNCIL

TEAM AGREEMENT

INDIVIDUAL COUNCIL MEMBER CONDUCT AGREEMENTS

WE AGREE TO:

1. Prepare and do our homework by reading staff reports and meeting with questions in advance to ensure constructive dialogue during meetings.
2. Not make assumptions other than assuming positive intentions.
3. Being open to having conversations and healthy debate.
4. Always be respectful, maintain dignity and humility.
5. Hear each other out. Acknowledge contributions and make sure all ideas and voices are heard.
6. Recognize your opinion may not always be shared, to open even if you don't agree.
7. Disagree without being disagreeable. Respect differences of opinion.
8. Follow the rules of order and procedure.
9. Ensure equal access to information.
10. Move on as a team after the decision has been made. Support each other even if we don't agree.
11. Avoid saying or doing anything that would discredit or harm the City.

COMMITMENTS AS A COUNCIL TO THE COMMUNITY

1. Continue to improve citizen involvement, awareness and participation.
2. Improve follow-up and resolution of citizen concerns or complaints.
3. Act as an advocate for the City.

COMMITMENTS BETWEEN COUNCIL + STAFF TO FOSTER A STRONG PARTNERSHIP

COUNCIL WILL:

- 1. Work as part of one team with Staff.
- 2. Trust staff to implement Council goals.
- 3. Communicate with the organization through the City Manager.
- 4. Provide questions in advance of meetings to the City Manager.
- 5. Support a mutually respectful and professional relationship with the Staff.
- 6. Ensure unity of the Council's vision and direct staff accordingly using one voice.

STAFF WILL:

- 1. Provide timely facts, information, context and relevant City goals information for decisions that come before Council -- no surprises.
- 2. Offer the pros and cons for scenarios.
- 3. Provide summary and background information for issues that come before Council.
- 4. Support a mutually respectful and professional relationship with Council.

• JANUARY 2021 •

(Provided by SSW Consulting)

Consultant Sara Wilson asked how has the team agreement been working, how has it been helpful?

Councilor Miller feels like 2021 was a pretty challenging year and from his observations he feels everybody tried to observe the team agreement as best as they could but were some pretty strong opinions by way of two topics, Grabhorn Park and the Scappoose Police Department. He feels those were the two challenging pieces that perhaps had some deviation away from what our ground rules were. His observations are that everybody has the best intentions. He

explained where we need to hit the pause button sometimes is where they disagree.

Councilor Haugen stated he thinks we need to celebrate constructive criticism, which is useful and helpful. He feels if a Councilor sees something that they don't feel is right they have a duty to bring that forward. He thinks having constructive criticism is really essential for good government.

Council President Greisen replied she completely agrees that constructive criticism is useful but when words like you've got to be an idiot to think or say..., and you speak that way to other Councilors or City staff in public meetings, that totally deviates from being constructive. She explained you can disagree without being disagreeable but respecting other people's differences. She explained some debates have not been healthy and they were harmful to the City and it created a block between the Council and the staff and amongst ourselves.

Councilor Lesowske stated he thinks having these defined and agreed upon by Council and staff is very valuable. He stated just outlining and having this as a resource for them to point back to is something that gives them structure in their decision making and their interactions amongst each other and how they deliver outcomes for the community. He thinks each Council Member prioritizes these differently, therefore he thinks they bring in their own individual thoughts and how they use this as a resource. He agrees that having constructive criticism is a valuable asset for open dialogue and decision making. He explained sometimes he uses the wrong words, he is not perfect and maybe in the passion of the moment he may say something that could be taken as being harmful to the discussion, but that's an opportunity for him to reflect on that and know what he is bringing to the table. He hopes that we can all humble ourselves and try to bring the best of ourselves when we have these conversations because it does reflect on our community. He stated sometimes his decision might not be the winning decision and he can accept that, but he also wants to have open conversations, open dialogue and at least put out his opinions and the opinions that he is representing into this body, into this conversation. He feels we also have to understand what Council has signed up for and remember to not take things personal.

Councilor McHugh feels these guidelines give us a mindset going into solving problems. He thinks it is a difficult line to walk sometimes and obviously choosing your words carefully is very, very important. He thinks understanding that each Councilor is doing the best job they can to express themselves well. Sometimes when he is done saying something himself, he thinks it really didn't express his view very clearly. He thinks it is okay to disagree, but we need to choose those words carefully when we do. He thinks at the end of the day, it's important that we all support each other even though we disagree. He thinks that is the key factor, is that we show support for each other.

Councilor Poling explained over the last year we have had a lot more dialogue for and against a lot of things, but that is a good thing. We want to have that dialogue. He explained we are going to have more and more contentious things coming up but being able to be kind after we come together to make a decision and to be able to really collaborate and move forward with

whatever that majority decision is, that's the number one for him. He explained whether he agrees or disagrees, whatever the conclusion is he should be able to support that group decision going forward.

Mayor Burge talked about how things can get worse. He stated through all this when we disagree, we can disagree passionately. He doesn't have an ill bone for any of the Council. He explained the Council all wants what's best for the community and we may have different ideas but you all to this day continue to want to do what's best for this community. He tries to focus on staying on our goals. He stated we are always a more active action Council, that's how you stay on goals. He appreciates everyone's opinion. He explained whenever you are speaking you need to make sure it is clear if you are speaking as a community member, and not a Council Member.

Councilor Haugen stated he thinks we need to put in bold letters that everyone on Council is a volunteer, and we are doing this because we love our community. He explained everything we do; we do because we think it is in the best interest of the community.

Council discussed things to help them move forward:

- Accountability
- Start here ~ talk one on one to resolve issue
- Defined Sergeant of Arms ~ Mayor has authority to address
- Subjective perspective
- Focus on now ~ Defer to the Mayor to help navigate between Councilors
- Third-party mediator as an option to help with escalated situations (Oregon Consensus Group-PSU or LOC)
- Progressive discipline ~ adopt some similar approach and hold ourselves accountable
- Need to decide on the level of civility we expect
- If we use the wrong words, we can/should apologize
- Let's not create a solution in search of a problem
- Growth in public distrust of government ~ we are not deterring this with mistrust in the group. Need to trust the process, each other, and our staff
- Change the narrative. How much are we willing to accept each other and the public?

Celebrate + Recognize

Review 2021 accomplishments

- Getting a City Manager
- The work of Councilor McHugh helping with the 100-year celebration
- Senior Center
- City and Council has done a really good job on community engagement
- Social Media engagement
- Staff takes the goals that are set in place, Council is given update on the progress of

- the goals, and that staff sticks to the plan that is set in place and agreed to
- PCC opened up
- Acquisition of funds
- Sidewalk program
- Streetlight replacement
- Saving the candle
- Over the last year Scappoose has been open for business
- Usable and maintained recreational spaces
- Chapman Landing
- Making an assertive effort to reach out to other Special Districts and groups in the County and City
- Work is being completed through staff taking Council's vision and actually putting it to work
- Active responses by staff to citizen inquiry's
- Council and staff team approach

Team recognition

Mayor Burge and the Council members thanked City staff and fellow Council members for their hard work throughout the year. In addition, they thanked the community for giving them the opportunity to do this job.

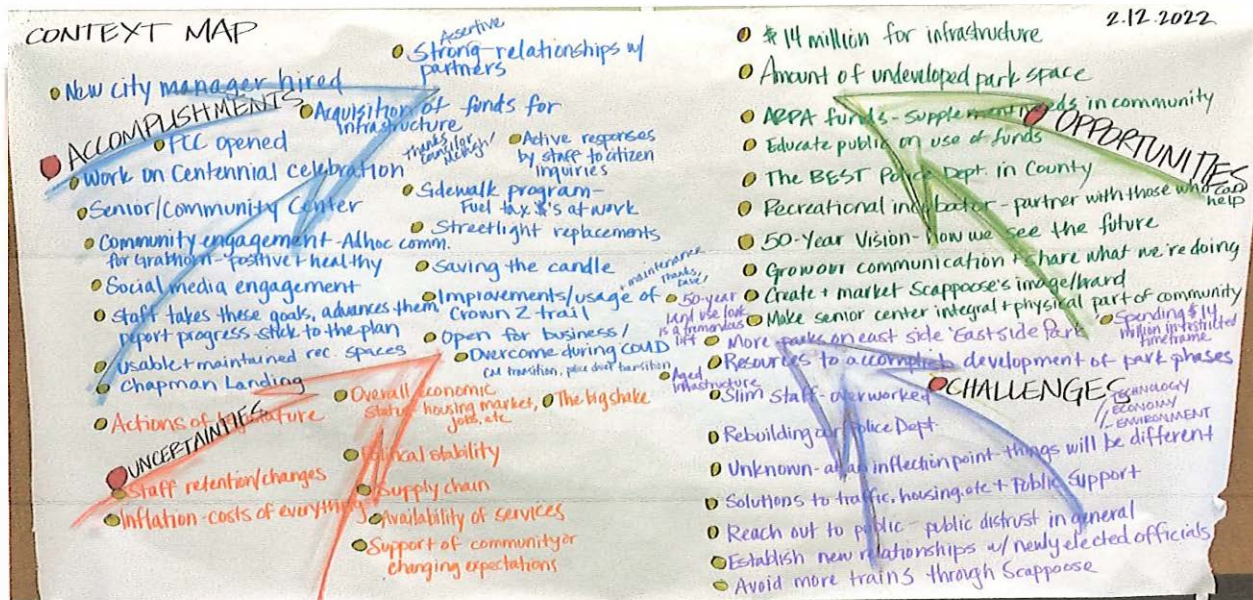
Environmental Scan

Vision alignment

Review context

Consultant Sara Wilson went over setting the context. The following wording is provided in her summary report. In order to plan for the future, it is critical to assess where the organization and community is today. City Council and staff underwent a context mapping exercise (as seen below) to build a shared understanding of the current environment. The team started by sharing accomplishments from 2021. Taking time to recognize achievements demonstrated organizational effectiveness to the community as well as contributes to and sustains the organization's culture. Celebrating accomplishments acknowledges the hard work of staff and building unity among colleagues, which strengthens team morale and sets the tone of achieving future goals. Following the recognition of accomplishments, the team identified challenges, opportunities, and uncertainties. This exercise offers a birds-eye view of the Scappoose environment and lays the foundation of common understanding for the goal-setting process. This information was mapped in the graphic below.

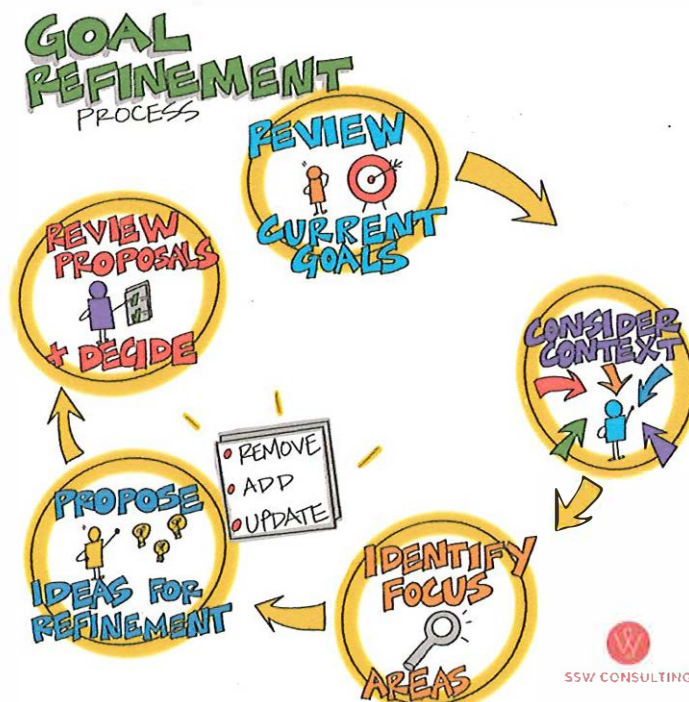
Council discussed and came up with the context map, which covers accomplishments; uncertainties; opportunities; and challenges.



(Provided by SSW Consulting)

Review Goal Refinement Process

Council went over the Goal Refinement Process.



(Provided by SSW Consulting)

Process overview
Review current goals

Council Retreat

Interim Chief Davis gave an overview of the Police Department. He explained as the City grows, the Police Department needs to grow too. He explained in the stats a good average is about 1.5 officers per 1,000 citizens, so right now that would put us at around 12 officers, which includes 8 patrol officers; two sergeants; a lieutenant; and a chief. He explained one of the goals he has been working on is funding so the City can get to 12 officers. He talked about the aging cars that are starting to cost the City money to maintain. He explained community outreach is always important. Scappoose Police does a really good job with their events.

Councilor Poling would like to look into some more social media outreach, specifically for the Police Department would be good.

City Manager Rains explained she and Isaac have had some discussion regarding that.

City Manager Rains and City Council thanked Shaun for calling in.

CITY OF SCAPPOOSE 2021-2022 COUNCIL GOALS

GOAL 1: Develop a Vibrant and Diverse Local Economy

Objectives:

- 1A. Continue to support OMIC's expansion (2017/18)
- 1B. Design Downtown Revitalization Program (2021/22)
- 1D. Support and monitor development of the Columbia Commerce Center (2019/20)
- 1E. Revise Resolution 16-19 (Betterment Fund) (2020/21)
- 1F. Update City's Land Use code for EC and C zones to allow brewpubs, microbreweries, micro distilleries, and micro-wineries outright (2019/20)
- 1G. Work with partners to develop a robust economic development marketing (2019/20)
- 1H. Rename OMID – Scappoose Innovation District/Park (2020/21)
- 1I. Implement GAAP basis of accounting (2021/22)

GOAL 2: Enhance community livability

Objectives:

- 2A. Update Public Works Design Standards (2015/16)
- 2B. Update Rail Corridor Study (2018/19)
- 2C. Promote community events – Scappoose 100 Year Celebration & Signature event (2018/19)
- 2D. Develop a Long-Term Comprehensive Community Vision (50-year plan) (2020/21)
- 2F. Sidewalk Plan (2021/22)
- 2G. Annual One-on-One Meetings with Neighboring Local Leaders – School District, County, Fire, Port, OMIC, Senior Center, 911 District (2021/22)

GOAL 3: Keep Scappoose one of the safest communities in Oregon

Objective:

- 3A. Complete Operational Needs Analysis (2021/22)

GOAL 4: Develop a Park/Rec System within a 10-minute walk from all neighborhoods

Objectives:

- 4A. Peace Candle – protect and restore, update Welcome to Scappoose sign (2015/16)
- 4B. Develop the Grabhorn property Conceptual Plan (2021/22)
- 4C. Support Trail to Tillamook Project (2021/22)
- 4D. Community Pool – determine construction and operation and maintenance costs (2021/22)
- 4E. Identify Park Property on the East/South Side of the City (2021/22)

GOAL 5: Address Aging Infrastructure

Objectives:

- 5A. Capacity upgrade – Wastewater treatment and collections, Phase 1 (DEQ Loan) (2019/20)
- 5B. Update Stormwater Master Plan (2019/20)
- 5C. Update Water, Wastewater, and Transportation SDCs/Fees (2015/16)
- 5D. IT upgrades (2021/22)

GOAL 6: Ongoing (programs intended to continue indefinitely)

Develop a Vibrant and Diverse Local Economy:

- 6A. Coordination/One Stop Meetings (2017/18)
- 6B. Promote and support small local businesses (2018/19)
- 6C. Promote and support county-wide and local tourism (2018/19)

Enhance Community Livability:

- 6D. Continue communication outreach – focus on additional transparency and use of social media (2021/22)
- 6E. Support Senior Center (2018/19)

Keep Scappoose one of the safest communities in Oregon:

- 6F. Continue community outreach by Police Department (2017/18)
- 6G. Maintain emergency response preparedness and update Emergency Operation Plan (2017/18)
- 6H. Provide School Resource Officer (dependent on Scappoose School District funding) (2017/18)
- 6I. Traffic enforcement plan (2017/18)
- 6J. Maintain sufficient staffing levels (2017/18)
- 6K. Continue Citizens Academy (2017/18)

Develop a Park/Rec System within a 10-minute walk from all neighborhoods:

- 6L. Continue Friends of Scappoose Parks (2018/19)
- 6M. Support public art (2015/16)

GOAL 7: Long Term (projects identified for future years)

Develop a Vibrant and Diverse Local Economy:

- 7A. Create a marketing/branding program (2018/19)
- 7B. Coordinate with County to explore alternate route to east side of airport (2017/18)

Enhance Community Livability:

- 7C. Explore possibility of community center (2017/18)

Develop a Park/Rec System within a 10-minute walk from all neighborhoods:

- 7D. Develop funding strategy for Parks (2018/19)

- 7E. Explore development of 14-acre park east of airport (2018/19)
- 7F. Veterans Park/Chief Concomly Park Bridge Feasibility Study (2019/20)
- 7G. Develop Vista Property (2017/18)
- 7H. Begin development of Chapman Landing (2015/16)
- Address Aging Infrastructure:
- 7J. Develop City Facility Master Plan (2017/18)

Discuss Council focus areas

Goal Refinement Process

Council went over the draft list of goals.

CITY OF SCAPPOOSE 2022-2023 COUNCIL GOALS

Red = Additions **Strikethrough** = Removals

GOAL 1: Develop a Vibrant and Diverse Local Economy

Objectives:-

- 1A. Continue to support OMIC's expansion (2017/18)
- 1B. Design Downtown Revitalization Program (2021/22)
- 1**C**D. Support and monitor development of the Columbia Commerce Center (2019/20)
- 1**D**E. Revise Resolution 16-19 (Betterment Fund) (2020/21)
- 1**F**. Update City's Land Use code for EC and C zones to allow brewpubs, microbreweries, micro-distilleries, and micro wineries outright (2019/20)
- 1**E**G. Work with partners to develop a robust economic development marketing (2019/20)
- 1**F**. Develop a marketing/branding program (2018/19)

GOAL 2: Enhance community livability

Objectives:-

- 2A. Update Public Works Design Standards (2015/16)
- 2B. Update Rail Corridor Study (2018/19)
- 2**C**. Promote community events —Signature event (2018/19)
- 2**C**D. Develop a Long-Term Comprehensive Community Vision (50-year plan) (2020/21)
- 1. Update City's Land Use Code for EC and C Zones to allow Brewpubs, Microbreweries, Micro-distilleries, and Micro-wineries outright (2019-20)
- 2**F**. Sidewalk Plan (2021/22)
- 2**G**. Annual One-on-One Meetings with Neighboring Local Leaders —School District, County, Fire, Port, OMIC, Senior Center, 911 District (2021/22)

GOAL 3: Keep Scappoose one of the safest communities in Oregon

Objective:-

- 3A. Complete Operational Needs Analysis (2021/22)
- 3**B**. Coordinate with Columbia County 911 District on the new Emergency Communications Radio System.

3C. Maintain emergency response preparedness and update emergency operation plans including the Emergency Operations Plan; COOP, and Public Works Plans. (2017/18)

GOAL 4: Develop a Park/Rec System within a 10-minute walk from all neighborhoods

Objectives:

4A. Update the Parks Masterplan.

- I. Identify Property on the East/South Side of the City (2021-22)
- II. Develop funding strategy for Parks (2018/19)
- III. Explore development of 14-acre park east of airport (2018/19)
- IV. Veterans Park/Chief Concomly Park Bridge Feasibility Study (2019/20)
- V. Develop Vista Property (2017/18)
- VI. 7H. Begin development of Chapman Landing (2015/16)

4B. Peace Candle – protect and restore, update Welcome to Scappoose sign (2015/16)

4C. Develop the Grabhorn property Conceptual Plan (2021/22)

4D. Identify Park Property on the East/South Side of the City (2021/22) 4H. Parks Master Plan

GOAL 5: Address Aging Infrastructure

Objectives:

5A. Capacity upgrade – Wastewater treatment and collections, Phase 1 (DEQ Loan) (2019/20)

5B. Update Stormwater Master Plan (2019/20)

5C. Update Wastewater and Transportation SDCs/Fees (2015/16)

5D. IT upgrades (2021/22)

5E. Collections Master Plan Implementation (upcoming projects?)

5F. Delivery of infrastructure projects funded by HB5006

GOAL 6: Ongoing (programs intended to continue indefinitely)

Develop a Vibrant and Diverse Local Economy:

6A. Coordination/One Stop Meetings (2017/18)

6B. Promote and support small local businesses (2018/19)

6C. Promote and support county-wide and local tourism (2018/19)

Enhance Community Livability:

6D. Promote community events –Signature event (2018/19)

6E. Continue identifying projects for fuel tax money (2021/22)

6F. Annual One-on-One Meetings with Neighboring Local Leaders – School District, County, Fire, Port, OMIC, Senior Center, 911 District (2021/22)

6G. Continue communication outreach – focus on additional transparency and use of social media (2021/22)

6H. Support Senior Center (2018/19)

Keep Scappoose one of the safest communities in Oregon:

6I. Continue community outreach by Police Department (2017/18)

6J. Maintain emergency response preparedness and update Emergency Operation Plan

~~(2017/18)~~

6JH. Provide School Resource Officer (dependent on Scappoose School District funding)

~~(2017/18)~~

6KJ. Maintain sufficient staffing levels (2017/18)

6LK. Continue Citizens Academy (2017/18)

Develop a Park/Rec System within a 10-minute walk from all neighborhoods:

6ML. Continue Friends of Scappoose Parks (2018/19)

6NM. Support public art (2015/16)

GOAL 7: Long Term (projects identified for future years)

Develop a Vibrant and Diverse Local Economy:

~~7A. Create a marketing/branding program (2018/19)~~

~~7B. Coordinate with County to explore alternate route to east side of airport (2017/18)~~

Enhance Community Livability:

~~7C. Explore possibility of community center (2017/18)~~

Develop a Park/Rec System within a 10-minute walk from all neighborhoods:

~~7D. Develop funding strategy for Parks (2018/19)~~

~~7E. Explore development of 14-acre park east of airport (2018/19)~~

~~7F. Veterans Park/Chief Concomly Park Bridge Feasibility Study (2019/20)~~

~~7G. Develop Vista Property (2017/18)~~

~~7H. Begin development of Chapman Landing (2015/16)~~

Address Aging Infrastructure:

7AJ. Develop City Facility Master Plan (2017/18)

Refinement proposals

Team discussion

Council went over the goals they have listed.

Finalize Goals

Draft Goals from today's session~

City Manager Rains explained the draft goals will come back to Council at a Council meeting for approval.

City of Scappoose 2022 Council Goals + Objectives

Goals	Objectives	Staff Lead	Timeline	Notes
Goal 1: Develop a vibrant and diverse local economy	1.1 Develop a downtown revitalization program	Isaac Butman	In progress	(2022/23)
	1.2 Evaluate the creation of a small business incubator	Isaac Butman	TBD	(2022/23)
	1.3 Identify goals for community branding	Isaac Butman, Alex Rains	TBD	(2022/23)
	1.4 Support and monitor development of the Columbia Commerce Center	Laurie Oliver Joseph, Chris Negelespach	In progress	(2019/20)
	1.5 Work with partners to develop robust economic development marketing	Isaac Butman, Alex Rains	In progress	(2019/20)
	1.6 Continue to support OMIC's expansion	Laurie Oliver Joseph, Chris Negelespach	Ongoing	(2017/18)
	1.7 Promote and support small local businesses	Isaac Butman, Laurie Oliver Joseph	Ongoing	(2018/19)
	1.8 Promote and support county-wide and local tourism	Isaac Butman	Ongoing	(2018/19)
Goal 2: Enhance community livability	2.1 Update rail corridor study	Chris Negelespach	In progress	(2018/19)
	2.2 Develop a long-term comprehensive community vision (50-year plan)	Laurie Oliver Joseph	In progress	(2020/21)
	2.3 Promote community events - signature event	Isaac Butman	Ongoing	(2018/19)
	2.4 Continue identifying projects for fuel tax money	Dave Sukau, Huell Whitehaus	Ongoing	(2021/22)
	2.5 Annual one-on-one meetings with neighboring local leaders (school district, county, fire, port, OMIC, senior center, 911 district)	Isaac Butman, Alex Rains	Ongoing	(2021/22)
	2.6 Continue community outreach and involvement	Isaac Butman, Alex Rains, Susan Reeves	Ongoing	(2021/22). Focus on additional transparency, use of social media, and promote app. Develop messaging around traffic and congestion on Hwy 30
	2.7 Support the senior center	Alex Rains	Ongoing	(2018/19)
Goal 3: Create a safe city with a visible public safety presence	3.1 Complete the Operational Needs Analysis and maintain sufficient staffing levels	Chief of Police	TBD	(2021/22), evaluate staff options for police that are aligned with community needs
	3.2 Increase transparency of crime data through use of a community dashboard	Chief of Police	TBD	(2022/23)
	3.3 Coordinate with Columbia County 911 District on the new Emergency Communications Radio System	Chief of Police, Alex Rains	In progress	(2022/23)
	3.4 Maintain emergency response preparedness and update emergency operations plan to address all emergencies including a Cascadia earthquake event	Chief of Police, Dave Sukau	TBD	(2017/18). Include the Emergency Operations Plan, COOP, and Public Works Plans
	3.5 Engage the School District to enhance the school resource officer program	Chief of Police	TBD	(2022/23)
	3.6 Continue community outreach by Police Department	Chief of Police	Ongoing	(2017/18)
	3.7 Continue the Citizens Academy	Chief of Police	Ongoing	(2017/18)

Goals	Objectives	Staff Lead	Timeline	Notes
Goal 4: Develop a diverse and accessible park system for people of all abilities	4.1 Update the Parks and Recreation Master Plan	Isaac Butman, Huell Whitehaus	TBD	(2022/23) This will include identifying property on the East/South side of the City, funding strategy for parks, development of the 14-acre east of airport, Veterans Park/Chief Concomity Park Bridge Feasibility, Development of Vista Property, assessment of Pickleball Court location and Chauman Landing
	4.2 Peace Candle - protect and restore, update the Welcome sign	Isaac Butman	In progress	(2015/16)
	4.3 Develop the Grabhorn property conceptual plan	Huell Whitehaus	In progress	(2021/22)
	4.4 Continue Friends of Scappoose Parks	Isaac Butman	Ongoing	(2018/19)
	4.5 Support public art	Isaac Butman	Ongoing	(2015/16)
Goal 5: Address aging infrastructure	5.1 City facility master plan		Long term	(2022/23) include a city hall remodel
	5.2 Capacity Upgrade Wastewater treatment collections, Phase 1	Kerin Turner, Dave Sukau	In progress	(2019/20). DEQ loan
	5.3 Update stormwater master plan	Chris Negelespach	In progress	(2019/20)
	5.4 Update wastewater and transportation SDCs/fees	Dave Sukau, Huell Whitehaus	TBD	(2015/16)
	5.5 Collections master plan implementation	Dave Sukau, Huell Whitehaus	TBD	(2022/23)
	5.6 Delivery of water and wastewater infrastructure projects	Dave Sukau, Huell Whitehaus	In progress	(2022/23). Funded by HB5006

(Provided by SSW Consulting)

Wrap-up + NextSteps

Progress reporting

Reflection exercise

Mayor Burge feels the most important thing is when the group makes a decision, we support it as one body. He mentioned not having serial meetings.

Council President Greisen stated the idea that if Council majority has decided on something, we move on. That we engage with the Mayor before staff, since there is a chain of command.

Councilor Miller explained he thinks the current team agreement captures what needs to be captured. He mentioned that it is important to get issues resolved because they fester further. He asked Council to engage when you perceive conflict. Be more unified and just resolve the issue in general.

Councilor Haugen stated just respecting each other's perspectives, because it is fine to have different viewpoints, it is appreciated for better decision making.

Councilor Poling explained we need to continue debate. He stated the number one-piece collaboration at the very end and agree. He stated another piece that he wanted to address is that we have Council directing the City Manager as a whole, not as individuals.

Councilor Lesowske stated there is no "I" in team. Respect other people's opinions even if they differ from mine. He recommends we all reflect on our actions, just try to take a deep breath and step back. We are all here to work together.

Councilor McHugh stated he agrees with what everybody has said. He thinks the team agreement is excellent and he thinks it is something really important and that we remind ourselves about as frequently as we do. He stated what really fosters is civility and teamwork and we have to keep that in mind.

Council President Greisen talked about reminding ourselves of the team agreement and that accountability is the key.

Next Steps

Consultant Sara Wilson she will get the goals and a summary to City Manager Rains for Council approval.

Council thanked Sara.

Adjournment

Mayor Burge adjourned the Goal Setting Retreat at 3:07 pm.


Mayor Scott Burge


City Recorder Susan M. Reeves, MMC