



SCAPPOOSE
Oregon

CITY OF SCAPPOOSE

Small Town, Big Community



CITY COUNCIL GOALS

2023

FEBRUARY
2023

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INTRODUCTION

The City of Scappoose is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team gathered on Saturday, February 4th, 2023, to connect as a team and refine the Council's goals and objectives to reflect the needs and priorities of the community and organization.

The City hired SSW Consulting to facilitate the team's discussion towards their desired outcomes. In advance of the retreat, SSW Consulting conducted outreach interviews with the Council and coordinated with staff to design a retreat agenda to align with the following outcomes:

- **Refine goals to meet current community needs, Council aspirations, and organizational capacity;**
- **Create goals with clear outcomes, accountability for results, and strong partnership to advance the goals; and**
- **Team building to support governance structure and roles, and team agreements necessary to support Council as leaders and policymakers.**

Coming out of an election year, the goal-setting retreat was one of the first opportunities for the new Council and staff to connect as a team. The Council and Management Team worked together to review existing goals and objectives; identify which objectives were completed, continuing, or needing refinement; and discuss how the City will measure and communicate progress as the goals and objectives are implemented.

The team's engagement and participation were much appreciated and play an important role in setting the tone for a successful year ahead as we work together with the community and our partner organizations to advance these goals.

– City of Scappoose Council + Management Team

OUR TEAM

CITY COUNCIL

Mayor Joe Backus
Jeannet Santiago
Megan Greisen
Tyler Miller
Pete McHugh
Kim Holmes
Andrew LaFrenz

CONSULTANT/FACILITATION TEAM

Sara Singer Wilson
Principal/Owner
Ashley Sonoff
Associate
Sasha Konell
Communications and Engagement Strategist

MANAGEMENT TEAM

Alexandra Rains
City Manager
Isaac Butman
Assistant to the City Manager
Susan Reeves
City Recorder
Laurie Oliver Joseph
Community Development Director
Carol Almer
Finance Administrator
Steven Lougal
Police Chief
Dave Sukau
Public Works Director



SCAPPOOSE
Oregon

COMMUNITY VISION

Scappoose is a small town nestled in the heart of a Pacific wonderland—surrounded by lush green forests, the majestic Columbia River, and panoramic views of the snowcapped Cascade Mountains. It is no secret why the Chinookan People made this unique place their home for centuries. Today, our community is distinguished by its balance of rural and urban living—we are proud of our independence and small-town personality, yet we value our closeness to neighboring cities and towns. Scappoose is friendly and welcoming, and we cherish the way we know, care about, and rely upon each other. We desire to preserve the harmonious qualities of our home as we anticipate change and look ahead to the future.



Smart Growth

Inspired by our responsibility to tomorrow's generations, we pursue forward-thinking and sustainable solutions to grow mindfully while keeping in step with our environment. We strive for high-quality development and infrastructure, and to provide equal and affordable housing opportunities for all to live and raise a family.

Lifelong Learning

We prize our exceptional schools and teachers that pass along our knowledge to future generations, instill our community with creative adaptability, and create cultural awareness and resilience. We aim to develop educational opportunities for all ages and ability levels as we strive to be a community that never stops thinking, learning, and doing.

Sustainable Economy

We take pride in our locally owned businesses that add quality and character to our town, and we respect our abundant natural resources that have sustained our community for years. We can forge a path to a balanced, local economy by opening doors for entrepreneurs, clean industry, higher education and research. We seek sustainable, living-wage jobs and careers that support families and future generations.

Caring Community

Peace and good health are essential to our town's growth and well-being. We value our community spaces and parks that support active living and civic engagement, and we cherish how we care for and rely upon each other. We strive to be aware and prepared, and to empower everyone to lend a hand when challenges arise. We aspire to be a neighborly community where anyone can safely and comfortably visit businesses and schools, enjoy

Passionate Stewardship

Our wild and scenic landscape is an extension of our community, and we treasure our beautiful setting that makes Scappoose a serene place to live. We are committed to nurturing and preserving our open spaces, natural habitats, and diverse ecosystems, and we will champion new opportunities for conservation and peaceful engagement with our environment. As stewards of our land, air, and water, we seek to protect this special place for generations to come.

Connected Community

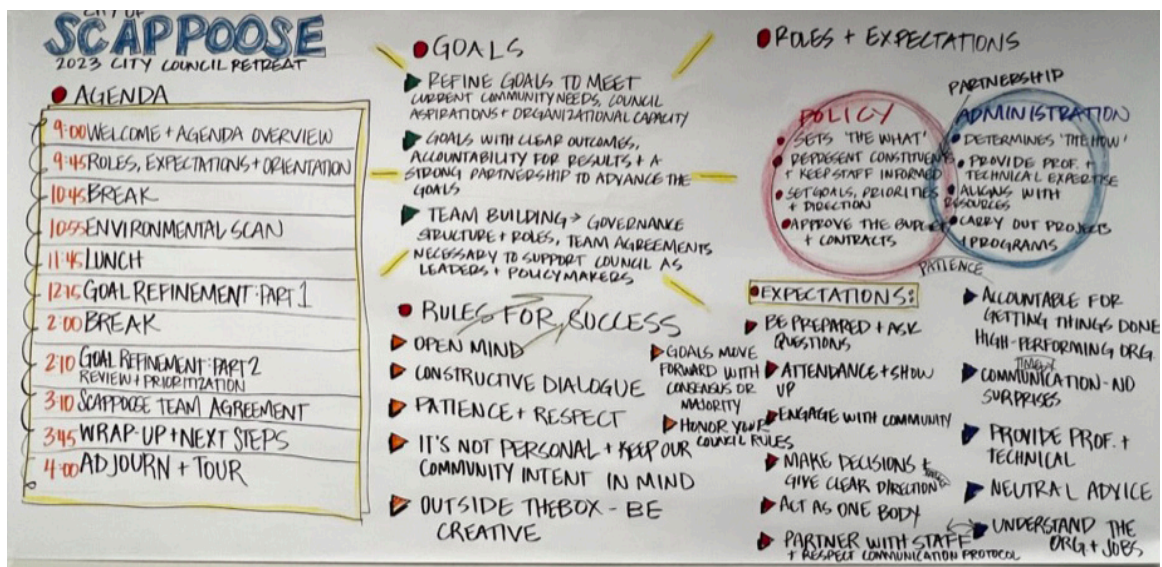
Safe and comfortable transportation is central to our quality of life. We value our local trails that offer world-class opportunities for walking and biking, and our scenic byways that connect us to greater Oregon. We will work to ensure better connectivity, safer commuting, modern transit, and equal opportunities for people to walk, bike, ride or drive. We aspire to be a pleasant and accessible town, and we encourage others to slow down, explore, and enjoy Scappoose.

Local Pride

Art and self-expression greatly enhance our cultural identity, and we value our local artists who cultivate pride in our community. We strive to preserve our unique cultural artifacts and foster education and the arts by promoting city beautification, cultural heritage projects, and public art. We treasure our heritage as a meeting place for Native Americans, and we hope to honor those who lived here in the past as we tell the story of Scappoose in the present.

WORKING TOGETHER AS A TEAM

The Council and Management Team acknowledge their success in advancing the shared goals for Scappoose and hinges on their ability to be a strong and cohesive team. The group participated in a facilitated discussion of roles and responsibilities in the Council-Manager form of government to support a high-functioning team. Following the discussion of roles, team members shared expectations of themselves and others to work effectively in this partnership. The following graphic and summary highlight the expectations Council and staff developed during the discussion:



THE FOLLOWING TEAM EXPECTATIONS WERE DETERMINED:

Council Expectations

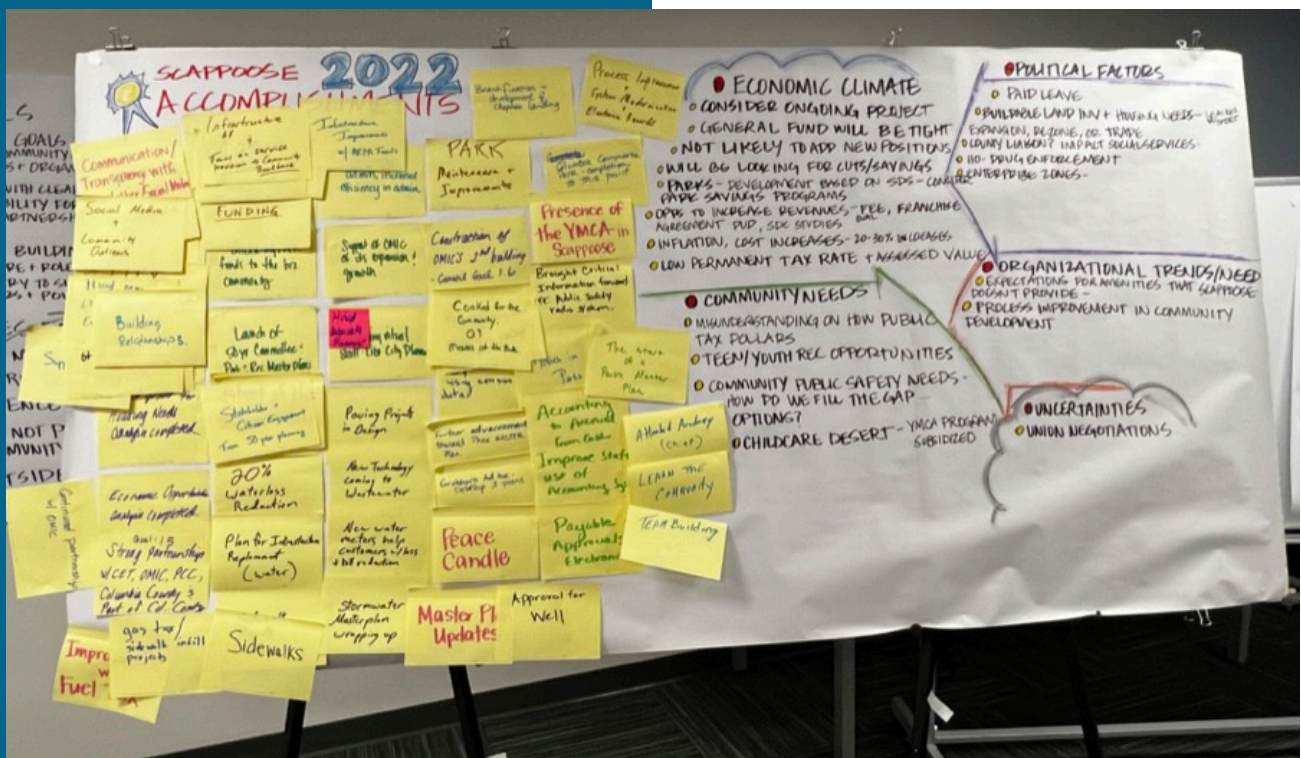
- Be prepared and ask questions
- Attendance and showing up
- Engage the community
- Make decisions and give clear direction
- Act as one body
- Partner with staff and respect communication protocol

Organization Expectations

- Accountable for getting things done/high-performing organization
- Timely communication and no surprises
- Provide professional and technical expertise
- Neutral advice
- Understand the organization and jobs

SETTING THE CONTEXT

Before refining the current goals and planning for the future, it is important for Council and staff to have a shared understanding of the current trends, factors, and needs affecting the community and the organization. The team participated in an environmental scan exercise to develop this shared contextual foundation. As part of this exercise, staff and Council shared accomplishments and successes from the past year. Recognition of achievements is important for two reasons. The first reason is it communicates the status of the projects advancing Council goals, which is needed to determine how to refine the goals to meet the current needs and priorities in the community. The second reason is that celebrating achievements brings the team together, sets a tone of gratitude, and positions the team for future success in the pursuit of their shared goals. The following graphic summarizes the environmental scan exercise:



SETTING THE CONTEXT

Economic Climate

- Consider ongoing projects
- General fund will be tight
- Not likely to add new positions
- Will be looking for cuts/savings
- Parks – development based on SDCs – consider parks savings programs
- Operations to increase revenues – fee, franchise agreement PUD, SDC studies
- Inflation, cost increases – 20-30% increases
- Low permanent tax rate + assessed value

Community Needs

- Misunderstanding on how public tax dollars are used
- Teen/youth recreation opportunities
- Community public safety needs – how do we fill the gap? Options?
- Childcare desert – YMCA programs subsidized

Political Factors

- Paid leave
- Buildable land investment and housing needs – expansion, rezone, or trade
- County liaison? Impact social services
- Drug enforcement
- Enterprise zones

Organizational Trends/Needs

- Expectations for amenities that Scappoose doesn't provide
- Process improvement in community development

Uncertainties

- Union negotiations

2023 COUNCIL GOALS

During the goal refinement process, Council and staff revisited the 2022 Council Goals to assess the progress made over the last year and determine if the supporting action items under each goal were complete, continuing, or needing refinement. Council worked together with staff to develop proposals to refine action items as needed. Additionally, Council brainstormed new ideas to meet the community's short-term and long-term needs, as well as address challenges on the horizon. The team discussed desired outcomes for each goal area and the action items needed to support these goals. Throughout the discussion, SSW mapped the proposals into common themes to inform the development of the 2023 Council Goals and action items.

Following the retreat, staff developed the proposed action items into objectives and determined the appropriate staff lead(s), project status, and timeline to support implementation. This information is summarized in the table below.

GOAL 1

DEVELOP A VIBRANT AND DIVERSE LOCAL ECONOMY

Objectives	Staff Lead	Project Status	Timeline
1.1 Identify a process for community branding, prepare a scope of work and request for proposals (RFP).	NJ Johnson	In Progress	2023-25
1.2 Support and monitor development of the Columbia Commerce Center	Laurie Oliver Joseph + Chris Negelspach	In Progress	Ongoing
1.3 Work with partners and small business to develop robust economic development marketing	NJ Johnson + Alexandra Rains	In Progress	Ongoing

2023 COUNCIL GOALS

GOAL 2

ENHANCE COMMUNITY LIVIBILITY

Objectives	Staff Lead	Project Status	Timeline
2.1 Continue development of the 50-Year Plan	Laurie Oliver Joseph	In Progress	2023-25
2.2 Promote community events to increase attendance (Adventure Fest)	Issac Butman	Ongoing	2023-24
2.3 Establish a relationship with the Grande Ronde Tribe	TBD	New Goal	New Goal
2.4 Continue community events and outreach and track the outreach impact	Isaac Butman, Alexandra Rains + Susan Reeves	Ongoing	Ongoing

GOAL 3

CREATE A SAFE CITY + VISIBLE PUBLIC SAFETY PRESENCE

Objectives	Staff Lead	Project Status	Timeline
3.1 Complete the Operational Needs Analysis and prioritize the recommendations to support sufficient staffing for the Police Department	Chief of Police	In Progress	2023-24
3.2 Increase code enforcement operations	Chief of Police	In Progress	2023-25
3.3 Fund increased community engagement and outreach for public safety	Chief of Police	In Progress	Ongoing

2023 COUNCIL GOALS

GOAL 4

DEVELOP A DIVERSE + ACCESSIBLE PARK SYSTEM FOR PEOPLE OF ALL ABILITIES

Objectives	Staff Lead	Project Status	Timeline
4.1 Update the Parks and Recreation Master Plan, prioritize projects, and pursue funding for priority projects	Isaac Butman, Huell Whitehaus	In Progress	2023-24
4.2 Peace Candle - protect and restore, update the Welcome sign	Issac Butman	In Progress	2023-24
4.3 Create a funding mechanism for park maintenance and development	TBD	New Goal	New Goal
4.4 Prioritize upgrades for existing parks to current ADA standards and fund improvements impact	TBD	New Goal	New Goal

2023 COUNCIL GOALS

GOAL 5

ADDRESS AGING INFRASTRUCTURE

Objectives	Staff Lead	Project Status	Timeline
5.1 Define a process and costs to complete a City Facility Master Plan	Isaac Butman + Alexandra Rains	In Progress	2023-25
5.2 Capacity Upgrade for wastewater treatment facilities	Kevin Turner + Dave Sukau	In Progress	2021-28
5.3 Update TSP and transportation SDC's	Dave Sukau + Huell Whitehaus	In Progress	2023-25
5.4 Complete ARPA funded infrastructure projects	Dave Sukau + Huell Whitehaus	In Progress	2023-26
5.5 Implement projects identified for funding by fuel tax dollars	Dave Sukau + Huell Whitehaus	In Progress	2020-31

TEAM AGREEMENT ⁽¹⁾

The Council reaffirmed their team agreement from 2021 for the year ahead. The team agreement identifies how the Council agrees to work together in alignment with their Council rules and procedures. The purpose of this agreement is to guide the team in working together, establishing trust, and facilitating open communication and accountability.

AGREEMENTS FOR CONDUCTING COUNCIL MEETINGS AND BUSINESS

1. Attendance at Council meetings is the first priority. If unable to attend, please contact the City Recorder.
2. Be on time to meetings.
3. Mayor will take the lead in keeping the meeting and discussion focused.
4. Distribute information in advance of Council discussion.
5. Mayor will recognize councilors when indicating they wish to speak.
6. Put a time limit on audience testimony and ask them not to repeat previous speakers.
7. Use formal procedure (point of order, call for question, etc.) to focus the meeting. Formal procedure may be used when necessary for effective discussion in lieu of Council's usual, more informal, process. Individuals should use procedure appropriately and courteously.
8. Council meetings are televised live; this requires Council to act professionally by:
9. Speaking in turn and on the issue;
 - Not interrupting;
 - No engaging in side conversations; and
 - Treating the public and each other with courtesy.
10. Information available to one council member will be available to all, in a timely manner.
11. Every effort will be made to adjourn meetings by 9:00 p.m.
12. Council shall interview prospective committee members and advise the Mayor through a public process. Appointments will be made by Mayor and approved by Council.

TEAM AGREEMENT ⁽²⁾

INDIVIDUAL COUNCIL MEMBER CONDUCT AGREEMENTS

Council Members agree to:

1. Prepare and do our homework by reading staff reports and reaching out 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, be 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

Council strives to:

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

COMMITMENTS BETWEEN COUNCIL AND STAFF TO FOSTER A STRONG PARTNERSHIP

Council will:

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


Staff will:


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



CITY OF SCAPPOOSE

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