



**SCAPPOOSE**  
*Oregon*

**MONDAY, NOVEMBER 4, 2024  
CITY COUNCIL WORK SESSION ~ REVIEW OF CITY COMMITTEES, 6:00PM  
COUNCIL CHAMBERS  
33568 EAST COLUMBIA AVENUE  
SCAPPOOSE, OR 97056**

Disclaimer: These minutes are intended to summarize the conversations that took place in this meeting rather than provide a full transcript. Anyone wishing to view the full conversation can find a recording of this meeting on YouTube at: [www.youtube.com/watch?v=3N\\_I0i2FJVg](https://www.youtube.com/watch?v=3N_I0i2FJVg).

Mayor Backus called the work session to order at 6:00 p.m.

**Present:** Mayor Joseph A. Backus; Councilor Kim Holmes; Councilor Andrew Lafrenz; Councilor Marisa Jacobs; City Manager Benjamin Burgener; and City Recorder Susan M. Reeves.

**Remote:** Council President Tyler Miller; Councilor Jeannet Santiago; Mike Maggi (left at 6:10pm and joined again at 6:57pm; Legal Counsel Ashleigh Dougill (joined at 6:46pm); and Marty Marquis (joined at 6:57).

City Manager Benjamin Burgener went over the information gathered from City Council. Scappoose City Council has two standing committees they are responsible for: Parks & Rec Committee and the Economic Development Committee. Each Committee has a council liaison. Parks and Rec Liaison is Marisa Jacobs, Economic Development Committee Liaison is Jeannet Santiago. Understanding effective roles, responsibilities, value, and communication protocol continue to be a topic of misunderstanding which is limiting the effectiveness of the council's, committee's, and staff's time. The council met on Oct 21 to talk about committees in a work session. The meeting largely focused on a brief review of the City of Florence's Committee handbook and focused on what value committees provide to the current council. The main points discussed were:

*Starting with the Strategic Direction and City Council Goals, committees are:*

- 1) Created and given direction from the city council or staff (depending on whether it is a council, or a staff created committee) – Not the other way around.
- 2) A way to provide additional community outreach, technical assistance and expert advice; when not readily available within the City Council or Staff, and when committees are determined to be needed by the council and/or staff.
- 3) Potential training ground for future council members.

- 4) A place to help increase community engagement and assist in positive changes in the community.
- 5) An additional way to generate new ideas or suggest potential goals for the council. - If directed to do so by the council
- 6) Increased in value with regular follow up and reporting to the council.
- 7) Permanent, ad hoc, or a hybrid of the two (permanently created, but only meet when needed for a specific purpose).

After the meeting the council was emailed the following questions to respond to as a resource for further thought and discussion in the upcoming work session.

*Now that the value of committees has been determined, it's time to look at what committees are needed:*

For a moment, pretend the council has zero committees. Referencing the council goals listed above, potential new goals this January, strategic direction, or other council documents. Considering the expertise, planning documents, and direction already available within the council and staff:

- 1) What committees are needed, if any?

***(Please answer the following for each committee recommendation)***

- 2) Why?
- 3) Is this committee needed now, or sometime in the future when resources allow?
- 4) What type of committee should they be (ad hoc, permanent, combination – staff, council, or community)?
- 5) Will the committee(s) be advisory, a work group, an action committee, or something else?
- 6) What tasks/projects should be tackled by this committee?
- 7) Do these tasks line up with the council goals?
- 8) What should the makeup of the committee voting members look like?
- 9) Do we have the bandwidth to provide proper staff involvement?
- 10) What is the council liaison's role?
- 11) Is there enough work to keep the committee engaged, consistent, and successful for the type of committee listed?

The responses will be tabulated together and provided to the council during the work session to continue the discussion. Future project scope and staff resources. Staff recommends that the council continue to review the Florence Committee Manual in detail for benefits, structure, and other ideas that should be considered. The goal of these workshops is to get the council as a whole to have a clear direction of why and when Scappoose chooses to use committees, committee design, and successful implementation. It is important to think outside what is currently in place and not simply justify what we currently have, but to consider what is actually needed.

## Council Goals

Goal 1: Develop a vibrant and diverse local economy

Goal 2: Enhance community livability

Goal 3: Create a safe city with a visible public safety presence

Goal 4: Develop a diverse and accessible park system for people of all abilities

Goal 5: Plan and invest in responsible and sustainable community infrastructure

Goal 6: Support good governance and strengthen internal operations for organizational resiliency

## Committee Workshop

*Now that the value of committees has been determined, it's time to look at what committees are needed:*

*For a moment, pretend the council has zero committees. Referencing the council goals listed above, potential new goals this January, strategic direction, or other council documents. Considering the expertise, planning documents, and direction already available within the council and staff:*

### 1) What committees are needed, if any?

- a. I think the committees that are not required by law, should be used during the creation of master plans only, and that once a year thereafter, the committee(s) should convene to evaluate the master plan and determine if any amendments need to be made.

Ideally, the annual "reconvene", would take place in/around October to allow staff and committee members time to discuss and make proposed amendments (if any), for council to consider and adopt during annual goal setting the following January. - (Tyler)

- b. I do think we can be more efficient with committees and an ad-hoc model might make the most sense moving forward. However, I do see the benefit of a place/forum in which council can receive feedback and ideas that are not necessarily part of the current year council goals. So, ad hoc committees for projects as needed but some type of way to get feedback in the fall of each year from the members that we use for ad hoc committees that can suggest or recommend goals related to the work they do. That way council can be more inclusive of voices in the community when deciding on our council goals each January. Otherwise, council is only drawing on their own thoughts and values and the limited number of people around them in the community. While council might have the final say in developing council goals, I do think we need an avenue in which stakeholders in the community can at least provide recommendations to council (outside of recommendations by certain ad hoc committees that are working on council/staff directed projects). (Andrew)

- c. Economic Development (Kim) (Joe) (Marisa) (Jeannet)
- d. Parks and Recreation (Kim) (Joe) (Marisa) (Jeannet)
- e. Emergency Preparedness (Kim - CERT) (Joe - LEPC)
- f. Safety (Marisa)
- g. Community Club Partnership (Jeannet)

*(Please answer the following for each committee recommendation)*



2) Why?

a. **Economic Development**

- i. (Kim) - This town sorely lacks a downtown and we need more businesses that support leisure.
- ii. (Marisa) - improve, enhance commerce within the community. Create a downtown (establish where it would be), create a plan on how to attract businesses within the approved land zones. Assess what business we currently have and what businesses/services our community is lacking. Recommend community standards to look and feel cohesive.

b. **Parks and Recreation**

- i. (Kim) - When engaged with residents and non-residents on what they value about Scappoose, parks and open spaces were of high value.
- ii. (Marisa) - Prioritization of amenities by completing community outreach and providing outcome as it aligns or doesn't against the Master Plan.
- iii. (Jeannet) -
  1. Supports Goal 2 (community livability) and Goal 4 (diverse park system)
  2. Essential for park system development and community engagement
- iv.

c. **Emergency Preparedness**

- i. (Kim) - Every town in Oregon should have a CERT team in my opinion. Resiliency makes communities stronger.

d. **Safety**

- i. (Marisa) - community connection to understand the pain points within our town, develop a list of areas to focus on for sidewalk improvements or new sidewalks...recommend areas of streets for consideration for no parking or limited parking due to public usage. Create safe paths to school. Avenue for citizens to provide input.

e. **Community Club Partnership**

- i. (Jeannet)
  1. Supports community engagement without adding administrative burden
  2. Leverages existing community organization
  3. More flexible than a formal committee structure

3) Is this committee needed now, or sometime in the future when resources allow?

a. **Economic Development**

- i. (Kim) - Now
- ii. (Marisa) - current and recommend keeping
- iii. (Joe) - Now

b. **Parks and Recreation**

- i. (Kim) - Now
- ii. (Marisa) - ad hoc - place on hold until after goal setting
- iii. (Joe) - Now

c. **Emergency Preparedness**

- i. (Kim) - Future once the structure of the group can be figured out and alignment can be reached with police and/or fire department

d. **Safety**

- i. (Marisa) - In the new year
- 4) What type of committee should they be (ad hoc, permanent, combination – staff, council, or community)?
  - a. **Economic Development**
    - i. (Kim) – Permanent
    - ii. (Marisa) - permanent combination – council & staff
    - iii. (Jeannet) – advisory
    - iv. (Joe) - Permanent Committee developed by council but staff can use the committee if they feel it would benefit them. They would propose through liaison potential task they could be used for.
    - v. This would be an advisory committee, providing advice or
  - b. **Parks and Recreation**
    - i. (Kim) – Permanent
    - ii. (Marisa) – ad hoc council
    - iii. (Jeannet) – Hybrid (permanent committee with ad hoc project teams)
    - iv. (Joe) - Permanent Committee developed by council but staff can use the committee if they feel it would benefit them. They would propose through liaison potential task they could be used for.
  - c. **Emergency Preparedness**
    - i. (Kim) – Permanent
  - d. **Safety**
    - i. (Marisa) - permanent combination – council, staff & community
  - e. **Community Club Partnership**
    - i. (Jeannet) - Independent organization with formal city liaison
- 5) Will the committee(s) be advisory, a work group, an action committee, or something else?
  - a. **Economic Development**
    - i. (Kim) - action committee with an advisory component when needed
    - ii. (Marisa) – action committee
    - iii. (Joe) - This would be an advisory committee, providing advice or recommendation to which ever group asked for their help.
  - b. **Parks and Recreation**
    - i. (Kim) - action committee with an advisory component when needed
    - ii. (Marisa) – advisory committee
    - iii. (Joe) - This would be an advisory committee, providing advice or recommendation to which ever group asked for their help.
  - c. **Emergency Preparedness**
    - i. (Kim) - action committee with an advisory component when needed
  - d. **Safety**
    - i. (Marisa) – work group
- 6) What tasks/projects should be tackled by this committee?
  - a. **Economic Development**
    - i. (Kim)
      - 1. Promoting the urban development grants
      - 2. Actively attracting businesses, like a hotel

- ii. (Marisa) – create a master plan for downtown development, create brand standards, evaluate and recommend awards to the annual business grants
  - iii. (Jeannet)
    - 1. Create an annual business retention/attraction plan in collaboration with CCET
    - 2. Review and provide input on business-related policies
    - 3. Identify barriers to business development (identify in retention/attraction plan)
    - 4. Recommend economic development strategies (identify in retention/attraction plan)
    - 5. Quarterly business community outreach events (identify in retention/attraction plan)
  - iv. (Joe) - Council would review the above list during goal setting and with help from staff would develop tasks or goals for the committee to work on throughout the year. Including the Urban Renewal Application Review
- b. **Parks and Recreation**
- i. (Kim)
    - 1. Private donations to enhance parks in collaboration with staff
    - 2. Small grants
    - 3. Promoting recreational tourism
  - ii. (Marisa) – recommend amenities to prioritize against the master list with a provided budget number; assess new park designs through community outreach for feedback; establish fundraising as part of the committee
  - iii. (Jeannet)
    - 1. Review and update parks master plan annually
    - 2. Recommend accessibility improvements
    - 3. Form temporary project teams for specific initiatives
  - iv. (Joe) - Council would review the above list during goal setting and with help from staff would develop tasks or goals for the committee to work on throughout the year.
- c. **Emergency Preparedness**
- i. (Kim)
    - 1. Increasing awareness about personal preparedness
    - 2. Help coordinate a natural disaster plan for residents (there currently is none)
    - 3. Assist fire department and police with things like traffic control for parades and other community events, or in the event of emergencies.
- d. **Safety**
- i. (Marisa) – recommend sidewalks to prioritize against a provided budget number, provide feedback to police or staff key areas to focus or be aware of
- 7) **Do these tasks line up with the council goals?**
- a. **Economic Development**
    - i. (Kim) – I believe so
    - ii. (Marisa) – yes
    - iii. (Joe) - Council Goal 1 Develop a vibrant and diverse local economy
  - b. **Parks and Recreation**

- i. (Kim) -- I believe so
  - ii. (Marisa) -- yes
  - iii. (Joe) --
    - 1. Council Goal 4 Develop a diverse and accessible park system for people of all abilities
    - 2. Council Goal 2 Enhance community livability
- c. **Emergency Preparedness**
  - i. (Kim) -- I believe so
- d. **Safety**
  - i. (Marisa) -- yes
- 8) **What should the makeup of the committee voting members look like?**
  - a. **Economic Development**
    - i. (Kim) - 5 voting members and two alternates
    - ii. (Marisa) -- committee members only
    - iii. (Jeannet)
      - 1. Create an annual business retention/attraction plan in collaboration with CCET
      - 2. Review and provide input on business-related policies
      - 3. Identify barriers to business development (Identify in retention/attraction plan)
      - 4. Recommend economic development strategies (Identify in retention/attraction plan)
      - 5. Quarterly business community outreach events (Identify in retention/attraction plan)
    - iv. (Joe) - Made up of local citizens, preferably some from within city limits. People that have economic or business interests within the city.
  - b. **Parks and Recreation**
    - i. (Kim) - 5 voting members and two alternates
    - ii. (Marisa) -- committee members only
    - iii. (Jeannet)
      - 1. 5 voting members
      - 2. Must include Parks professional/enthusiast, youth sports representative or with children in the school district
      - 3. The Council Liaison is the committee facilitator of the meetings and non-voting member. Together with the Chair and Vice-Chair, the Council Liaison can call meetings and special/urgent meetings.
      - 4. City Staff as support
    - iv. (Joe) - Made up local citizens, preferably most from within city limits. People that have expertise or experience in our local parks and/or possible recreation opportunities.
  - c. **Emergency Preparedness**
    - i. (Kim) - 5 voting members and two alternates
  - d. **Safety**
    - i. (Marisa) -- committee members only
  - e. **Community Club Partnership**



- i. (Jeannet)
    - 1. Council liaison attendance at key meetings
    - 2. Staff coordination for city-sponsored events
    - 3. Annual partnership agreement defining roles
- 9) Do we have the bandwidth to provide proper staff involvement?
  - a. **Economic Development**
    - i. (Kim) - Yes
    - ii. (Marisa) – Defer to City Manager
    - iii. (Joe) - We have the bandwidth but need to be cognizant of potential over use of staff time unless voted by council to authorize extra time and resources. Staff normally would send agenda out to members, set up meeting, and take minutes of meetings.
  - b. **Parks and Recreation**
    - i. (Kim) - Yes
    - ii. (Marisa) – Defer to City Manager
    - iii. (Joe) - We have the bandwidth but need to be cognizant of potential over use of staff time unless voted by council to authorize extra time and resources. Staff normally would send agenda out to members, set up meeting, and take minutes of meetings.
  - c. **Emergency Preparedness**
    - i. (Kim) - TBD
  - d. **Safety**
    - i. (Marisa) – Defer to City Manager
- 10) What is the council liaison's role?
  - a. **Economic Development**
    - i. (Kim) - Ensure the committee stays on task. Alters the Mayor and council when things are not going well. Keep council informed of work items and progress
    - ii. (Joe) - Liaison could be chair or vice chair and in charge of developing agenda with committee chair and working between committee, council, and staff to make sure direction is correct, working on goals, or asking for adjustments.
  - b. **Parks and Recreation**
    - i. (Kim) - Ensure the committee stays on task. Alters the Mayor and council when things are not going well. Keep council informed of work items and progress
    - ii. (Joe) - Liaison could be chair or vice chair and in charge of developing agenda with committee chair and working between committee, council, and staff to make sure direction is correct, working on goals, or asking for adjustments.
  - c. **Emergency Preparedness**
    - i. (Kim) - Ensure the committee stays on task. Alters the Mayor and council when things are not going well. Keep council informed of work items and progress
  - d. **Safety**
  - e. **All Committees**
    - i. (Marisa)
      - 1. conduit between the council and the committee
      - 2. help direct and keep the committee in line with the council's vision and goals
      - 3. Ex officio member
      - 4. Reports – formal reports by the chair & updates by liaison to council



ii. (Jeannet)

1. Report committee activities to the council monthly
2. Ensure alignment with council goals
3. Act as a communication bridge
4. Non-voting member
5. Cannot serve as committee chair

11) Is there enough work to keep the committee engaged, consistent, and successful for the type of committee listed?

a. **Economic Development**

- i. (Kim) – I believe so
- ii. (Marisa) – envision monthly meeting given the projects listed above. Reevaluate on a yearly basis
- iii. (Joe) - I would think we can find enough to keep this committee busy for the complete year. They would not need to meet every month if nothing is happening at that time

b. **Parks and Recreation**

- i. (Kim) – I believe so
- ii. (Marisa) – envision this committee would meet once a quarter.
- iii. (Joe) - I would think we can find enough to keep this committee busy for at least 6-8 months of the year. This includes potentially organizing 1-2 community events such as Earth Day, Outdoor Festival and possibly the sponsorship item of finding people to sponsor items such as picnic tables, benches, and other items public works believe we need, plus other things on the above list.

c. **Emergency Preparedness**

- i. (Kim) – I believe so

d. **Safety**

- i. (Marisa) – envision this committee meetings monthly or every other month. Initial set up of the committee and key projects as listed above would keep them engaged for a year or more. Then could reset meeting frequency

(Joe) – Additional Information

As council committees it is up to us-council, to develop and provide direction for the committee through our goal setting with staff. I believe we can find good uses for these groups to help with things that staff doesn't have the people or time to do. They can help council learn what the community is saying or thinks without having to hiring consultants for surveys.

The city of Scappoose can benefit from the Parks and Recreation Committee and the Economic Development Committee by enhancing community engagement and promoting local initiatives. The Parks and Recreation Committee can focus on identifying community needs, improving facilities, and organizing events that foster a sense of community. By involving residents in planning, we can ensure that our parks and recreational offerings align with their interests.

Similarly, the Economic Development Committee can play a crucial role in gathering feedback on local business needs and opportunities for growth. They can explore partnerships with local organizations and promote initiatives that attract investment and improve the local economy. Both committees can serve as valuable resources for the council, providing insights and recommendations that reflect community priorities without the cost of external consultants.

2. I googled to see ideas for successful Parks and Recreation Committees and these all looked good for us to discuss and see if enough agree to task the committee with these jobs so I listed them all. I could see how we could use the committee to help when staff feels they do not have the manpower or time to do. This would be done during goal setting.

- **Develop and oversee park plans:**

Create long-term strategies for acquiring, developing, and maintaining parks and recreational facilities across the city, including identifying potential new park sites and prioritizing improvement projects.

- **Review and recommend park budgets:**

Analyze proposed park budgets, suggest funding allocations for maintenance, new programs, and capital improvements, and advocate for necessary funding to the city council.

- **Gather community input:**

Conduct surveys, hold public meetings, and engage with residents to understand their needs and desires regarding parks and recreation programs.

- **Design and implement recreational programs:**

Develop and oversee a variety of recreational programs for all ages and abilities, including sports leagues, fitness classes, art programs, and special events.

- **Evaluate park facilities and programs:**

Regularly assess the condition of park facilities, review program effectiveness, and identify areas for improvement.

- **Advise on park maintenance standards:**

Recommend guidelines for park maintenance, including landscaping, equipment upkeep, and safety protocols.

- **Coordinate with other departments:**

Work with city departments like public works, planning, and community development to ensure coordinated efforts regarding park development and maintenance.

- **Identify grant opportunities:**

Research and apply for grants to fund park improvements, new programs, or special projects.

- **Promote park usage:**

Develop marketing strategies to raise awareness about available parks and recreational programs within the community.

- **Address accessibility concerns:**

Ensure parks and programs are accessible to people with disabilities and advocate for necessary accommodations.

- **Review park usage policies:**

Establish and monitor policies regarding park reservations, permit requirements, and user guidelines.

- **Advocate for environmental sustainability:**

Promote environmentally friendly practices in park management, such as water conservation and native plant usage.

- **Consider cultural needs:**

Identify and incorporate cultural aspects into park programming and design to reflect the diverse

2. Same thing here. These are potential uses for the Economic Development Committee

- **Developing strategies**

EDC can create strategies and policies to help the community's economy, such as plans to retain and grow businesses.

- **Advising**

The EDC can advise the local government on economic development matters, such as the business climate, marketing opportunities, and incentives.

- **Recommending**

The EDC can make recommendations to the local government on policies, procedures, and ordinances that would help the community's economy.

- **Supporting projects**

The EDC can support projects that align with the community's comprehensive plan

- **Creating partnerships**

The EDC can work to strengthen partnerships between the public and private sectors.

- **Fundraising**

The EDC can develop a fundraising strategy, including setting donation expectations and planning fundraising events.

(Jeannet) – Additional Information



City of Scappoose Committee Structure Analysis (Jeannet) -- (Additional Information not included in the questions above -- areas that were already included above were deleted from the original report and are not reflected below)

#### Executive Summary

Based on the council goals and current challenges, this analysis recommends restructuring the committee system into two primary committees and one community partnership, with specific improvements to address previous pitfalls.

#### Committee Recommendations

##### 1. Business Development Advisory Committee (BDAC)

###### Staff Involvement:

1. Meeting Logistics:
  - o Schedule and host committee meetings (both in-person and virtual hybrid options)
  - o Secure meeting locations and set up virtual meeting platforms
  - o Ensure proper audiovisual equipment is available and functioning
  - o Maintain attendance records
2. Documentation Management:
  - o Record and maintain video recordings of all meetings
  - o Take and prepare meeting minutes
  - o Archive all committee documents according to public records requirements
  - o Maintain committee member rosters and term tracking
3. Meeting Materials:
  - o Prepare and distribute meeting packets in advance
  - o Provide necessary documentation for agenda items
  - o Maintain digital copies of all reference materials
4. Timeline Requirements:
  - o Distribute agendas a minimum of 72 hours before meetings
  - o Post public meeting notices according to state law
  - o Make recordings available within 5 business days
  - o Distribute draft minutes within 7-10 business days

##### 2. Parks and Recreation Advisory Committee

(Restructured version of current Parks and Rec Committee)

###### Staff Involvement:

1. Meeting Logistics:
  - o Schedule and host committee meetings (both in-person and virtual hybrid options)
  - o Secure meeting locations and set up virtual meeting platforms
  - o Ensure proper audiovisual equipment is available and functioning
  - o Maintain attendance records
2. Documentation Management:
  - o Record and maintain video recordings of all meetings
  - o Take and prepare meeting minutes
  - o Archive all committee documents according to public records requirements
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- 4. Timeline Requirements:
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  - Post public meeting notices according to state law
  - Make recordings available within 5 business days
  - Distribute draft minutes within 7-10 business days

#### Implementation Guidelines

#### Committee Member Guidelines

1. Training Requirements:
  - Mandatory orientation session
  - Annual public meetings law review
  - Ethics training
  - Role and responsibility review
2. Term Structure:
  - 2-year staggered terms
  - Maximum two consecutive terms
  - Attendance requirements (75% minimum)

#### Performance Metrics

- Annual committee self-assessment
- Council review of committee achievements
- Staff time tracking
- Project completion rates
- Member retention and new members rates

#### Budget Implications

- Staff time allocation: 5-10 hours per month per committee
- Annual training budget: Minimal, conducted by city staff
- Materials and supplies: Incorporate into existing department budgets

City Manager Burgener explained his recommendation is to work through our Council goals since it is so close and then address this at that time and really dig into the types of committees at that point. He explained probably go through the operating procedures at that time for whatever committees are there.

#### Adjournment

Mayor Backus adjourned the work session at 6:57 pm.



Mayor Joseph A. Backus

Attest:



City Recorder Susan M. Reeves, MMC