



SCAPPOOSE

Oregon

**SATURDAY, FEBRUARY 7, 2026
CITY COUNCIL RETREAT, STARTING AT 9:00AM**

**SCAPPOOSE MIDDLE SCHOOL - CAFETERIA
52265 COLUMBIA RIVER HIGHWAY
SCAPPOOSE, OR 97056**

AGENDA

Arrival/Refreshments 8:30AM – 9:00AM

Welcome/Overview

Teambuilding Activity

Team Agreement

2025-2026 Council Priorities

- Progress report from staff
- Establish continuation, completion, adjustment, or discontinuation of each objective

Additional Priorities/Objectives for 2026-2027

Lunch (flexible)

Community Contributions & Recreation

Community Visioning Methodology

Committees

Adjourn

Tour of Middle School

This meeting will be conducted in a handicap accessible room. If special accommodations are needed, please contact City Hall at (503) 543-7146, ext. 224 in advance.

TTY 1-503-378-5938



Scappoose City Council 2026 Team Agreement

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:
 - a. Speaking in turn and on the issue;
 - b. Not interrupting;
 - c. No engaging in side conversations; and
 - d. Treating the public and each other with courtesy.
9. Information available to one council member will be available to all, in a timely manner.
10. Every effort will be made to adjourn meetings by 9:00 pm.
11. Council shall interview prospective committee members and advise the Mayor through a public process. Appointments will be made by Mayor and approved by Council.

Individual Council Member Conduct Agreement

Councilors 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 and 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:

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 and Staff

Council will:

1. Work as part of one team with staff.
2. Trust staff to implement Council Priorities.
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 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 code information for decisions that come before Council – no surprises.
2. Offer the pros and cons for scenarios/decisions.
3. Provide summary and background information for issues that come before Council.
4. Support a mutually respectful and professional relationship with Council.

Expectations of All Council Meeting Participants

1. Treat every person with respect.
2. Speak with courtesy and purpose, choosing words that contribute to constructive dialogue rather than division.
3. Disagree on the basis of ideas rather than making personal attacks or character attributions of anyone.
4. Understand that civility does not require agreement but it does require mutual respect.
5. Work together for the common good of Scappoose.



COUNCIL PRIORITY UPDATE

1.1

Council Goal:	Communication & Collaboration
Council Objective:	Establish a vision for the city supported by strong community engagement
Priority Manager:	N.J. Johnson
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Identified potential consultants with different approaches and outcomes to community visioning. Council met with one of the potential consultants at the December 15, 2025 work session.

2. Anticipated Next Steps

1. Select a consultant that best fits the Council's desired outcome of this Objective.
2. Conduct and utilize robust public engagement.
3. Develop and synthesize community vision.
4. Implement vision/brand so that it becomes recognizable, builds an emotional connection, and feels like Scappoose.

3. Barriers (encountered and anticipated)

- Staff time
- Reaching sufficient amount of community members
- Achieving consensus on a vision/identity when Scappoose means many different things to different community members.

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: ~\$15,000 plus staff time

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

1.2

Council Goal:	Communication & Collaboration
Council Objective:	Develop strategies to improve communication and connection with community
Priority Manager:	N.J. Johnson
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Staff have been developing the infrastructure needed to deploy effective and meaningful communication between the City and its community members. For example, the City is soon migrating to a new website format that has added functionality for surveys and web mapping. The online maps would allow anyone to visually see all active development projects and their current status in the development process. Active construction sites will be on the map and have project landing pages with project updates and contact information. In connection with the website migration, staff is also updating the City of Scappoose app to make it more relevant and useful.

While a lot of the work has been building up public engagement tools, there have also been significant strides taken to improve public engagement in the immediate term. The Annual Town Meeting will return to having a more open, town hall-like activity after the Mayor's State of the City Address. This has not been done since it was done for the Parks Master Plan in 2023. Staff have also utilized surveys more often to increase touchpoints with the community around events, level of service, recreation, and other issues. Lastly, the Police Department in particular have very effectively utilized social media to advertise the work they do, build personal connections between the community and each officer, and maintain a great sense of safety in Scappoose.

2. Anticipated Next Steps

5. Once new website is activated, develop and implement consistent formatting, eliminate irrelevant information, and improve the navigation of the site to be more user friendly.
6. Develop and advertise a useful and engaging app.
7. Publish more routine and engaging content on social media.

3. Barriers (encountered and anticipated)

- Staff time



- Obtaining a shared and consistent methodology for the City's communication strategy among several staff members

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project:

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years

3-5 Years

6-10+ Years

Ongoing



COUNCIL PRIORITY UPDATE

1.3

Council Goal:	Communication & Collaboration
Council Objective:	Increase collaboration with community partner organizations to achieve local and regional goals
Priority Manager:	Executive Management Team
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

As City Manager (CM) Burgener was relatively new last January, he had a broad focus on building relationships with as many organizations as possible across the county and state relating to his role as CM. Early in 2025, there was an escalated importance of improving relationships with County Commissioners, especially as staff worked through issues with negotiations for the Luma Vista Access Permit. Staff also worked with the Columbia County 9-1-1 Communications District as they went through an interim and new executive director. Both relationships were strained due to several differing factors.

After a year of outreach and partnerships, both relationships have improved greatly and have led to better conversations and outcomes of how we can work together to improve our services to the residents of Scappoose. There are still some opportunities to work as partners, but we are more confident than ever that we will work together towards better outcomes than were possible before.

When the Columbia Economic Team (CET), announced they would be dissolving, the City of Scappoose was at the top of their list to pass on some of their programs, citing the City's professionalism, reputation, collaborative nature, and ability of staff. There are many more success stories over the past year where Scappoose has been viewed as the example city with a solid relationship that has led to working with outside organizations to achieve local and regional goals.

Below is a non-exhaustive list that demonstrates the outreach and partnerships that staff work with regularly to bring about city services and accomplish local and regional goals. The City's management team is extremely involved and connected in building relationships to accomplish positive outcomes for Scappoose.

Local

- Cities of St. Helens, Portland, Columbia City, Vernonia, Rainier, Clatskanie, Astoria, and Sweet Home.



- Columbia 9-1-1 Communications District
- Columbia County
- Columbia Pacific Economic Development District
- Columbia River PUD
- Greater Portland, Inc.
- Habitat for Humanity
- Northwest Area Commission on Transportation
- Oregon Manufacturing Innovation Center/Oregon Institute of Technology
- Port of Columbia County
- Portland Community College - Columbia County Center
- Scappoose Bay Watershed Council
- Scappoose Community Club
- Scappoose Community Connections
- Scappoose Drainage Improvement Company
- Scappoose Historical Society
- Scappoose Post Office
- Scappoose Public Library
- Scappoose Rural Fire Protection District
- Scappoose School District
- Scappoose Senior Center
- Scappoose youth sports
- South Columbia County Chamber of Commerce
- Waste Management

State

- American Legion
- Building Codes Division
- Business Oregon
- City/County Insurance Services
- Department of Aviation
- Department of Environmental Quality
- Department of Fish and Wildlife
- Department of Forestry
- Department of Land Conservation and Development
- Department of Revenue
- Department of State
- Department of State Lands
- Department of Transportation
- Department of Water Resources
- League of Oregon Cities
- Local Government Investment Pool



- Parks and Recreation Department
- Main Street Oregon
- Oregon Health Authority
- Portland State University Population Research Center
- Public Employee Retirement System
- State Police

Federal

- Army Corp. of Engineers
- Bureau of Alcohol Tabacco & Firearms
- Census Bureau
- Department of Agriculture
- Department of Labor
- Department of Homeland Security
- Federal Bureau of Investigations
- Federal Emergency Management Agency
- Internal Revenue Service
- National Flood Insurance Program
- Social Security Administration

2. Anticipated Next Steps

8. Staff and Council to communicate as needed if there are any specific organizations that could use extra attention or if there is an opportunity or new organization that may make a good partnership to look into.
9. Continue to look for opportunities to partner with organizations to accomplish shared local and regional goals.

3. Barriers (encountered and anticipated)

- External influences
- Competing priorities
- Politics

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: Staff time

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

1.4

Council Goal:	Communication & Collaboration
Council Objective:	Foster relationships with county, state, and federal lawmakers to achieve common goals
Priority Manager:	Benjamin Burgener
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

City Manager Burgener and Staff have continued to reach out to county, state, and federal lawmakers and build relationships to better advocate for and achieve common goals.

Staff attended the City Day at the Capitol in 2025 with several city councilors and brought a one-page handout for one-on-one legislative meetings to summarize the opportunities, challenges, and projects in Scappoose. Staff have continued to meet with legislative staff throughout the year to understand what is important to our representatives and what common goals we can advocate for in addition to what funding opportunities are available.

Regular meetings and connections are built with the following partners:

- All three Columbia County Commissioners
- State Representative Darcey Edwards
- State Senator Suzanne Weber
- US Senator Ron Wyden's Office Staff
- US Senator Merkley's Office Staff
- League of Oregon Cities Legislative Lobbying Team
- Various other State Representatives and Senators as needed

2. Anticipated Next Steps

10. Review and implement an improved Day at the Capitol plan, in addition to continued outreach throughout the year.
11. Identify ways to gain influence and Support from Lawmakers in other districts.
12. Continue to lobby with and through the League of Oregon Cities for common goals.

3. Barriers (encountered and anticipated)

- Competing priorities
- Competing cities
- Low impact with only a few legislators having direct contact and relationships with



4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: Staff time

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years

3-5 Years

6-10+ Years

Ongoing



COUNCIL PRIORITY UPDATE

2.1 & 2.3

Council Goal:	Sustainable Finances
Council Objective:	Research and implement methods to provide sustainable funding for public safety (2.1) and parks (2.3)
Priority Manager:	N.J. Johnson
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Staff and Council have completed a basic overview of the General Fund's purpose and mechanics. Following this, the City completed an evaluation of General Fund expenditures and determined a rough level of service appropriate for the City.

2. Anticipated Next Steps

1. Finalize specific level of service items such as sworn officer FTEs, Community Enhancement Program, and community contributions.
2. Engage with and educate community on current General Fund solvency and strategies.
3. Explore revenue raising opportunities, earning potential, and feasibility.
4. Adopt and implement revenue raising measure(s) to balance budget.
5. Continue to monitor and retain General Fund solvency over the years.

3. Barriers (encountered and anticipated)

- Operating in a statewide property tax system with a frozen tax rate that does not adequately keep up with rising costs.
- Making difficult decisions on existing and potential City staff, programs, and services.
- Balancing the City's fiscal challenges with residents' financial situations.

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: Staff time

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

2.2

Council Goal:	Sustainable Finances
Council Objective:	Research and implement methods to provide sustainable funding for infrastructure
Priority Manager:	Dave Sukau
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Staff have implemented various internal efficiencies to reduce costs and minimize utility rate increases. These new practices include water meters with leak detection, asset management software, and performing more tasks in-house as opposed to contracting out. Additionally, the City's partnerships with organizations such as the Columbia River PUD include occasional and mutually beneficial staff sharing when larger projects demand the added capacity.

The City pursues state and federal grants wherever possible for aging infrastructure, park improvements, and other upgrades. The City has been awarded over \$15 million through multiple grants since 2020 for various transportation, parks, and utility projects, including through the American Rescue Plan Act (ARPA), Local Government Grant Program (LGGP), and other various grant sources/partnerships. System development charges (SDC) allow spending for capacity upgrades to the system the SDC is collected for. As a last resort, the City occasionally incurs low interest debt to maintain or upgrade essential infrastructure such as the Keys Road water reservoir. The Urban Renewal Agency has also provided support for the new Keys Road reservoir to minimize the debt the City takes on.

Through these various efficiencies, reductions in costs, minimized rate increases, and use of revenues (grants, low interest loans, urban renewal funds, SDCs, gas tax, and other collaborative funding), the Public Works funds and infrastructure plans are in a healthy and more sustainable place.

2. Anticipated Next Steps

Continue implementing smart funding for infrastructure in partnership with City Council.

Staff recommends marking this Objective as complete.

3. Barriers (encountered and anticipated)

- Staff time
- Availability of lenders and grant opportunities



4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: None; recommend closing

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

3.1

Council Goal:	Health & Safety
Council Objective:	Create and publicize an emergency preparedness plan
Priority Manager:	Chris Fluellen
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Staff have been developing a rough draft of the plan to be reviewed by Council. The document is based on FEMA guidance and review of other cities' emergency operations plans (EOP). The Columbia County Emergency Manager has also been consulted to ensure the plan can be implemented with the City's partners. Staff have also improved key aspects of emergency preparedness by starting Scappoose CERT (Community Emergency Response Team), which works with the County as part of their Homeland Security and Emergency Management Commission to plan and prepare for county wide coordination. Additionally, the City is working with Columbia 9-1-1 Communications District to encourage needed updates to radio infrastructure to better communicate daily and during emergency situations.

2. Anticipated Next Steps

1. Complete the plan.
2. Distribute, coordinate, and implement the plan with emergency response agencies such as Scappoose Rural Fire Protection District and County Emergency Management.

3. Barriers (encountered and anticipated)

Receiving the necessary resources for training and readiness.

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: Unknown at this time; however, the plan may require certain equipment be purchased for emergency preparedness. This will continue to be evaluated and reported back to the Council.

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

3.2

Council Goal:	Health & Safety
Council Objective:	Develop and enhance outdoor recreation opportunities and amenities
Priority Manager:	Dave Sukau
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Within the past year, \$1,089,000 has been awarded to the City in grants with the potential for another \$250,000. \$1,000,000 is dedicated to the development of a park on the Grabhorn/EJ Smith Road property and the \$89,000 is for the construction of an inclusive playground at Veterans Park. The potential \$250,000 is for the construction of a pedestrian bridge crossing from Veterans Park into Chief Concomly Park. Recent engagements with the Council and community have also led to identifying Chapman Landing as the site of a small 9 basket disc golf course that is scheduled for construction this spring/summer. Lastly, the City recently received a 2-acre parkland donation from the Meisners, where a design is being developed.

2. Anticipated Next Steps

With the strong passion that the Scappoose community has towards parks and recreation, this objective will always be a priority. The updated Parks Master Plan will continue to guide the City towards improvements to its already fantastic parks. As budget allows, staff will continue to work with Council to accomplish the identified goals in the Master Plan, prioritize, and take advantage of any other opportunity that may arise.

3. Barriers (encountered and anticipated)

The biggest barrier for this objective is funding. The City will continue to budget for improvements and construct them when funding allows.

4. Budget

Incurred costs to date: None

Anticipated future costs to complete project: \$22,000,000

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years

3-5 Years

6-10+ Years

Ongoing



COUNCIL PRIORITY UPDATE

3.3

Council Goal:	Health & Safety
Council Objective:	Create, promote, and support local recreation programming and community events
Priority Manager:	N.J. Johnson
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Recreation programming: The City is exploring structural staffing changes that would allow a staff member to focus on recreation programming as a primary element of their role. This would be necessary to ensure that the programs are well developed, engaging, fun, and worth participating in again.

Community events: Planning and coordination for the Annual Town Meeting is well underway. The ATM will be held on Saturday, March 7th. Staff are also discussing returning the Sauerkraut Festival to Scappoose by pulling together a group/committee to help organize it internally. Existing events, such as the Christmas Ships and Whoville at the Watts House have potential to be expanded and localized. The event would be in early fall and planning for an event of that scale would begin shortly after the ATM. Outside of events directly put on by the City, the City continues to provide financial and marketing support to external events as feasible.

2. Anticipated Next Steps

1. Structure staff appropriately to accommodate this work.
2. Form committee(s) to assist with events and recreation, as needed.
3. Continue planning and implementing recreation activities and community events.

3. Barriers (encountered and anticipated)

1. Staff time/staff structure
2. Budget
3. Advertising to maximize community participation and make the City's resource input worthwhile

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: Unknown



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Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

4.1

Council Goal:	Thriving Economy
Council Objective:	Develop a downtown strategic plan
Priority Manager:	Laurie Joseph
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

The City applied for a Transportation Growth Management (TGM) grant through ODOT and DLCD in July 2025 but was not awarded funding despite the application scoring well. Through the same program, the City was awarded \$250,000 to complete an update to the 2016 Transportation System Plan (TSP). Staff sought and received feedback from the grant scorers to implement in the application for the next grant cycle in July 2026. The Scappoose Economic Development Committee also compiled a list of possible economic development strategies.

2. Anticipated Next Steps

1. Apply for TGM grant in July 2026
2. Coordinate with State and consulting firm on contract
3. Complete downtown strategic plan

3. Barriers (encountered and anticipated)

- The most applicable grant to support this work is a competitive grant with several applicants and limited funding.
- The Planning Department staff time is limited and has several other long-range planning projects underway that span several years such as the 50-Year Plan, TSP update, and St. Helens to Scappoose Refinement Trail Project.

4. Budget

Incurred costs to date: Staff time

Anticipated future costs to complete project: Staff time (in-kind staff time on project can count towards grant match)

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years 3-5 Years 6-10+ Years Ongoing



COUNCIL PRIORITY UPDATE

4.2

Council Goal:	Thriving Economy
Council Objective:	Establish programs, policies, and/or procedures that incubate and support local entrepreneurship
Priority Manager:	Laurie Joseph
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

In early 2025, the City worked towards the purchase of a building on E Columbia Avenue for the Community Development Center but this was purchased by another buyer before the City and seller could agree on a price. The building had additional office space beyond what was needed for staff and could have been utilized as an incubator space for local small businesses.

With the dissolution of Columbia Economic Team (CET), the City is currently exploring ways it can support and possibly house some of the programs previously offered by CET internally by collaborating with the County and other local agency partners.

2. Anticipated Next Steps

1. Finalize the ROI/BRE and GRO contracts and hire a staff member to administer these programs.
2. Determine what other CET programs can be retained in some way, possibly housed at the City of Scappoose. Initial examples include Keep it Local, Small Business Resource Center, and partnership with the innovation hub for additional resources and programs.
3. Reestablish and continue the eligible programs, including potentially bringing in new staff to execute them.
4. Reorganize internal staffing structure, as necessary.
5. Provide an example locally that can be replicated throughout the county through shared learning and collaborative partnerships.
6. Look for and pursue grants and opportunities to obtain or build an incubation space.

3. Barriers (encountered and anticipated)

- It would be very challenging to support these programs without sharing the cost with other agency partners or without the staff capacity improvements to take on the work.

4. Budget

Incurred costs to date: Staff time



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Anticipated future costs to complete project: Unknown at this time

Status: On track Over budget Under budget N/A

5. Timeframe to Complete

1-2 Years

3-5 Years

6-10+ Years

Ongoing



COUNCIL PRIORITY UPDATE

4.3

Council Goal:	Thriving Economy
Council Objective:	Catalyze economic growth with urban renewal
Priority Manager:	N.J. Johnson
Year First Assigned:	2025
Date of Update:	January 30, 2026

1. Progress Made

Three projects were supported with Urban Renewal grants in 2025: 1) Fire pits, space heaters, and retractable screens at The Lodge Carts; 2) sidewalk, paving, and stormwater improvements at Shadley's Express Lane Espresso; and 3) siding and aesthetic improvements to Columbia Feed & Supply Store. In total, \$111,903.50 was awarded in the previous year. Revenues raised through urban renewal have also been used to assist with funding crucial public projects such as the Keys Road water reservoir, which all water users rely on during peak season and are essential to catalyzing economic growth.

2. Anticipated Next Steps

1. Continue processing urban renewal grants as they come in.
2. Continue informing developers of the Grant Program during development projects when there is potential for a mutual public/private benefit beyond what is required.
3. Update Urban Renewal Plan and its project list. Several projects have been completed by private development or through ARPA funding in the early 2020s. More funding could potentially be dedicated to the Grant Program or other public projects to support economic growth.
4. Market the Grant Program when sufficient funds are available.

3. Barriers (encountered and anticipated)

- Staff time to coordinate extra projects, especially when involving public infrastructure
- Schedule of funding

4. Budget

Incurred costs to date: \$2,473,754 (Urban Renewal Agency budget, Fiscal Year 2025-2026)

Anticipated future costs to complete project: N/A; several budgets ahead until Urban Renewal District closes

Status: On track Over budget Under budget N/A



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5. Timeframe to Complete

1-2 Years

3-5 Years

6-10+ Years

Ongoing