



SCAPPOOSE
Oregon



City Council

Priorities

2025-2026



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OUR TEAM



CITY COUNCIL

Joe Backus
Mayor
Tyler Miller
Council President
Jeannet Santiago
Councilor
Kim Holmes
Councilor
Andrew Lafrenz
Councilor
Marisa Jacobs
Councilor
Joel Haugen
Councilor

MANAGEMENT TEAM

Benjamin Burgener
City Manager
N.J. Johnson
Assistant to City Manager/City Planner
Carol Almer
Finance Administrator
Dave Sukau
Public Works Director
Chris Fluellen
Police Chief
Laurie Joseph
Community Development Director
Susan Reeves
City Recorder

INTRODUCTION

Creating and adopting Council Goals has been a practice of the City of Scappoose since 2015. Council Goals set the priority of the entire organization and create the work plan for projects that go above and beyond the standard day-to-day operations of City staff. They also play a critical role in guiding Scappoose to being the community it wants to be, thereby realizing the vision it sets for itself. Lastly, the adopted Council Goals shape many aspects of how the City's budget will be allocated for the upcoming fiscal year.

The City brainstorms and creates its Council Goals at an annual retreat of the elected City Council and staff Executive Management Team. Retreats have almost always been held outside of Scappoose City Hall as a way to encourage out-of-the-box thinking by being in a unique environment. Goal setting is meant to be ambitious, creative, and visionary.

This Strategic Plan includes a summary of the activities and outcomes of the 2025 Goal Setting Retreat, the Goals adopted by the City Council for Fiscal Year 2025-2026, and briefly outlines the City's scheme for accomplishing, coordinating, and communicating the progress of Council Goals.

RETREAT INITIATION

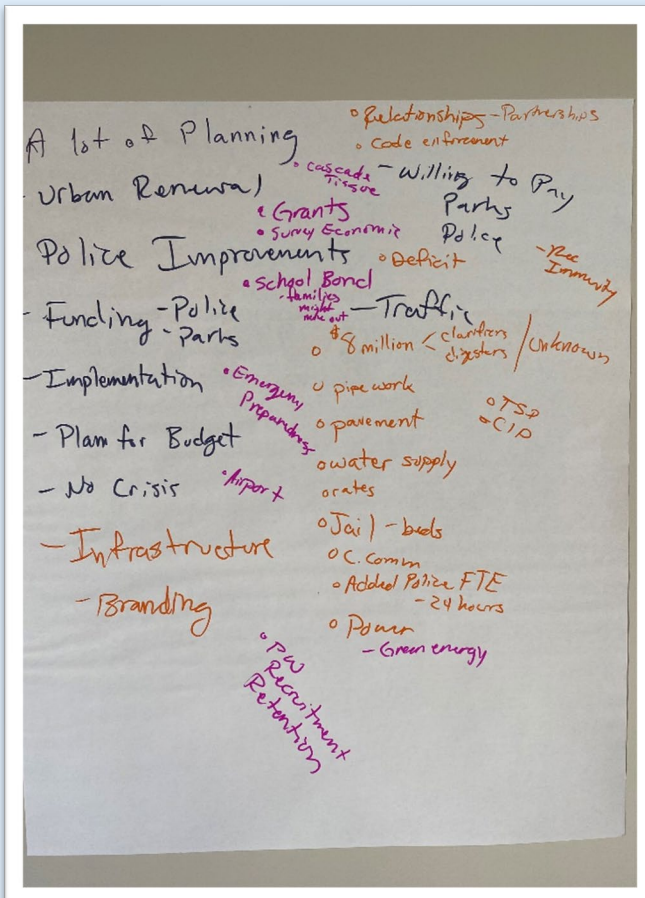
The annual Goal Setting Retreat took place on Saturday, January 25, 2025. Special thanks to one of the City's key community partners and local economic development facilitator, the Port of Columbia County, for allowing City leaders to convene in the conference room of their newest hangar building.



City Manager Benjamin Burgener led an interactive aero-themed icebreaker to fit the venue of the day. Three teams of four got together and competed to make the best paper airplane! At first, there wasn't any criteria of what made the "best" plane; that was up to the teams to decide. When it came time to fly, the teams were evaluated on distance flown, time of sustained flight, and accuracy. After convening, the contestants discussed how challenging it was to not have defined metrics of

success – a crucial key to any kind of project. Before the following round, everyone agreed on how the planes would be evaluated and then they got to work for a 2nd round of design and testing before the final contest. Criteria in place or not, Andrew, Kim, Laurie, and Marisa's team's (pictured above) planes consistently soared past the others and were the clear overall winners. Congrats!

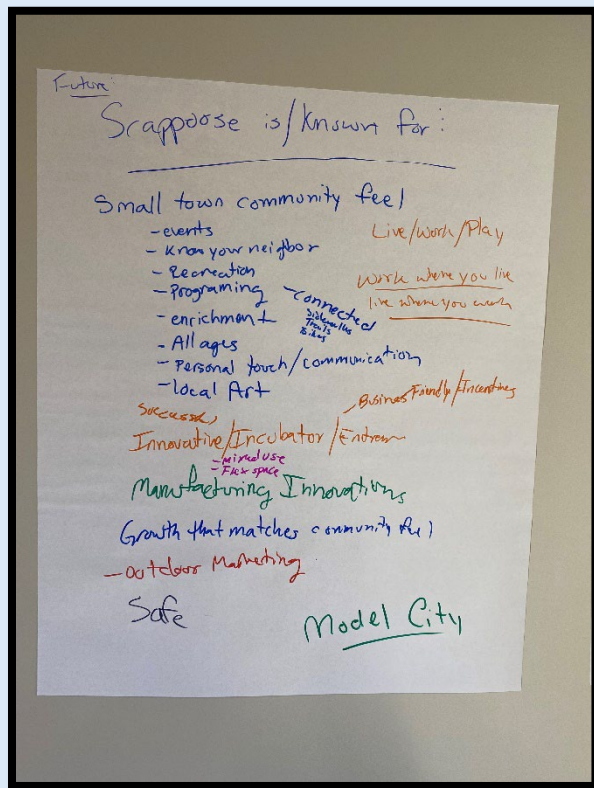
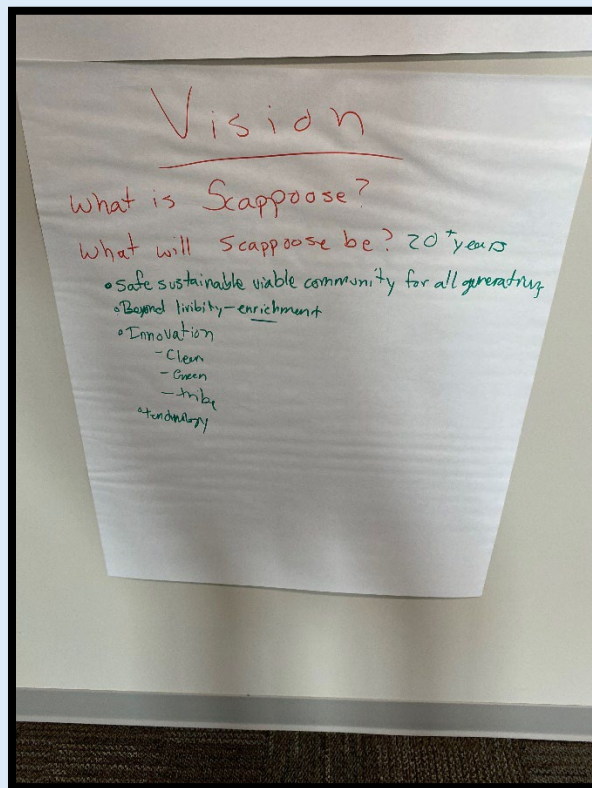
RETREAT INITIATION (cont.)



The group then discussed what they wanted to accomplish at the retreat on that day. It's vitally important to set clear expectations from the jump of what this meeting would and would not accomplish. Everyone there has great ideas and goals but if the team wasn't moving in the same direction, it would be difficult to get anywhere.



VISIONING



City leaders were asked what 1) They would like Scappoose to be in 20 years; and 2) They would like Scappoose to be known for in 20 years. Common themes that emerged included:

- Citizen enrichment
- Small town feel
- Innovation
- Sustainability
- Complete community
- Financial solvency
- Forward thinking
- Public safety
- Outdoor recreation
- Strong community identity

Goal I: Communication & Collaboration

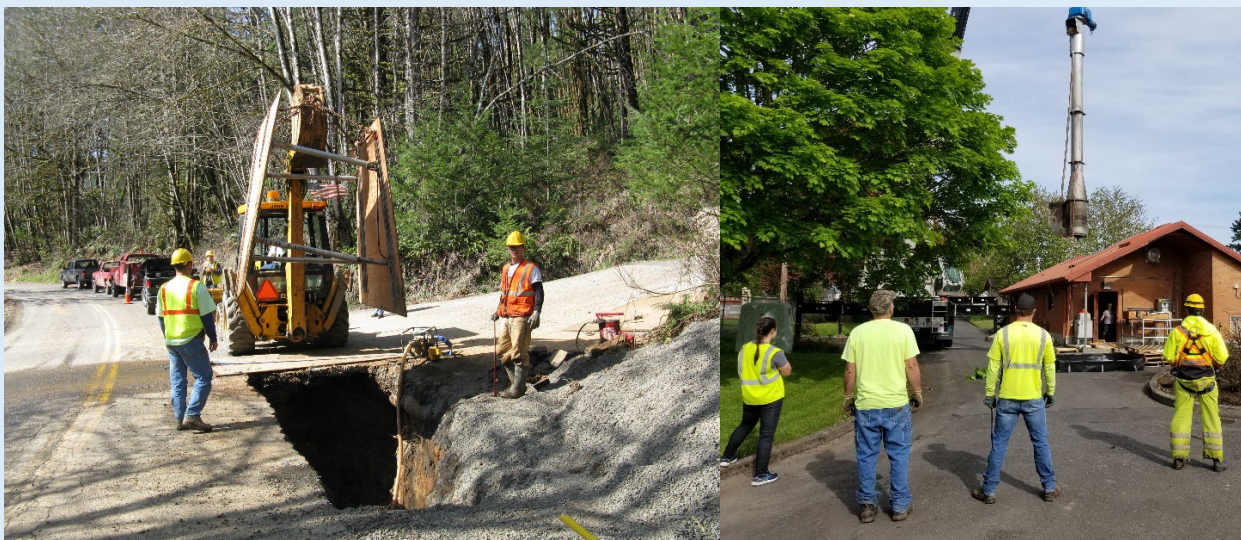
Objective	Timeline	Staff Lead
1.1 Establish a vision for the city supported by strong community engagement	2025-2026	N.J. Johnson
1.2 Develop strategies to improve communication and connection with community	2025-2027	N.J. Johnson, Susan Reeves
1.3 Increase collaboration with community partner organizations to achieve local and regional goals	2025-2026	Executive Management Team
1.4 Foster relationships with county, state, and federal lawmakers to achieve common goals	2025-2028	Ben Burgener



Pictured: Community forum on Parks Master Plan at 2023 Annual Town Meeting

Goal 2: Sustainable Finances

Objective	Timeline	Staff Lead
2.1 Research and implement methods to provide sustainable funding for public safety	2025-2028	Chris Fluellen, Carol Almer
2.2 Research and implement methods to provide sustainable funding for infrastructure	2025-2027	Dave Sukau, Charlotte Baker, Carol Almer
2.3 Research and implement methods to provide sustainable funding for parks	2025-2028	Charlotte Baker, Carol Almer



Goal 3: Health & Safety

Objective	Timeline	Staff Lead
3.1 Create and publicize an emergency preparedness plan	2025-2027	Chris Fluellen, Dave Sukau
3.2 Develop and enhance outdoor recreation opportunities and amenities	2025-2028	Dave Sukau
3.3 Create, promote, and support local recreation programming and community events	2025-2026	N.J. Johnson



Pictured: Movies in the Park at Heritage Park

Goal 4: Thriving Economy

Objective	Timeline	Staff Lead
4.1 Develop a downtown strategic plan	2025-2027	Laurie Joseph, N.J. Johnson
4.2 Establish programs, policies, and/or procedures that incubate and support local entrepreneurship	2025-2027	Laurie Joseph
4.3 Catalyze economic growth with urban renewal	2025-2029	Carol Almer, N.J. Johnson



Pictured: Oregon Manufacturing Innovation Center (OMIC)



Pictured: Hwy. 30 frontage (north of Columbia Ave) commercial district

NEXT STEPS

Staff will begin working on these initiatives as soon as Council directs them to by way of adopting this Strategic Plan. Council will be a critical part of accomplishing these goals by way of oversight and policy direction at key points in the projects. Staff will perform the project management, tracking, and day-to-day work of these initiatives set by Council. Staff will organize Council work sessions for many of these goals as both a policy checkpoint and a means for Council to receive regular updates on the progress of the goal. Many updates may also be delivered through the City Manager's updates to Council and the Council may ask for status updates on any of these goals at any time.

There will be a periodic review of the progress of these goals during Council meetings and/or work sessions.