



SCAPPOOSE
Oregon



City Council

Goals & Priorities

2026-2027



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OUR TEAM

Not pictured below: Councilor Marquis, Councilor Riutta, City Recorder/HR Susan Reeves



CITY COUNCIL

- Joe Backus**
Mayor
- Tyler Miller**
Council President
- Jeannet Santiago**
Councilor
- Kim Holmes**
Councilor
- Joel Haugen**
Councilor
- Marty Marquis**
Councilor
- John Riutta**
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/HR

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 2026 Goal Setting Retreat, the Goals adopted by the City Council for Fiscal Year 2026-2027, and briefly outlines the City's scheme for accomplishing, coordinating, and communicating the progress of Council Goals.

RETREAT INITIATION

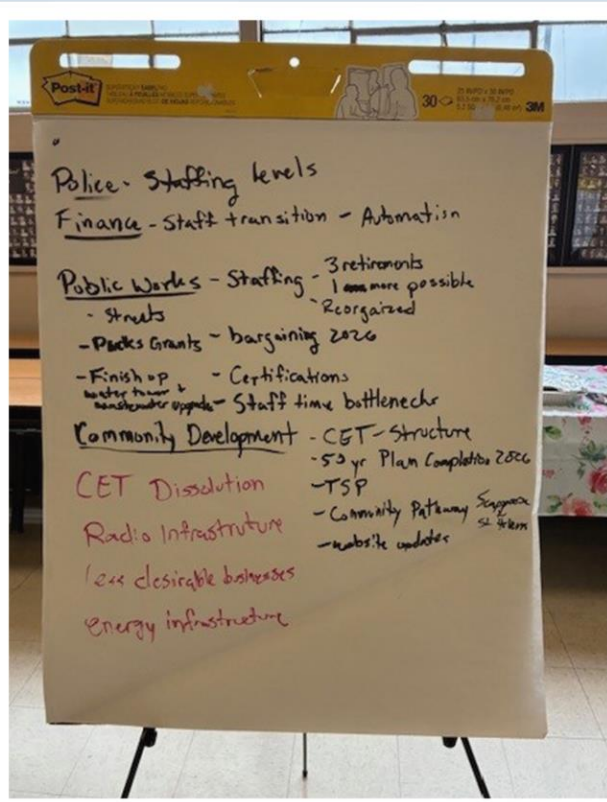
The annual Goal Setting Retreat took place on Saturday, February 7, 2026. Special thanks to Scappoose Middle School for allowing City leaders to convene in the cafeteria. The walls of the cafeteria contain vintage class photos from decades ago, representing our history, while the classrooms of the school and the youth of SMS represent our future.



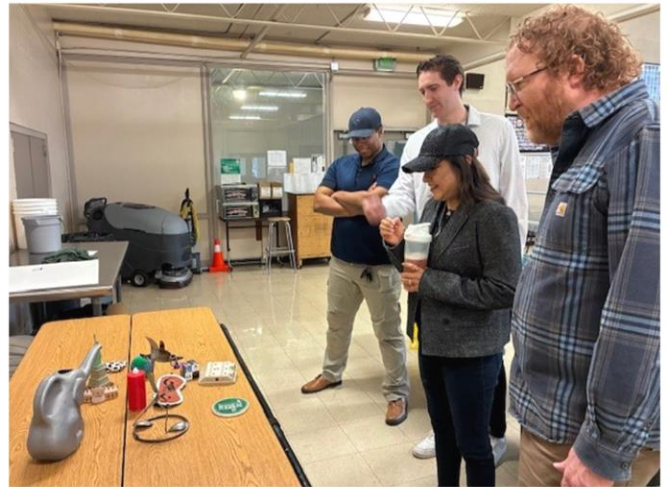
Assistant to City Manager/City Planner N.J. Johnson led a teambuilding exercise focused on roles and communication within teams. Three teams were split into four and each team member was given a role to fulfill. The Observer had to look at an arrangement of random objects, memorize them, and then provide the information to the Transmitter. The Transmitter listened to the Observer before memorizing it and conveying what they heard to the Drawer. The

Drawer was tasked with drawing the objects as best as they could without them or the Transmitter having seen the arrangement. Lastly, the Fixer got to look at the arrangement before looking at their team's drawing and making two suggestions for change. After round one, the crew all went over to the arrangement and compared their drawings to the actual layout. A different set of objects was laid out for round two but also half of the players in the game had to change roles. Team 1 all retained their roles, Team 2 had two players switch roles and two retain, and Team 3 had to assign everyone a new role. In the reflection, participants observed the challenges of communicating complex ideas to someone with different roles and starting points of information/context. Several reported making strategic adjustments in round two to account for this. They also noted that there are both advantages and disadvantages to switching and retaining roles in round two. Communication, fulfilling a role, and empathy are all crucial components of working in teams to achieve any kind of shared goal.

GOAL SETTING



With an existing set of Goals created by largely the same makeup of City Council at the previous retreat, the City was already starting from a strong place of continuity and familiarity. Instead of needing to create entirely new goals, the staff member tasked with each objective provided an update on the progress made since the 2025 retreat. Council would elect to continue, modify, discontinue, or consider an objective complete. The updated 2026-2027 Council Goals & Priorities are reflected on the following pages.



Goal I: Communication & Collaboration

Objective	Timeline	Staff Lead
1.1 Establish a brand for the city supported by strong community engagement	2025-2028	N.J. Johnson
1.2 Develop strategies to improve communication and connection with community	2025-2027	N.J. Johnson, Susan Reeves
1.3 Continue collaborating with community partner organizations to achieve local and regional goals	2025-2027	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 General Fund level of service at 2026 Annual Town Meeting

Goal 2: Sustainable Finances

Objective	Timeline	Staff Lead
2.1 Research and implement methods to provide sustainable funding for public safety	2025-2027	N.J. Johnson, Chris Fluellen
2.2 Implement methods to provide sustainable funding for infrastructure	2025-2027	Dave Sukau
2.3 Research and implement methods to provide sustainable funding for parks	2025-2027	N.J. Johnson, Dave Sukau



Goal 3: Health & Safety

Objective	Timeline	Staff Lead
3.1 Publicize and implement the emergency preparedness plan	2025-2026	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	2025-2027	N.J. Johnson



Pictured: Movies in the Park at Heritage Park

Goal 4: Thriving Economy

Objective	Timeline	Staff Lead
4.1 Develop a Downtown Improvement Plan – TGM grant	2025-2028	Laurie Joseph
4.2 Establish programs, policies, and/or procedures that incubate and support local entrepreneurship	2025-2027	Sierra Trass, 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. Updates will also be delivered through the City Manager's updates to Council, monthly department reports, 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. The goals will be reviewed and updated at the 2027 Council Retreat in a similar fashion to this year's retreat.