STAYTON CITY COUNCIL + MANAGEMENT TEAM RETREAT SUMMARY REPORT

APRIL 2019

PREPARED BY:

SSW CONSULTING

TABLE OF CONTENTS

03 STAYTON TEAM

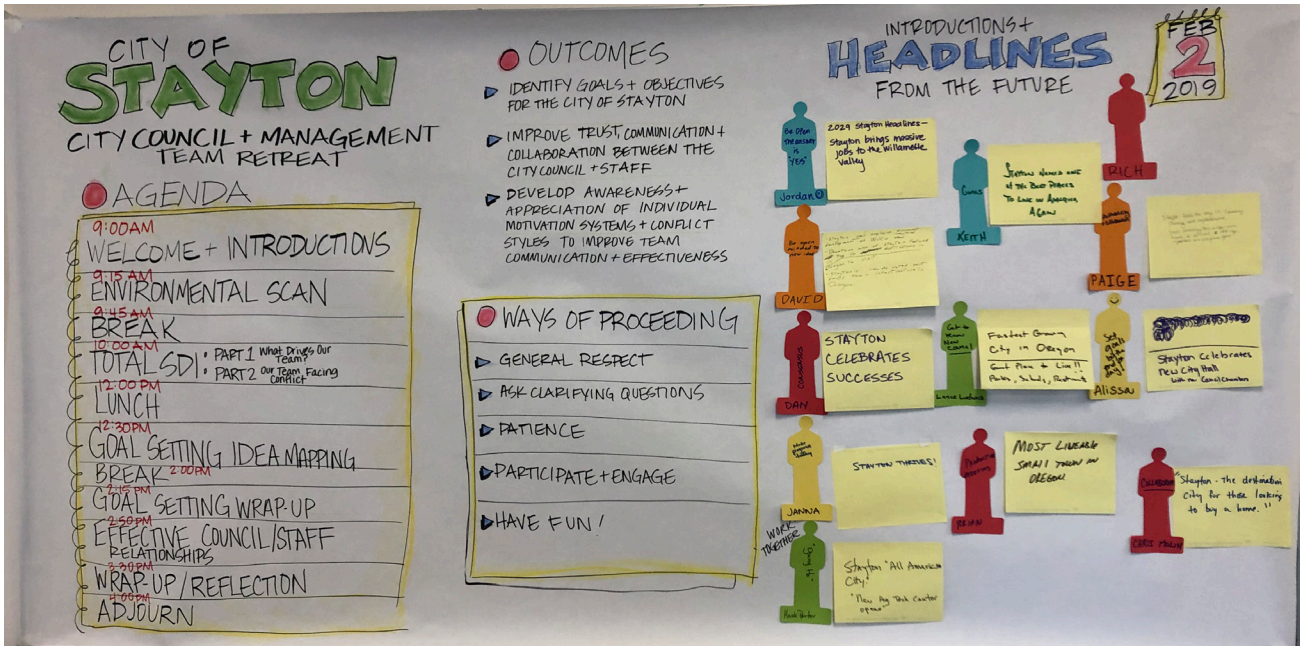
04 EXECUTIVE SUMMARY

06 ENVIRONMENTAL SCAN

08 2019 COUNCIL GOALS

11 TOTAL STRENGTH DEPLOYMENT INVENTORY (SDI)

14 GRAPHIC SUMMARY



STAYTON TEAM

CITY COUNCIL

Mayor Henry Porter
Councilor Paige Hook
Councilor Christopher Molin
Councilor Jordan Orht
Councilor David Patty
Councilor Brian Quigley

MANAGEMENT TEAM

Keith Campbell, City Manager
Alissa Angelo, Deputy City Recorder
Rich Sebens, Police Chief
Lance Ludwick, Public Works Director
Janna Moser, Library Director
Dan Fleishman, Planning and Development Director

CONSULTANT/FACILITATOR

Sara Singer Wilson, Principal/Owner, SSW Consulting

EXECUTIVE SUMMARY

We are pleased to present this summary of our City Council and Management Team Goal Setting Session.

This year, the Stayton City Council and Management Team met on Saturday, February 2, 2019 to identify our goals for the next few years, and spend time getting to know each other and discovering how to improve our ability to work together to improve the livability of Stayton for everyone who lives, works, and visits here. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through this discussion. In advance of the retreat, Sara conducted individual interviews with the Mayor, City Council, and Management Team to discuss individual goals and expected outcomes for the retreat.

She led the group through a team building exercise using the Total Strength Deployment Inventory (SDI). TotalSDI is a personality assessment tool which helps people understand how their motives drive their behaviors, how those motives and behaviors change during different situations, and how to develop a better understanding of the motive-driven behaviors of others. The assessment results combined with the retreat activities helped the team to build an understanding of each other's values and motivations, and how those can influence team dynamics, decision-making, and more. The team also explored conflict styles, to build understanding and appreciation for the process each team member experiences when facing conflict. This shared understanding can lead to improved working relationships and better decision-making outcomes as teams learn how to improve communications and avoid unhealthy conflict.

The team's engagement and participation were much appreciated, and we look forward to working together with the community and our partners as we set out to achieve these goals.

-City of Stayton City Council + Management Team

RETREAT PURPOSE

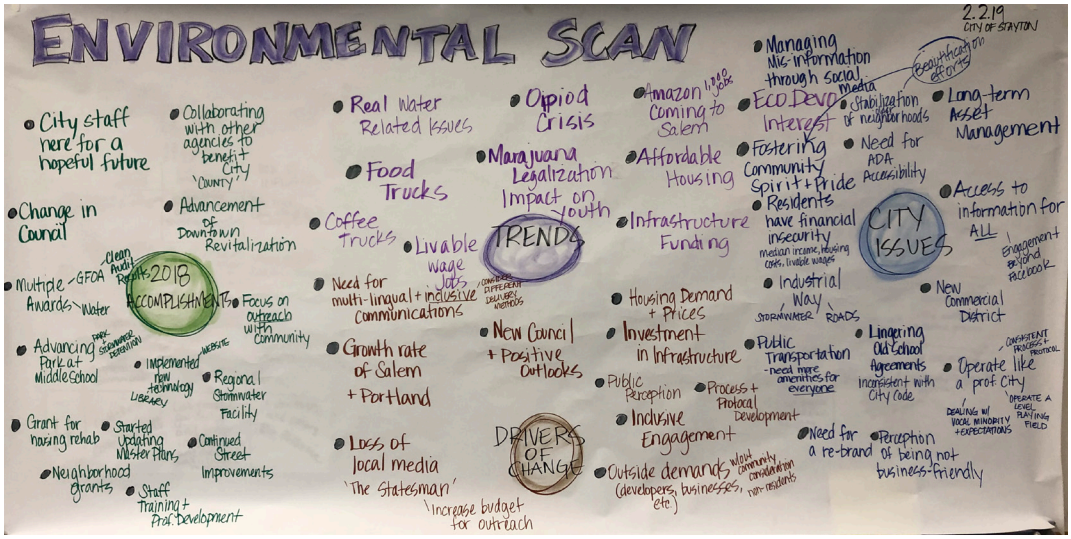
The purpose of this retreat is to develop goals and objectives for the City of Stayton for the next five years. We will work to establish trust and understanding between the Council and members of the City's Management Team, develop a culture of teamwork, and identify an agreement for how to work together to accomplish the City's goals.

RETREAT OUTCOMES

- Identify goals and objectives for the City of Stayton for the next five years.
- Improve trust, communication, and collaboration between the City Council and the Management Team.
- Develop awareness and appreciation of individual motivational value systems and understand the dynamics of conflict to improve team communication and effectiveness.

ENVIRONMENTAL SCAN

The environmental scan is a process of gathering information about events and their relationships within an organization's internal and external environments. This exercise is helpful in providing context for organizations as they consider their future direction. The Council and Management Team reviewed the accomplishments from 2018 and identified current environmental factors such as community and regional trends, key drivers of change and compelling City issues. Key drivers of change are large scale forces which produce change throughout an organization and in various levels of the community. Typically, these change drivers consist of community or regional demographic, economic, technological, and other factors that create a changing environment to which organizations must adapt.



2018 ACCOMPLISHMENTS

- City staff here for a hopeful future
- New Councilors elected to office
- Received multiple awards – Government Finance Officers Association budget award, clean audit results, water
- Advanced park development at Middle School – Park and Storm water detention
- Grant for housing rehabilitation
- Neighborhood grants
- Continued staff training and professional development
- Began updating infrastructure master plans
- Implemented new technology (improvements at library and on City's website)
- Continued street improvements
- Focused on outreach with community
- Continued advancement of downtown revitalization
- Collaborated with other agencies to benefit City

COMMUNITY + REGIONAL TRENDS

- Real water related issues
- Food trucks and coffee trucks
- Livable wage jobs
- Marijuana legalization impact on youth
- Affordable housing
- Opioid crisis
- Amazon coming to Salem with 1,000+ jobs
- Infrastructure funding
- Economic development interest

DRIVERS OF CHANGE

- Need for multi-lingual and inclusive communications
- Growth rate of Salem and Portland
- Loss of local media – 'The Statesmen' – increase our budget for outreach
- Public perception
- Housing demand and prices
- Investment in infrastructure
- Process and protocol development
- Inclusive engagement
- Outside demands without community consideration – non-residents (developers, businesses, etc.)

CITY ISSUES

- Managing mis-information through social media
- Stabilization of older neighborhoods
- Need for ADA accessibility
- Fostering community spirit and pride (through engagement and beautification efforts)
- Residents have financial insecurity – low median incomes, high housing costs, livable wages
- Industrial Way – need for storm water and road improvements
- Public transportation – need more amenities for everyone
- City agreements that are inconsistent with City code need to be addressed
- Stayton needs a re-brand
- Perception of being not business-friendly
- Operate like a professional City (ex./ addressing the vocal minority and expectations, operate on a level playing field for all residents/customers, consistent processes and protocols)
- New commercial district
- Access to information for ALL – engagement beyond Facebook
- Need for long-term asset management

2019 CITY COUNCIL GOALS

The Council and staff worked together to map ideas for goal statements. These goal statements will guide the work of the City organization, provide direction to the Council as they develop their budget and future policies, and communicate to the community the priorities the City will be working towards for the next five years. The goals are intended to be five-year goals to allow the team to plan for the long-term, with the understanding that goals will be evaluated semi-annually and updated as needed to reflect current community needs and priorities.

In reviewing the Council's ideas on goals, City staff developed action steps for the short-term, mid-term and long-term to advance each goal. The City will also use these goals to guide them in developing partnerships with regional and community partners to seek support, funding, or other resources to advance these priorities and improve the Stayton community.

2019 -2023 CITY COUNCIL GOALS

GOAL: IMPROVE COMMUNICATION AND OUTREACH.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Develop a summary of communications/branding strategy	Develop tools and strategies to reach the broader community	Continuously evaluate communication and outreach tools and maintain flexibility
Identify future opportunities to reach target audiences to improve perception		
Complete update of Council rules		
GOAL: SUPPORT ECONOMIC DEVELOPMENT.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Establish guidelines and expectations with RDS	Implement economic development strategies identified in the new ED strategic plan	
Develop economic development strategies through the economic development strategic plan development for marketing, urban renewal, and infrastructure improvements	Update the downtown plan	

GOAL: PROVIDE DIVERSE HOUSING OPTIONS FOR THE COMMUNITY.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Analyze current land use code	Update the housing needs analysis	
Discuss the City's role in housing policy and provide Council direction on the desired outcomes		
Prepare an inventory of City-owned land		
Engage the housing commission		
Benchmarking		
GOAL: IMPROVE AND EXPAND CITY FACILITIES.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Conduct a facility needs assessment	Assess sites for a future city hall	
	Assess funding options	
GOAL: PLAN FOR A SAFE COMMUNITY.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Update emergency operations plan		
Fund emergency management		
GOAL: DEVELOP A CAPITAL IMPROVEMENT PLAN		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Develop an inventory of all infrastructure projects to inform the capital budget. Include parks, facilities, storm water, water, sewer, streets. Include all infrastructure in addition to the infrastructure identified through the City's master plans	Implement asset management software	Develop performance indicators for infrastructure to facilitate ongoing maintenance schedules
Evaluate asset management tools	Complete updates of the sewer, water, storm water, and parks master plans	
	Complete a utility rate analysis to examine resources to fund future infrastructure investments	
	Develop a CIP that creates a process for prioritizing and funding capital projects	

GOAL: EXPAND THE CITY'S WATER SUPPLY.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Search for a secondary water source.	If possible, establish a water source.	Maintain all water sources.
GOAL: ENHANCE COMMUNITY LIVABILITY.		
Short-term (1-2 years)	**Mid-term (3-4 years)**	**Long-term (5 years)**
Expand community and neighborhood grant programs	Update parks and recreation master plan	
Establish priorities around code enforcement – look at task force	Update code enforcement policies	
Address infrastructure needs at pool and community center		

TOTAL STRENGTH DEPLOYMENT INVENTORY (SDI)

One of the primary goals of the retreat was to develop trust and understanding between the Council and the Management Team. The Total Strength Deployment Inventory (SDI) was used to understand individual motives and how these motives impact team behavior when things are going well and during conflict.

TotalSDI is a personality assessment tool which helps people understand how their motives drive their behaviors, how those motives and behaviors change during different situations, and how to develop a better understanding of the motive-driven behaviors of others. This assessment is designed to help people understand themselves and others – not just how we behave, but why we behave in certain ways – and that understanding can lead to meaningful, practical changes in leaders and teams that minimize conflict and maximize effectiveness. Each team member completed the Strength Deployment Inventory which focuses on understanding motives under two conditions, when things are going well and when you are in conflict.

When things are going well, three primary motivations work together as a system - the Motivational Value System (MVS). When people experience conflict, three primary motivations work in sequence - the Conflict Sequence. While these motives are given the same color names, they are expressed differently under the two conditions.

COLOR OF MOTIVATION	WHEN THINGS ARE GOING WELL	IN CONFLICT
Blue (nurturant)	Concern for people: Actively seeking to help others	Want to accommodate: Efforts to preserve or restore harmony
Red (directive)	Concern for performance: Actively seeking opportunities to achieve results	Want to assert: Efforts to prevail over another person or obstacle
Green (autonomizing)	Concern for process: Actively seeking logical orderliness and self-reliance	Want to analyze: Efforts to conserve resources and assure independence

WHAT DRIVES OUR TEAM?

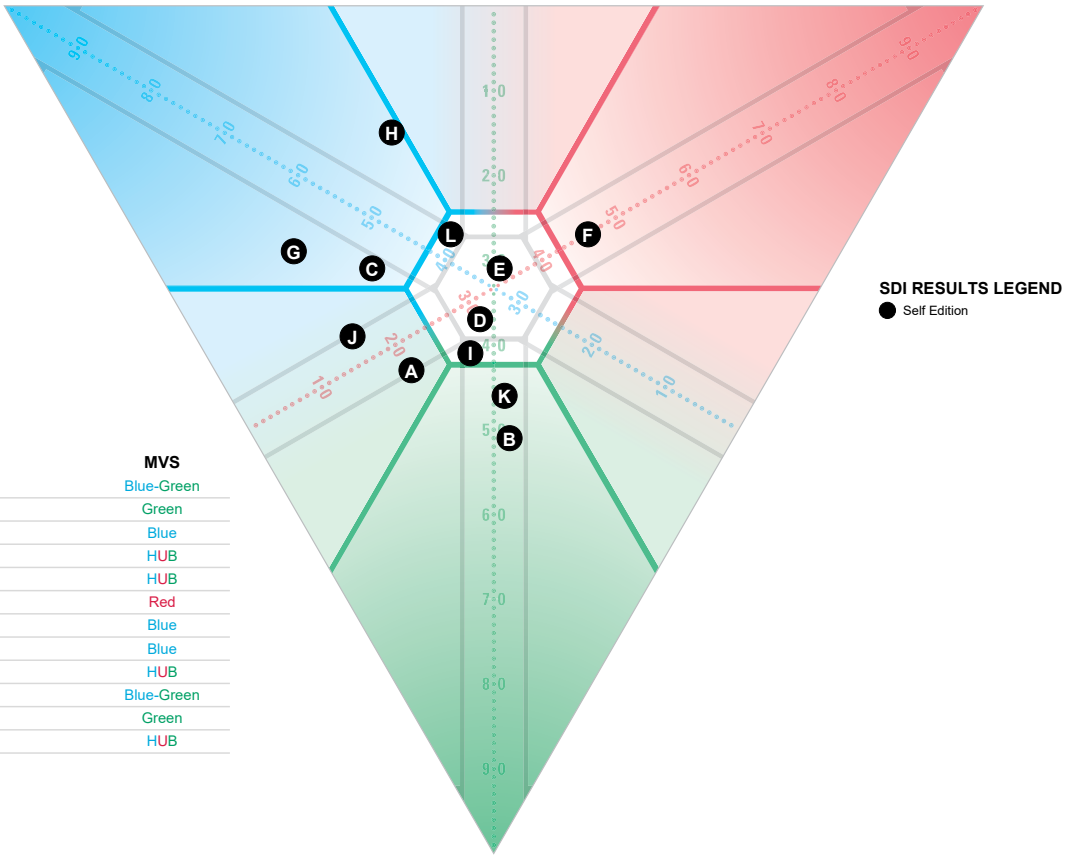
A key function of the SDI is to identify your Motivational Value System or MVS. It shows how you assess your concerns for People, Performance, and Process on scales of 1 to 100 when things are going well. While everyone has all three motives, the frequency of these motives is not the same for each person. The key to understanding why people do what they do is recognizing these differences in motivations. Your Motivational Value System is the system of motives that serve as your basis for choosing strengths, filtering information, and judging yourself and others. In SDI, there are seven different MVS types:

- Blue: the altruistic-nurturing MVS
- Red: the assertive-directing MVS
- Green: the analytic-autonomizing MVS
- Red-Blue: the assertive-nurturing MVS
- Red-Green: the judicious-competing MVS
- Blue-Green: the cautious-supporting MVS
- Hub: the flexible-cohering MVS

The graphic below shows the team's MVS dots charted on the SDI triangle.

Stayton MVS Composite

SDI - Group Report
City of Stayton : Stayton 2018
Council + Management Team Retreat
Facilitated By Sara Wilson Feb 2, 2019



	NAME	MVS
A	Alissa Angelo	Blue-Green
B	Keith Campbell	Green
C	Dan Fleishman	Blue
D	Paige Hook	HUB
E	Lance Ludwick	HUB
F	Christopher Molin	Red
G	Jana Moser	Blue
H	Jordan Ohrt	Blue
I	David Patty	HUB
J	Henry Porter	Blue-Green
K	Brian Quigley	Green
L	Rich Sebens	HUB

This Report provided by
SSW Consulting, LLC
sara@sarasingerwilson.com

© Copyright 2019 by PSP, Inc. All rights reserved. The SDI® Triangle is patent pending. TotalSDI.com

totalsdi

THE CONFLICT SEQUENCE

With SDI, people develop an increasing awareness around what they do in conflict, how they can recognize the things that cause conflict for them and how they can effectively manage conflict.. Feelings of conflict are a sign that something important to you is not right. Your Conflict Sequence (CS) is part of a natural response to a real or perceived threat to your Motivational Value System. To operate at your best during conflict, you need to understand the dynamics of it. Your Conflict Sequence describes a series of changes in motivation during conflict. It shows the order in which you are motivated to Accommodate, Assert, and Analyze on scales of 1 to 100 when experiencing conflict. There are three stages of conflict as described below:

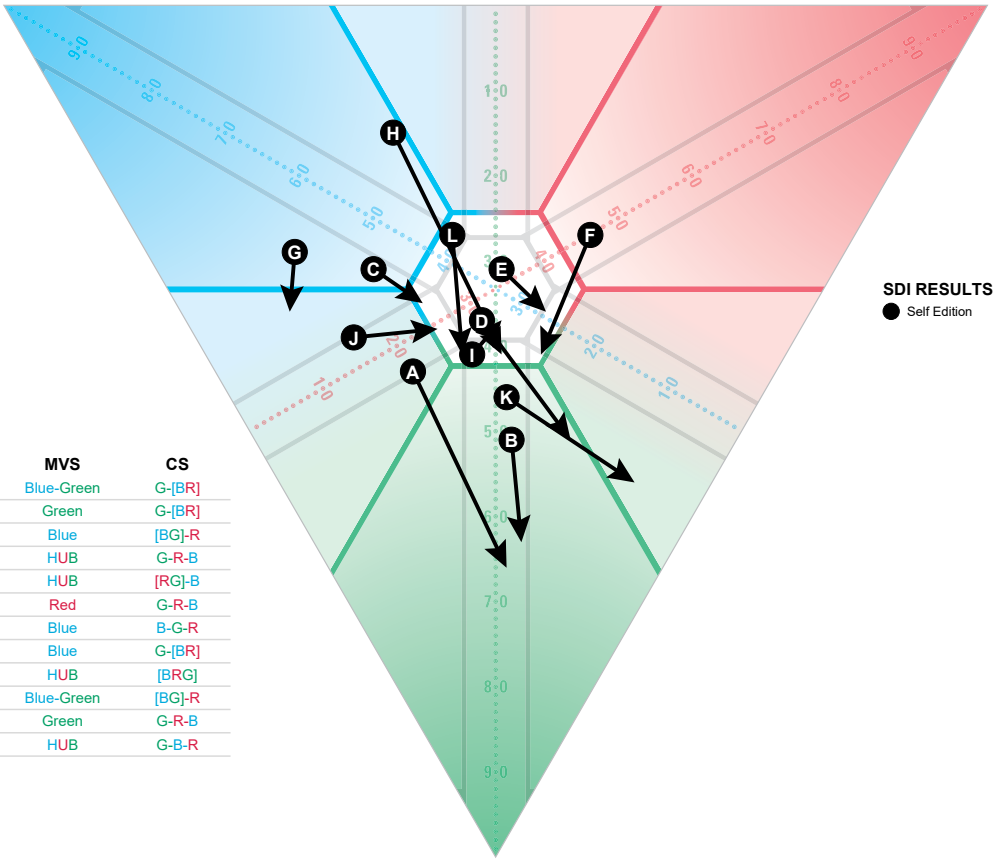
STAGE 1: focus on self, problem, and others
STAGE 2: focus on self and problem
STAGE 3: focus on self

In SDI, there are over 5,000 unique points on the SDI triangle, the triangle is divided into 13 regions to show 13 different Conflict Sequences.

The graphic below shows the team's CS arrowheads charted on the SDI triangle.

Stayton Team Report

SDI - Group Report
City of Stayton : Stayton 2018
Council + Management Team Retreat
Facilitated By Sara Wilson Feb 2, 2019



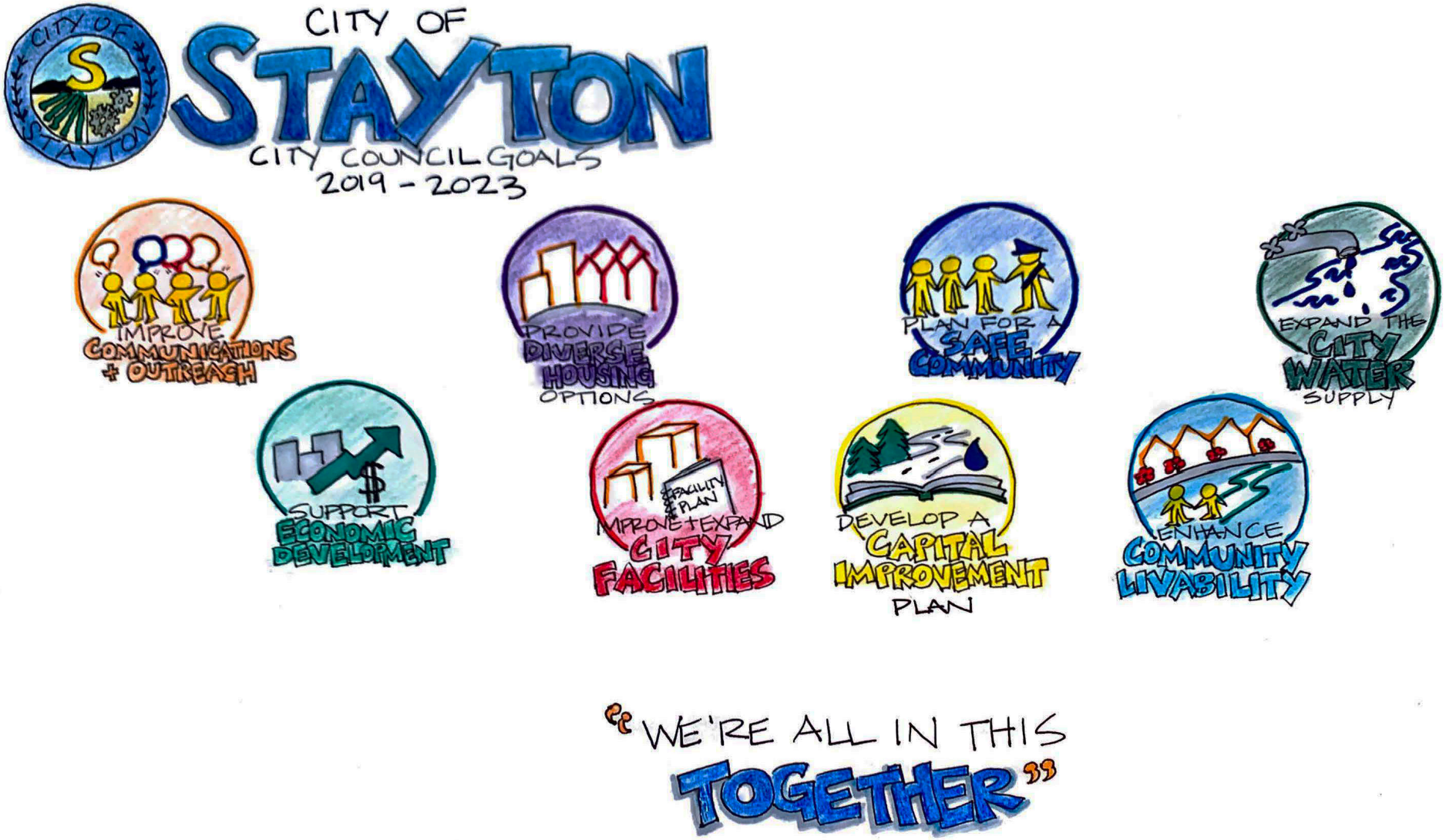
	NAME	MVS	CS
A	Alissa Angelo	Blue-Green	G-[BR]
B	Keith Campbell	Green	G-[BR]
C	Dan Fleishman	Blue	[BG]-R
D	Paige Hook	HUB	G-R-B
E	Lance Ludwick	HUB	[RG]-B
F	Christopher Molin	Red	G-R-B
G	Jana Moser	Blue	B-G-R
H	Jordan Ohrt	Blue	G-[BR]
I	David Patty	HUB	[BRG]
J	Henry Porter	Blue-Green	[BG]-R
K	Brian Quigley	Green	G-R-B
L	Rich Sebens	HUB	G-B-R

This Report provided by
SSW Consulting, LLC
sara@sarasingerwilson.com

© Copyright 2019 by PSP, Inc. All rights reserved. The SDI® Triangle is patent pending. TotalSDI.com

totalsdi

GRAPHIC SUMMARY



SSW CONSULTING 2019

GRAPHIC SUMMARY

CITY OF STAYTON
362 N. 3RD STREET
STAYTON, OREGON 97383
WWW.STAYTONOREGON.GOV