



AGENDA STAYTON CITY COUNCIL MEETING

Monday, June 17, 2019
Stayton Community Center
400 W. Virginia Street
Stayton, Oregon 97383

CALL TO ORDER

7:00 PM

Mayor Porter

FLAG SALUTE

ANNOUNCEMENTS

- a. Additions to the agenda
- b. Declaration of Ex Parte Contacts, Conflict of Interest, Bias, etc.

APPOINTMENTS – None

CITIZEN COMMENTS

If you wish to address the Council, please fill out a "Request for Recognition" form on the table near the door. Speakers are limited to 3 minutes and must state their name and residence.

CONSENT AGENDA

- a. June 3, 2019 City Council Minutes
- b. Collective Bargaining Agreement with AFSCME Local 3222

PUBLIC HEARING

Ordinance No. 1034, Adopting the 2019 Transportation System Plan, Comprehensive Plan Amendments, and Associated Land Use Code Amendments

- a. Commencement of Public Hearing
- b. Staff Report - Dan Fleishman
- c. Questions from the Council
- d. Public Testimony
- e. Questions from the Council
- f. Staff Summary
- g. Close of Hearing
- h. Council Deliberation
- i. Council Decision on Ordinance No. 1034

GENERAL BUSINESS

Resolution No. 993, Adopting Fees and Charges for Various City Services for the 2019-20 Fiscal Year **Action**

- a. Staff Report – Alissa Angelo
- b. Citizen Comment
- c. Council Deliberation
- d. Council Decision

Executive Recruitment Agencies – Request for Proposals

Action

- a. Staff Report – Alissa Angelo
- b. Citizen Comment
- c. Council Deliberation
- d. Council Decision

COMMUNICATIONS FROM MAYOR AND COUNCILORS

COMMUNICATION FROM CITY STAFF

ADJOURN

FUTURE AGENDA ITEMS

- a. Public Hearing – Mobile Food Units
- b. 485 W. Ida Street Appeal

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or other accommodations for persons with disabilities should be made at least 48 hours prior to the meeting. If you require special accommodations contact Deputy City Recorder Alissa Angelo at (503) 769-3425.

CALENDAR OF EVENTS

JUNE 2019

Monday	June 17	City Council	7:00 p.m.	Community Center (north end)
Wednesday	June 19	Library Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	June 24	Planning Commission	7:00 p.m.	Community Center (north end)

JULY 2019

Monday	July 1	City Council	7:00 p.m.	Community Center (north end)
Thursday	July 4	CITY OFFICES CLOSED IN OBSERVANCE OF THE FOURTH OF JULY		
Tuesday	July 9	Commissioner's Breakfast	7:30 a.m.	Covered Bridge Café
Tuesday	July 9	Parks & Recreation Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	July 15	City Council	7:00 p.m.	Community Center (north end)
Wednesday	July 17	Library Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	July 29	Planning Commission	7:00 p.m.	Community Center (north end)

AUGUST 2019

Monday	August 5	City Council	7:00 p.m.	Community Center (north end)
Tuesday	August 6	Parks & Recreation Board	6:00 p.m.	E.G. Siegmund Meeting Room
Tuesday	August 13	Commissioner's Breakfast	7:30 a.m.	Covered Bridge Café
Monday	August 19	City Council	7:00 p.m.	Community Center (north end)
Wednesday	August 21	Library Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	August 26	Planning Commission	7:00 p.m.	Community Center (north end)

SEPTEMBER 2019

Monday	September 2	CITY OFFICES CLOSED IN OBSERVANCE OF LABOR DAY		
Tuesday	September 3	City Council	7:00 p.m.	Community Center (north end)
Wednesday	September 4	Parks & Recreation Board	6:00 p.m.	E.G. Siegmund Meeting Room
Tuesday	September 10	Commissioner's Breakfast	7:30 a.m.	Covered Bridge Café
Monday	September 16	City Council	7:00 p.m.	Community Center (north end)
Wednesday	September 18	Library Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	September 30	Planning Commission	7:00 p.m.	Community Center (north end)

OCTOBER 2019

Tuesday	October 1	Parks & Recreation Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	October 7	City Council	7:00 p.m.	Community Center (north end)
Tuesday	October 8	Commissioner's Breakfast	7:30 a.m.	Covered Bridge Café
Wednesday	October 16	Library Board	6:00 p.m.	E.G. Siegmund Meeting Room
Monday	October 21	City Council	7:00 p.m.	Community Center (north end)
Monday	October 28	Planning Commission	7:00 p.m.	Community Center (north end)

**City of Stayton
City Council Meeting Action Minutes
June 3, 2019**

LOCATION: STAYTON COMMUNITY CENTER, 400 W. VIRGINIA STREET, STAYTON

Time Start: 7:00 P.M.

Time End: 7:44 P.M.

COUNCIL MEETING ATTENDANCE LOG

COUNCIL	STAYTON STAFF
Mayor Henry Porter	Alissa Angelo, Deputy City Recorder
Councilor Paige Hook (excused)	Keith Campbell, City Manager
Councilor Christopher Molin	Dan Fleishman, Director of Planning & Development (excused)
Councilor Jordan Ohrt	Lance Ludwick, Public Works Director
Councilor David Patty	Janna Moser, Library Director
Councilor Brian Quigley	Rich Sebens, Chief of Police
	Andy Parks, Finance Consultant

AGENDA	ACTIONS
REGULAR MEETING	
Announcements a. Additions to the Agenda b. Declaration of Ex Parte Contacts, Conflict of Interest, Bias, etc.	None. None.
Appointments Library Board Reappointments a. Michelle Wonderling b. Susan Brandt	Motion from Councilor Quigley, seconded by Councilor Patty, to ratify the Mayor's reappointment of Michelle Wonderling and Susan Brandt to the Library Board. Motion passed 4:0.
Citizen Comments a. Ron Sterba	Mr. Sterba updated the Council on the efforts to bring commercial airlines to Salem Airport.
Consent Agenda a. May 20, 2019 City Council Minutes	Motion from Councilor Molin, seconded by Councilor Ohrt, to approve the Consent Agenda as presented. Motion passed 4:0.
Public Hearing Certifying Eligibility and Electing to Receive State Revenue Sharing Funds a. Staff Report – Andy Parks b. Open Public Hearing c. Public Hearing d. Close Public Hearing e. Council Deliberation f. Council Decision on Resolution No. 989 and Resolution No. 990	Mr. Parks reviewed his staff report. Mayor Porter opened the hearing at 7:14 p.m. None. Mayor Porter closed the hearing at 7:17 p.m. Discussion of how funds are used by the City. Motion from Councilor Patty, seconded by Councilor Ohrt, to approve Resolution No. 989 and Resolution No. 990 as presented. Motion passed 4:0.

<p>City of Stayton 2019-20 Fiscal Year Budget</p> <ul style="list-style-type: none"> a. Staff Report – Andy Parks b. Open Public Hearing c. Public Hearing d. Close Public Hearing e. Council Deliberation f. Council Decision on Resolution No. 991, Adopting the FY 2019-20 City Budget, Making Appropriations, and Levying Property Taxes for the Fiscal Year 	<p>Mr. Parks reviewed his staff report. Mayor Porter opened the hearing at 7:24 p.m. None. Mayor Porter closed the hearing at 7:25 p.m. Discussion of funding for the Jordan Bridge. Motion from Councilor Patty, seconded by Councilor Quigley, to approve Resolution No. 991, adopting the 2019-20 Budget, making appropriations for the 2019-20 Fiscal Year and levying taxes for the fiscal year as presented. Motion passed 4:0.</p>
<p>General Business</p> <p>Resolution No. 988, Adopting Appropriation Adjustments to the Fiscal Year 2018-19</p> <ul style="list-style-type: none"> a. Staff Report – Andy Parks b. Citizen Comment c. Council Deliberation d. Council Decision <p>Resolution No. 992, Selecting a Replacement Inflation Index for the City’s Retirement Plan</p> <ul style="list-style-type: none"> a. Staff Report – Andy Parks b. Citizen Comment c. Council Deliberation d. Council Decision <p>Second Consideration of Ordinance No. 1033, Amending Land Use Code Regarding Fences in the Commercial and Downtown Zones</p> <ul style="list-style-type: none"> a. Staff Report – Keith Campbell b. Council Deliberation c. Council Decision 	<p>Mr. Parks reviewed his staff report. None. None. Motion from Councilor Ohrt, seconded by Councilor Quigley, to adopt Resolution No. 988 as presented.</p> <p><i>Discussion:</i> Brief discussion of Senate Bill 1049 regarding PERS.</p> <p>Motion passed 4:0.</p> <p>Mr. Parks reviewed the staff report. None. Brief discussion of decision process for the inflation index. Motion from Councilor Patty, seconded by Councilor Molin, to approve Resolution No. 992 as presented. Motion passed 4:0.</p> <p>Mr. Campbell reviewed the staff report. None. Motion from Councilor Patty, seconded by Councilor Molin, to approve the second consideration of Ordinance No. 1033 as revised. Motion passed 4:0.</p>
<p>Communications from Mayor and Councilors</p>	<p>None.</p>
<p>Communication from City Staff</p>	<p>Mr. Campbell provided an update on the Army Corps of Engineer’s Detroit Dam project and their upcoming meeting at the Stayton Community Center on June 6th at 5:30 p.m.</p>
<p>Future Agenda Items – Monday, June 17, 2019</p> <ul style="list-style-type: none"> a. Public Hearing – Transportation Master Plan b. Public Hearing – Annexation c. FY 2019-20 Fee Schedule 	

APPROVED BY THE STAYTON CITY COUNCIL THIS 17TH DAY OF JUNE 2019, BY A ____ VOTE OF THE STAYTON CITY COUNCIL.

Date: _____

By: _____

Henry A. Porter, Mayor

Date: _____

Attest: _____

Keith D. Campbell, City Manager

Date: _____

Transcribed by: _____

Alissa Angelo, Deputy City Recorder



CITY OF STAYTON
M E M O R A N D U M

TO: Mayor Henry Porter and the Stayton City Council
FROM: Keith D. Campbell, City Manager
Alissa Angelo, Deputy City Recorder
DATE: June 17, 2019
SUBJECT: Collective Bargaining Agreement with AFSCME Local 3222

ISSUE

Whether or not to approve the Collective Bargaining Agreement between the City of Stayton and AFSCME Local 3222, as presented.

ENCLOSURE(S)

- Collective Bargaining Agreement

STAFF RECOMENDATION

Staff recommends adoption of the newly negotiated Collective Bargaining Agreement that will be in effect beginning July 1, 2019 through June 30, 2021. The Bargaining Unit members have voted to approve the Agreement as presented.

BACKGROUND INFORMATION

The AFSCME Local 3222 Collective Bargaining Agreement expires June 30, 2019. City staff met in negotiations with AFSCME Local 3222 on March 11, 2019. On April 3, AFSCME members voted to ratify the proposed Collective Bargaining Agreement.

OPTIONS

Approve the Collective Bargaining Agreement between the City of Stayton and AFSCME Local 3222, as presented.

MOTION(S)

Consent Agenda approval.

COLLECTIVE BARGAINING AGREEMENT

By and Between

THE CITY OF STAYTON, OREGON

and

AFSCME LOCAL 3222

of

American Federation of State, County & Municipal Employees

July 1, 201~~7~~9– June 30, 20~~21~~19

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PREAMBLE

This Agreement is entered into between the City of Stayton, Oregon, hereinafter referred to as the "City," and AFSCME Local 3222 Council 75, hereinafter referred to as the "Union." If any portion of this agreement is in conflict or violation of federal, state, or local law or if a conflict arises, then federal, state, or local law will supersede any agreement set forth herein.

ARTICLE 1 – RECOGNITION

The City of Stayton recognizes the American Federation of State, County and Municipal Employees (AFSCME) Council 75, hereafter referred to as the Union, as the sole and exclusive collective bargaining representative for all full and part time employees employed by the City. Excluded from this bargaining unit are all temporary and seasonal employees, employees in the Police bargaining unit, managers, supervisors, and confidential employees, and employees who work fewer hours than required to be part time employees as defined in this agreement.

ARTICLE 2 – DEFINITIONS

- 2.1** Regular Full-time Employee. An employee, hired to work at least forty (40) hours per week on a regular basis, who has successfully completed a probationary period of one year as defined in Section 2.4.
- 2.2** Regular Part-Time Employee. An employee who regularly works less than forty (40) hours per week, and Thirty (30) or more hours per week who has successfully completed a probationary period of six (6) months as defined in Section 2.4. Such employees shall be paid at the hourly rate of pay in accordance with the provisions of the applicable Addendum. Regular part-time employees shall be entitled to prorated benefits (insurance, sick leave, annual leave, etc.), in addition to the hourly compensation paid for those hours worked by the employee. Regular part-time employees shall receive pro-rata holiday pay only for holidays that fall on the employee's regularly-scheduled work day. If a holiday falls on a regular part-time employee's non-scheduled day, no holiday pay will be paid. An employee who works a regular weekly schedule with the City, but who works less than thirty hours per week (twenty (20) hours for library employees) but more than ten (10) hours per week shall also be considered a regular employee and covered by this Agreement. Such employees, however, are not entitled to any fringe benefits under this Agreement. Employees approved for positions of less than thirty (30) hours per week (20 for library employees) must obtain their supervisor's permission prior to exceeding the twenty-nine (29) -hour (or 20-hour) limit in any particular workweek.
- 2.3** Temporary Employee. An employee who is hired to work on a limited or seasonal basis or work no more than nine (9) months in a twelve (12) month period. The nine-month duration of a temporary hire may be extended with agreement of the Union. Temporary employees are not entitled to fringe benefits described in this agreement; (i.e. paid holidays, paid vacation, paid sick leave, insurance, etc.). The City has the right to hire temporary employees as it may determine, to fill the position of an employee on leave of absence, to fulfill work requirements during peak workloads, to complete projects on a timely basis, to cover for employees who are utilizing sick leave, vacation time and paid or unpaid leaves of absences, to cover work requirements in unanticipated or unexpected circumstances, or to carry out work in a shortage of personnel situations as determined by the City. When a temporary employee is hired to cover for an employee on leave, mandated by federal or state laws, the 40 hour and nine month limitations of this Article shall not apply for the duration of the regular employee's leave entitlement. Temporary employees shall not be hired to replace bargaining unit positions, and are intended to be used to supplement the work force as may be needed periodically. Temporary employees shall be paid on an hourly basis at the appropriate wage step as determined by the City. There shall be no responsibility on the part of the City to re-employ or continue the employment of such employees, nor is there any responsibility on the behalf of the Union as to such.
- 2.4** Probationary Employee. An employee appointed to fill a regular position of employment as defined in Section 2.1 or 2.2 who has completed less than the initial one-year period of continuous employment (for full time employees) or less than the initial six-month period of continuous employment (for part-time employees). During the probationary period, the employee shall be on a trial basis and shall be subject to discharge without cause and without recourse.
- 2.5** Gender-neutral Pronouns. Where pronouns are used herein, both the masculine pronoun ("he") and the feminine pronoun ("she") are intended to be gender neutral.

ARTICLE 3 – PURPOSE

The purpose of this Agreement is to provide for wages, hours and working conditions, to promote and ensure harmonious relations, cooperation, understanding between the City and its employees, to encourage economy of operation, elimination of waste, cleanliness of facilities, protection of City property, and safety of employees; and to this end the City pledges itself to give its employees considerate and courteous treatment, and the employees pledge to render loyal and efficient public service. The parties agree to extend to one another proper courtesy and respect.

ARTICLE 4 – MANAGEMENT RIGHTS

- 4.1** Management Generally. The Union recognizes the prerogatives of the City to determine how to provide public services and operate and manage its affairs in all lawful respects. All matters not expressly restricted by the language of this Agreement shall be administered for the duration of this Agreement by the City as the City periodically may determine, in its discretion. The City's prerogatives include, but are not limited to the following matters:
- a. The right to establish any and all lawful work rules and procedures;
 - b. The right to schedule any and all work, overtime work, and any and all methods and processes by which work is performed and services are provided, in a manner most advantageous to the City and consistent with the public interest;
 - c. The right to hire, transfer, layoff and promote employees as deemed necessary by the City;
 - d. The right to discipline an employee as provided in the disciplinary article of this Agreement;
 - e. The right to make any and all determinations as to the size and composition of the work force and the right to make assignments of employees to work locations and shifts;
 - f. The right to assign incidental duties connected with operations, not necessarily enumerated in job descriptions, and nevertheless be performed by employees when requested to do so by the City;
 - g. The right to take whatever action the City deems necessary to provide services in an emergency.
- 4.2** Elected Prerogatives. Nothing in this Agreement shall be interpreted to detract or circumscribe the trust placed in the City Council and/or the City ~~Administrator~~Manager and/or Department Heads and the rights and obligations owed thereby to the citizenry.

ARTICLE 5 – MEMBERSHIP AND UNION AFFAIRS

~~5.1 Fair Share Dues. All employees covered by the terms and conditions of this Agreement, within 30 days from date of hire, shall become a member of the Union or pay the equivalent of dues to the Union to help defray the costs of contract negotiation and administration. The City shall inform all newly hired employees of the above requirement at the time of their employment. Any individual employee's objection based on a bona fide religious tenet or teaching of a church or religious body of which such employee is a member will require the employee to inform the City and the Union of his or her objection. The employee will meet with the representative of the Union and establish a mutually satisfactory arrangement for distribution of a contribution of an amount equivalent to regular Union membership dues to a nonreligious charity.~~

5.25.1 Dues Check Off. The City will provide for payroll deduction of Union dues or fair share fees. The City shall deduct from the end-of-the-month paycheck the amount of dues or fair share fees with minimum dues being \$15.00 per month and the maximum as stipulated by Oregon AFSCME Council 75 and transmit to the designated individual of Council 75 the total amount deducted. Whether to be a member in the Union shall be each employee's individual choice. ~~Except as provided in Section 5.1, above, however, employees must either be a member of the Union or pay the equivalent of dues (fair share fees) to the Union as a condition of employment with the City.~~

~~5.3 Maintenance of Membership. Employees who are current members of the Union at the signing of the Agreement or who sign a Union membership card subsequent to the signing of this agreement shall maintain their Union membership for the duration of the collective bargaining agreement. Union members may notify the employer and the Union during the last two weeks of the term of the Collective Bargaining Agreement if they wish to revoke their Maintenance of Membership status.~~

5.45.2 Indemnification. The Union shall indemnify, defend, and hold the City harmless from all suits, actions, proceedings and claims against the City or persons acting on behalf of the City, for any relief sought, where liability arises from the sole application of this Article. In the event that any part of Article 5 shall be declared invalid or that all or any portion of the monthly service fee must be refunded to any non-member, the Union and its members shall be solely responsible for such reimbursement.

5.55.3 Employee Change of Status Notification. The City shall provide notice to the Union President of new hires, terminations, retirees and transfers within the bargaining unit within a reasonable period of time. The Union President or his/her designee and each new employee shall have 30 minutes to meet for a union orientation. The new employee shall be on paid status. The Union President / designee will not be on paid status. The City commits to being as flexible as possible in facilitating this orientation so that the Union President/designee can meet during his/her lunch or rest breaks.

5.65.4 Union Representation. The Union will provide a list of union stewards to the City ~~Administrator~~Manager, and notify the City ~~Administrator~~Manager promptly of any changes. Employees shall have the right to request representation by the staff representative of AFSCME or any union steward on the list, provided, however, that the person so selected must be reasonably available to attend investigative, disciplinary and grievance related meetings as scheduled by the City. If the Union steward selected by the employee or the union representative is unable to meet within twenty-four (24) hours of a requested meeting, the Union and employee will agree on another steward.

Other than attending meetings called by management, employees will meet with union stewards / officers / union representatives on their own time.

5.75.5 Stewards will be permitted time to attend investigatory and grievance meetings, and attend meetings called by management without loss of pay or benefits. Stewards will provide reasonable notice to their supervisors before conducting union business and will work with their supervisors and others as necessary to resolve any scheduling conflicts.

The City agrees to permit Union Officers and Stewards to flex their lunch and rest breaks to facilitate meeting with members to discuss matters pertaining to this Article.

5.85.6 AFSCME Staff Representatives. The Union will notify the City in writing of its staff representatives of the Local, Council 75, or International. Upon proper introduction and notice, one staff representative shall have reasonable access to the premises of the City during regular business hours to conduct Union business. Such visits may not interfere with the normal flow of work. If the staff representative meets with any bargaining unit employees, such meetings must be during the employees' non-work time.

5.95.7 Unless otherwise provided in this Agreement, the internal business of the Union shall be conducted by employees during non-work time.

5.105.8 At the Union's request, the City will make every effort to allow each steward time off for training purposes, subject to the City's operating requirements. Stewards will be allowed to use accrued vacation or compensatory time during such training, or will take the time off without pay.

5.115.9 Bulletin Boards. The City agrees to furnish in the library, City Hall, Public Works Shop, and the Waste Water Treatment Plant, a bulletin board to be used exclusively by the Union for the posting of official union notices only. The Union shall keep the bulletin boards neat and orderly. The Union agrees that it will not post material that is profane, obscene, or defamatory of the City or Employer or its representatives or employees. Materials which violate this subsection shall not be posted.

ARTICLE 6 – TERM OF AGREEMENT

The terms of this Agreement shall be in full force and effect from the first day of the month following ratification of this Agreement by the parties and shall remain in full force and effect through June 30, ~~2019~~2021. ~~However, the wage adjustment to the wage scale for July 1, 2016 shall be applied retroactively to that date and computed based on W-2 wages paid during the retroactivity period.~~ [AA1]

Either party may notify the other party of its desire to negotiate a successor agreement no later than the December 15th prior to expiration of this Agreement. Negotiations will commence no later than the January 15th prior to the expiration date of the current Agreement.

The City will allow two employees representing the Union leave without loss of pay for labor management meetings between the City and the Union. The selection of the employee representatives shall not interfere with the reasonable operations of the City. The employees are responsible for notifying their direct supervisor of all labor management meetings. These meetings shall not interfere with the reasonable operations of the City.

ARTICLE 7 – EMPLOYEE TRAVEL AUTHORIZATION AND REIMBURSEMENT

- 7.1 General Expectations. All employees of the City are expected to use good judgment regarding the expenditure of the funds for travel expenses.
- 7.2 Approval and Reimbursement. When an employee anticipates submitting a request for travel reimbursement, the employee will obtain prior approval for the trip and the mode of travel from the employee’s supervisor.
- 7.3 Travel on official business outside the City by a single individual should be by City-owned vehicle or private vehicle. If the employee is authorized to use a private vehicle, mileage will be paid at the IRS rate then in effect.
- 7.4 City vehicles will be used for authorized City uses and will not be used for private gain or benefit and City vehicles will be used only by City employees.
- 7.5 Reimbursement for expenses on official trips will only be for expenses incurred during the performance of official duty as a City official for the City’s benefit. Meals and lodging expenses may be reimbursed in compliance with the IRS Taxable Fringe Benefits guide, for State and Local Government Employers. The City will not reimburse an employee for the cost of any alcoholic beverage.
- 7.6 When the employee knows that expenses for an upcoming trip will exceed the listed limits, the employee will request and the department head may approve the additional expenses in compliance with the IRS Taxable Fringe Benefits guide, for State and Local Government Employers.
- 7.7 Within (10) ten business days after the travel has been completed, the employee must turn in receipts for lodging and any other expenses for which reimbursement is claimed.

ARTICLE 8 – DISCIPLINE

- 8.1** Just Cause. The City may impose discipline only for just cause.
- 8.2** Forms of Discipline. Generally, discipline will be progressive in nature, provided however, that the level of discipline imposed will depend on the seriousness of the offense, and progressive discipline will not be required for serious infractions. The disciplinary actions which the City may take against an employee include the following:
- a. oral reprimand, which may be documented in writing; in the supervisors file
 - b. written reprimand;
 - c. suspension without pay;
 - d. reduction of pay for a term in lieu of suspension;
 - e. demotion with a reduction in pay as specified by the City as part of the discipline;
 - f. discharge or termination.
- 8.3** Notice of Discipline. When the City intends to suspend without pay, demote or discharge an employee for cause, the City shall make available the specified charges and proposed discipline in writing at least three (3) calendar days prior to the effective date of the action, together with a description of the facts on which the proposed discipline is based.
- 8.4** Pre-Disciplinary Due Process. Prior to imposing a suspension without pay, demotion or discharge, the employee shall have the opportunity to refute the charges, correct any misunderstanding of fact, and address the appropriate level of discipline. If an employee is required to attend an investigatory meeting with their supervisor or other member of management which could lead to discipline against the employee, the employee will be allowed to have a union steward or union representative present for the meeting, if requested by the employee. If there is a union steward or union representative available to attend the meeting at the time scheduled by the City, the employee may not postpone the meeting for more than 24-hours in order to obtain a different union representative.
- 8.5** Time Limitations. The time limitations relating to notification of disciplinary action are only for employee notification purposes and shall not affect the validity or disciplinary action taken by the City. In other words, if the City is unable to provide notification in strict adherence to the notification times expressed in subsections hereinabove, such inability shall not affect the validity or effectiveness of any type of disciplinary action against an employee.
- 8.6** Probationary Employees. A probationary employee may be discharged at any time without cause.
- 8.7** Notice of Discipline to Union. Copies of reprimands and other disciplinary actions taken by the City shall be forwarded to the Council 75 Representative.

8.8 Non-embarrassment. Reasonable steps shall be taken to ensure that disciplinary measures are accomplished in a confidential manner. A violation of this section, however, shall not result in the discipline imposed being overturned.

8.9 Records of Discipline. References to disciplinary actions in the personnel file shall remain in the file in accordance with the following provisions:

- a. Employees shall be notified when any documentation is placed in their personnel file.
- b. Written reprimands shall remain in the personnel file for a period of 36 months, provided, however, that if discipline occurs within that 36 month period, prior disciplinary documentation shall remain in the personnel file for 36 months from the date of the last discipline. Other records of discipline enumerated in Article 8.2 (e.g., suspension, reduction of pay, demotion and discharge) may remain in the personnel file until and unless the City determines the record no longer relevant or timely upon application by an employee.

ARTICLE 9 – GRIEVANCE PROCEDURE

- 9.1 Goodwill. The parties hereto recognize the need for fairness and justice in the adjudication of employee grievances and enter into this Agreement in a cooperative spirit to adjust such actions promptly and fairly at the lowest level possible. If, however, a grievance cannot be resolved through normal means, the grievance will be settled as hereinafter provided.
- 9.2 Grievance Defined. A grievance is defined as a dispute involving the interpretation, application, or alleged violation of any provision of this Agreement.
- 9.3 Presentation. A grievance may be presented by an employee or the Union. Grievances may be heard at any time where practical and feasible.
- 9.4 Time Limits. The time limitations provided are essential to the prompt and orderly resolution of any grievance. The parties will abide by the time limitations, unless an extension of time is mutually agreed to in writing.
- a. The City and the Union may extend the time limits by mutual agreement in writing.
 - b. No grievance shall be valid unless a grievance is submitted at Step 1 within ten (10) working days, (7) working days for loss of wage discipline from its occurrence or the date when the employee knew or should have known of the occurrence.
 - c. If a grievance is not presented within ten (10) working days, (7) working days for loss of wage discipline from its occurrence or the date when the employee knew or should have known of the occurrence, the grievance shall be waived and forever lost. If a grievance is not appealed to the next step within the specified time limit or an agreed extension thereof, it shall be considered waived and forever lost. A grievance not responded to timely shall be advanced to the next step.
- 9.5 Procedure. The grievance procedure shall be as follows:

Step 1: The grievance shall be presented in written form to the employee's Department Head within ten (10) working days, seven (7) working days for loss of wages discipline from its occurrence. The Department Head shall arrange a meeting between the aggrieved employee, the steward or Union Representative, the Department Head, and the aggrieved employee's supervisor, if applicable. If the aggrieved employee's supervisor is not included, the Department Head may select a different management representative to attend the meeting. The Department Head shall respond in writing within ten (10) working days after the grievance meeting.

Step 2: If the grievance is not resolved to the satisfaction of the parties at **Step 1**, then within ten (10) working days, seven (7) working days for loss of wages discipline of issuance of the Step 1 response, the grievance and response shall be presented to the City ~~Administrator~~ Manager. The City ~~Administrator~~ Manager shall schedule a meeting with the grieved employee, his/her steward or union representative and their Department head to hear the facts regarding the grievance. The City ~~Administrator~~ Manager shall respond in writing within ten (10) working days after the scheduled meeting.

Step 3:

- a) Final and Binding Arbitration. If the grievance is presented and not resolved at Step 2, the Union may refer the dispute to final and binding arbitration.
- b) Notice-Time Limitation. The Union shall notify the City in writing by certified mail of submission to arbitration within ten (10) working days after receipt of the City ~~Administrator~~Manager's findings.
- c) Arbitrator-Selection. After timely notice, the parties will select an arbitrator in the following manner:
 - i. The parties shall request that the Employment Relations Board (ERB) submit a list of seven (7) names from the ERB register. If the parties cannot mutually agree on an arbitrator from the list of seven (7) then the parties shall alternately strike names with the party advancing the grievance striking first. The remaining name shall be the arbitrator.
- d) Decision-Time Limit:
 - i. The arbitrator will meet and hear the matter at the earliest possible date after the selection. After completion of the hearing, a decision shall be entered within thirty (30) calendar days, unless an extension of time is agreed upon as provided for herein.
 - ii. Any decision by the arbitrator shall be final and binding on the parties unless contrary to public policy or in excess of the arbitrator's authority hereinafter provided for.
- e) Limitations, Scope and Power of the Arbitrator:
 - i. The arbitrator shall not have the authority to add to, subtract from, alter, change or modify the provisions of this Agreement.
 - ii. The power of the arbitrator shall be limited to interpretation of or application of the terms of this Agreement or to determine whether there has been a violation of the terms of this Agreement by either the City or the Union.
 - iii. The arbitrator shall consider and decide only the issue raised at **Step 1**. The arbitrator shall not have the authority to consider additions, variations and/or subsequent grievances beyond the grievance submitted at **Step 1**.
 - iv. In conducting the hearing, the arbitrator shall have the power to administer oaths, issue subpoenas, receive relevant evidence, compel the production of books and papers relevant to the hearing, and question witnesses.

f) Arbitration Award-Damages-Expenses:

- i. Arbitration awards shall not extend beyond the date of the occurrence upon which the grievance is based, that date being ten (10) working days or less prior to the initial filing of the grievance.
- ii. The arbitrator may retain jurisdiction of the grievance until such time as the award has been complied with in full.
- iii. The arbitrator shall not have authority to award punitive damages.
- iv. Each party hereto shall pay expenses it incurs as costs associated with the presentation of the case, and one-half the expense of the arbitrator.
- v. If the parties agree in advance, or if both parties decide to obtain a transcript, then the expense of the court reporter and transcript shall be shared equally.

ARTICLE 10 – NO STRIKE-LOCKOUT

- 10.1** Continuity of Service. The City and the Union agree that the public interest requires the efficient and uninterrupted performance of all City services. To this end both pledge their best efforts to avoid or eliminate any conduct contrary to this objective: Neither the Union nor the employees shall cause, condone or participate in any strike or work stoppage, sympathy strike, slow down or other interference with City functions by employees of the City, and should the same occur, the Union agrees to take appropriate steps to end such interference immediately. City employees who engage in any of the above-referenced activities shall not be entitled to any pay and/or benefits during the period in which he/she is engaged in such activity. Employees who engage in any of the foregoing actions shall be subject to disciplinary action as determined by the City, up to and including termination of employment.
- 10.2** No Lockouts. The City agrees that there will be no lockouts during the term of this Agreement.

ARTICLE 11 – SENIORITY

- 11.1** City Service Seniority. Seniority is determined by an employee's length of continuous service with the City since the employee's last date of hire as a regular employee; or in the case of a part-time employee, from the last date of hire as a regular part-time employee. In the case of layoff, seniority is based on continuous service within a classification within a particular department or division.
- 11.2** Breaks in Service/Loss of Seniority. An employee's seniority shall be broken by voluntary resignation, layoff for a period of twelve (12) consecutive months, discharge for just cause, or retirement. However, if an employee returns to work in any capacity within twelve (12) months, there will be no break in seniority except for the time the employee was not working which will not count as part of continuous service for any purpose. Seniority shall not be earned during an approved unpaid leave of absence; however, an approved leave of absence shall not constitute a break in service or cause a forfeiture of seniority.

ARTICLE 12 – LAYOFF AND RECALL

- 12.1** Layoff Determination. The City may determine when layoffs are necessary. The City may lay off employees when such action is determined to be necessary by reason of lack of work, lack of funds, and/or reorganization of the department with seniority and operational needs considered.
- 12.2** Layoff and Bumping Procedure. When it is necessary to reduce the work force, the City shall determine the number of employees by classification and department. The Union's Local President will be notified of the number of employees and classifications designated for reduction as soon as practical. Employees will be laid off in the following order giving equal consideration to the employee's qualifications, ability, experience and seniority within the affected classification, within the affected department or division.
- a. Summer help;
 - b. Temporary employees;
 - c. Probationary employees;
 - d. Employees in regular positions. Employees in regular positions may be laid off. An employee who is laid off by reduction in the work force shall have the right to bump to his/her last previously held job classification within the affected department or a position in a lower classification within the affected department for which the employee is qualified as determined by the City. In order to bump to a position, the City must agree that the employee has the necessary skill, ability and qualifications to immediately and properly perform the duties of the classification. If the City so agrees, the Employee may bump the least senior employee in the classification, provided the "bumping" employee is more senior than the "bumped" employee, and further provided that the employees who remain must have the necessary skill, ability and qualifications to perform the work required by the City. A bumping employee shall maintain seniority. An employee "bumped" shall have the right to bump in compliance with the preceding procedure. Employees affected by layoff who bump to a lower classification will be placed at the step in the lower pay scale which is closest to and less than the employee's former rate of pay.
- 12.3** Recall. Employees laid off will be eligible for recall for a period of twelve (12) months. No new employees shall be hired by the City in a position in which bargaining unit employees are on layoff until available employees placed on layoff who have previously held the position have been offered re-employment in reverse order of layoff, provided the layoff period does not exceed twelve (12) months and that the employees keep the City advised of their current address. An offer of re-employment shall be in writing and sent by registered or certified mail to the employee. The employee shall have been deemed to have received an offer within four (4) business days after the City mails the offer. An employee so notified must indicate his/her acceptance of recall within ten (10) calendar days from mailing of the notice and shall be back on the job within fourteen (14) calendar days of acceptance of the recall offer or shall forfeit all recall rights under this Article.

ARTICLE 13 – HOURS OF WORK AND OVERTIME

- 13.1** Workday. The normal working day is from 8:00 a.m. to 5:00 p.m. with one (1) hour unpaid uninterrupted lunch for employees in the City. Adjustment in the regular working hours of the employees for the convenience of the City, the employees, and/or the public shall not be construed to be in conflict with this Agreement.
- 13.2** Workweek. The normal workweek consists of five (5) eight (8) hour days, or four (4) ten (10) hour days, between Monday through Friday.
- 13.3** Work Schedules. The parties agree, however, that the City may require employees to work different schedule(s) in order to meet the City's operational needs, as determined by the City in its sole discretion.
- 13.4** Changes. The City will make every effort to provide fifteen (15) working days' notice when making permanent changes to an employee's regular work schedule unless operational needs require otherwise.
- 13.5** Overtime: Overtime and compensatory time off for all non-FLSA exempt employees are covered by the following guidelines:
- a. No employee will work overtime unless approval is granted by the employee's supervisor (working overtime without approval subjects the employee to discipline).
 - b. When budgeted funds are available for approved overtime, the City will pay an employee at one and one-half (1.5) times his/her regular hourly rate for time worked in excess of forty (40) hours in one week, unless the employee elects to take such overtime in compensatory time as described below. Overtime also shall be paid pursuant to this provision for time worked in excess of eight (8) hours in a work day or in excess of ten (10) hours in a work day when an employee is assigned to work a 4-10 schedule, for regular full-time employees only, provided that such regular full-time employees have not taken any unpaid time off during the same workweek. If a regular full-time employee has taken unpaid time off during the workweek, overtime will be paid only for time worked in excess of forty (40) hours in one week.
 - c. If budgeted funds are not available for the payment of overtime and it is consistent with the needs of the City, such overtime may be allowed in compensatory time off at the rate of one and one-half times the overtime hours worked.
 - d. Overtime and compensatory time off will be computed and rounded up to the nearest one-quarter hour.
 - e. Compensatory time accumulation will not ordinarily exceed forty (40) hours. All compensatory time accumulated over forty (40) hours will be converted to overtime pay the following payday unless written exception to accumulate more than forty (40) hours is granted by the Department Head.
 - f. Compensatory time shall be scheduled and taken off only with the approval of the Department Head or his/her designee. Reasonable requests for compensatory time off will be granted, unless such request will unduly disrupt

City operations. Compensatory time off may be purchased by the City at any time.

- g. At the time of an employee's resignation or dismissal, the City will pay the employee for all accumulated overtime and compensatory time off.
- h. All paid time will be counted as "hours worked" for purposes of computing overtime.

13.6 Meal and Rest Periods. Unpaid meal periods of up to one (1) hour will be taken at designated times at or near the midpoint of the workday. Rest periods of fifteen (15) minutes will be permitted as work demands permit and as designated at or near the midpoint of each half-work day. Employees and Department Heads may establish the meal and rest period practices within respective offices of the City, not inconsistent with this Agreement.

13.7 Inclement Weather Policy. Except for regularly scheduled holidays identified, the City of Stayton is open for business on Monday through Friday during normal business hours. There could be rare or extreme circumstances beyond the control of the City, such as inclement weather, a national crisis, or other emergencies that make one or more of our facilities inaccessible. On such occasions, one or more of the City of Stayton’s facilities may be closed for all, or part of a regularly scheduled workday. In such an event, the City ~~Administrator~~Manager (or his/her designee) will make a decision and will endeavor to notify the City management team for the purpose of contacting employees. If no official notice has been received, the employee should refer to the North Santiam School District weather notices for snow and / or ice.

In the event of extreme inclement weather conditions, it is recognized that each staff member’s ability to safely reach the work place may be different. The safety and well-being of the employee should guide the employee decision. Staff who cannot report to work in such circumstances should contact their direct supervisor via phone, email, or voicemail.

The following compensation guidelines will apply to employees:

IF...	THEN...
Employee arrives late to work.	Absence is charged to comp time, vacation leave, or unpaid time off.
Employee cannot arrive to work.	Absence is charged to comp time, vacation leave, or unpaid time off.
Supervisor approves employee’s request to leave early.	Remaining hours are charged to comp time, vacation leave, or unpaid time off.
Due to adverse weather, national crises, or other emergencies, employee directed to arrive late by supervisor (under the direction of the City Administrator <u>Manager</u> or his/her authorized designee).	Employee is paid for late arrival, no charge to leave accrual.
Due to adverse weather, national crises, or other emergencies, employee is sent home early by supervisor (under the direction of the City Administrator <u>Manager</u> or his/her authorized designee).	Employee is paid for remainder of workday, no charge to leave accrual.
City facilities are closed due to adverse weather, national crises, or other emergencies under the direction of the City Administrator <u>Manager</u> or his/her authorized designee.	Employee is paid for the entire workday, no charge to leave accrual.

ARTICLE 14 – HOLIDAYS

14.1 Recognized Holidays. Employees are entitled to the holidays listed below, with pay:

New Year's Day	January 1
Martin Luther King Jr. Day	3 rd Monday in January*
Presidents' Day	3 rd Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	1 st Monday in September
Veterans Day	November 11
Thanksgiving Day	4 th Thursday in November
Day after Thanksgiving Day	4 th Friday in November
Christmas Eve	½ day December 24
Christmas Day	December 25

14.2 Holiday Coordination (Weekends and Earned Leave). Any regular holiday that falls on a Saturday shall be observed on the preceding Friday. Any regular holiday that falls on Sunday shall be observed on the following Monday. Whenever a holiday falls within a vacation period, or during a period when an employee is on sick leave, vacation or sick leave will not be charged for such holiday.

14.3 Holiday Pay.

- a. Work performed on a holiday shall be paid at one and one-half (1.5) times the employee's regular rate of pay in addition to the holiday pay.
- b. To be eligible for holiday pay the employee must work the regular work day before and the regular work day after the paid holiday, unless the employee is on sick leave, vacation, or compensatory time.
- c. Employees eligible for holiday benefits shall receive one (1) day's pay for each observed holiday on which work is not performed. The holiday benefit shall be based upon an eight (8) hour holiday/work day for full-time employees regardless of the hours of the regular work schedule. If an office or department schedules a four-day work week in any week in which a holiday falls, that office shall revert to a five-day, eight (8) hour work schedule. Regular part-time employees will be paid pro-rata holiday pay only for holidays that fall on the employee's regularly-scheduled work days. They will not receive holiday pay for holidays that do not fall on one of their regularly-scheduled work days.
- d. Only those probationary employees who have completed at least thirty (30) days of City employment prior to the holiday are entitled to holiday pay.
- e. Temporary employees are not eligible for holiday pay.
- f. An employee will receive no holiday pay if the employee accepted scheduled work on a holiday and failed to report for work unless excused by the supervisor.

14.4 Compensatory Time in Lieu of Holiday Time. By mutual agreement, compensatory time may be given in lieu of holiday pay on a one to one basis. Such compensatory time must be accrued and used as stated in Article 11 relating to compensatory time.

ARTICLE 15 – VACATION

15.1 Accruals. Annual leave allowance for regular full-time employees shall be accrued monthly based on the following schedule of annual benefits:

0 through completion of 3 years:	Eighty (80) hours annually
3 years plus 1 day through completion of 5 years:	Ninety-Six (96) hours annually
5 years plus 1 day through completion of 10 years:	One-hundred twenty (120) hours annually
10 years plus 1 day through completion of 15 years:	One-hundred sixty (160) hours annually
15 plus one day or more years:	Two hundred (200) hours annually

- a. Years of service shall be full years of continuous service with the City as of the original date of hire of the employee, provided there has been no break in service since the original date of hire.
- b. Regular part-time employees shall be entitled to that fractional part of the vacation that the total number of hours of employment bears to the total number of full-time employment hours.
- c. Employees may not use earned vacation leave until after they have served the three (3) months.
- d. Temporary employees are not entitled to any vacation benefit.

15.2 Vacation leave is granted to give employees an opportunity to take time off from their job responsibilities and refresh themselves. The City believes it is important for employees to use vacation leave on a regular basis.

- a. For the first five (5) years of employment, each employee is required to take a minimum of forty (40) hours of vacation leave annually. For each year after five years of employment, each employee is required to take a minimum of eighty (80) hours of vacation leave annually.
- b. If an employee does not use up all accumulated vacation leave by the first day of January of any calendar year, the employee may carry over vacation leave up to the maximum number of hours listed:

Upon completion of 0 to 5 years of service	120 hours
Upon completion of 5 years plus one day to 10 years of service	160 hours
Upon completion of 10 years plus one day to 15 years of service	200 hours
Upon beginning of 15 years plus one day or more of service	240 hours

- c. On the first day of January of a calendar year, an employee will automatically lose any unused vacation the employee has accumulated over the maximum allowed in Section 15.2b. No other compensation will be given to the employee unless granted by the City Council in accordance with Section 15.3.

15.3 In the event an employee anticipates his/her earned vacation will exceed the maximum hours allowed for carry over to the next year, the employee may file a written request with his/her department head prior to the first day of January, that the City convert forty-hour blocks of vacation time into pay or to allow for up to forty (40) additional hours of vacation to be carried over for up to one (1) additional year. Approval or denial

of the request is at the discretion of the City. The conversion of earned vacation to pay or the carryover of forty (40) hours of vacation for up to one (1) additional year may be approved only by the City ~~Administrator~~Manager and only if he/she finds the following conditions exist:

- a. The department head has recommended approval of the request so that work priorities can be accomplished;
- b. The City will benefit more from the employee's continued work than by his/her taking earned vacation time or a clearly justifiable cause;
- c. The employee has taken a minimum of forty (40) hours of vacation during the preceding twelve months.

15.4 All vacations must be scheduled and approved by department heads in advance with due consideration being given to the desires of the employees and to the work requirements facing the department. Vacation schedules may be amended to allow the department to meet emergency situations.

~~**15.5** Vacation leave will not be used in blocks of less than five (5) work days unless approved by the department head.~~

~~**15.6**~~**15.5** An employee who has completed six (6) months of employment and is terminated prior to using any or all of his or her vacation will be paid for the unused portion of the vacation time earned.

~~**15.7**~~**15.6** Employees will not accrue vacation time while on any leave of absence for a period of longer than 30 days, unless required by law.

ARTICLE 16 – FAMILY AND MEDICAL LEAVE

- 16.1** FMLA/OFLA Leave. The City will provide family and medical leave consistent with the federal Family and Medical Leave Act and state law.
- 16.2** Availability. Unpaid leave of absence for up to 12 weeks is provided to eligible employees for certain family or medical reasons. Employees eligible for leave of absence under the Family and Medical Leave Act (“FMLA”) must have worked for the City for 12 months or more and have at least 1,250 hours of service during the 12 months immediately preceding the leave of absence. Employees may request federal Family and Medical Leave for:
- a. The addition of a child to the family through birth, adoption, or placement by foster care,
 - b. A serious health condition of the employee’s spouse, child or parent,
 - c. A serious health condition that prevents an employee from performing his or her job.
- 16.3** Pregnancy Related Leave. An employee with a pregnancy-related disability may be provided with a leave of absence for an additional 12 weeks if she is sick or temporarily disabled by pregnancy. This pregnancy-disability leave is in addition to Federal Family and Medical Leave. To be eligible for such leave, an employee must have worked an average of 25 hours per week during the preceding six months.
- 16.4** Leaves are Concurrent. Any leave, including paid leave, taken for an FMLA- or OFLA-covered reason will run concurrently with FMLA/OFLA leave. Unpaid leaves will run concurrently with unpaid FMLA/OFLA leave where allowed by law. Vacation and accrued sick leave must be substituted for unpaid FMLA/OFLA leave where allowed by law and will not extend the FMLA or OFLA leave entitlement.
- 16.5** Reasonable Notice Required. Employees must give the City thirty (30) days’ notice of the need for leave when it is foreseeable. An employee must make a reasonable effort to schedule treatment for serious health conditions in a manner that does not unduly disrupt business operations.
- 16.6** Medical Certification. The City may require a medical certification of serious health conditions and may require recertification from the employee’s health care provider and second and third opinions from an independent health care provider where appropriate and allowed by law. The City will pay the cost of all second and third medical opinions. The City will require employees returning from leave for their own serious health condition to provide a certification of fitness to return to work.
- 16.7** Intermittent Leave. Generally, intermittent or reduced schedule leave is not available for family leave used for birth, adoption or foster placement. In other situations where intermittent or reduced schedule leave is available, employees may, at the City’s discretion, be temporarily transferred to available alternative positions that better accommodate intermittent or reduced schedule leave.
- 16.8** Leave Calculation Year. The leave calculation year for FMLA/OFLA leave is 12 months starting with the first day leave is taken by the employee (12 month looking forward method).

ARTICLE 17 – SICK LEAVE

- 17.1** Accrual. In order to minimize the economic hardships that may result from an unexpected short-term personal or dependent illness or injury, the City provides regular full-time employees with eight (8) hours of accumulated sick leave per month. (Accrual shall begin during the probationary period for those hired to become regular full-time employees upon successful completion of the probationary period.) The City of Stayton will follow and remain compliant of all Federal and State Sick Leave requirements.
- 17.2** Part-time employees regularly working twenty-five (25) or more hours per week (20 or more hours per week for library employees) will earn sick leave at a rate proportionate to the minimum number of hours the employee is normally scheduled to work.
- 17.3** Sick leave will be calculated as follows: employees hired on the first day of the month through the 14th day of the month begin earning sick leave that effective the first of that month; employees starting on the fifteenth day of the month through the end of the month begin earning sick leave the following month).
- 17.4** Employees are eligible to use sick leave for the following reasons:
- a. Personal illness or physical disability. Illness requiring more than three (3) consecutive days off requires a doctor's release to return to work.
 - b. Quarantine of an employee by a physician for non-occupationally related disability.
 - c. Illness in the employee's immediate family when the employee is needed to care for a dependent living in the employee's household.
 - d. Medical or dental appointments which cannot be scheduled outside regular workday hours.
 - e. Disability or illness caused by pregnancy will be treated in the same manner as any other temporary physical condition requiring time off.
 - f. Funeral Attendance: The employee must actually attend the funeral. Sick leave will be granted as per the following provisions.
 - i. Up to five (5) days if the relative's designation is father, mother, wife, husband, brother, sister, daughter, son, and having one parent in common; and those relationships general called "step." Providing persons in such relationships have lived or have been raised in the family home and have continued an active relationship.
 - ii. Up to three (3) days for relatives such as first cousin, grandparent, grandchild, brother-in-law, sister-in-law, aunt, uncle, nephew, or niece.
 - iii. Up to one (1) sick day will be granted to attend other funeral services.
 - iv. Any additional bereavement leave must be charged to vacation.
- 17.5** Employees will be charged sick leave on the basis of one (1) sick leave hour for each duty hour absent.

- 17.6** Notification of Inability to Work: Employees who are unable to report to work due to personal or dependent illness or injury must contact the immediate supervisor on or before scheduled starting time via phone, voicemail, text, or email. If an employee becomes sick during the day, the supervisor or designee must be directly notified before the employee leaves work. When sick leave is taken to care for a dependent, the City expects that other care arrangements will be made as soon as possible, except where leave for dependent care purposes is provided for by family leave laws and employee is eligible for such leave. The employee must comply with the notice requirements under family leave laws, which may provide for later notification of inability to work than is otherwise required by this policy if the need for the leave is unanticipated.
- 17.7** An employee who uses two (2) working days or less of sick leave, during a calendar year will be credited with a bonus of eight (8) hours of pay at the employee's regular rate of pay.
- 17.8** Unused sick leave benefits may accumulate from year to year to a maximum of six hundred (600) hours. Employees who had accumulated more than four-hundred and eighty (480) hours as July 1, 2002 will not lose any already-accumulated hours. They will not accumulate any more hours, however, unless and until they fall below the 600 hour maximum, after which time they may only accumulate up to the 600 hour maximum.
- 17.9** An employee who has at least one-hundred twenty (120) hours of earned sick leave may, with the approval of the City ~~Administrator~~Manager, donate ten (10) hours' sick leave to a fellow employee twice during each calendar year, provided that the two donations may not be to the same individual. The ~~Administrator~~Manager's determination will be based on his judgment of the need of the individual to receive such sick leave, and his decision is not subject to appeal.
- 17.10** Employees are not paid for unused sick leave upon employment termination.
- 17.11** Concurrent Leaves: Sometimes more than one type of leave may apply to a situation. Where allowed by federal or state law, leaves will run concurrently. This means that sick leave, workers' compensation leave, leave as a reasonable accommodation for a qualified individual with a disability, FMLA/OFLA leave, unpaid leaves of absence, may all run concurrently and be counted against the employee's family medical leave entitlement. The City may designate any type of leave as FMLA/OFLA leave if the leave is used for a FMLA/OFLA purpose covered by the FMLA and/or OFLA.
- 17.12** Medical Certification: An employee on sick leave that is running concurrently with another type of leave, for example, FMLA leave or personal leave, must provide the medical certification required for any and all applicable types of leave.
- 17.13** Employees will not accrue sick leave while on any leave of absence for a period of longer than 30 days, unless required by law.

ARTICLE 18 – JOB CLASSIFICATIONS AND WAGES

18.1 Wages. Employees shall be compensated in accordance with the job grade and salary range chart attached to this Agreement and marked as Addendum "A" as of July 1, 2019. Regular part-time and temporary or seasonal employees shall be compensated for wages in accordance with the hourly rate derived from the salary schedules set forth in this contract.

18.2 Wages for New Positions. In the event a new position is created, the City will establish the wage for the new position and notify the Union.

18.3 Wage Advancement.

- a. Upon completion of six months of employment, employees eligible for retirement benefits shall be granted a one-time six percent (6%) salary increase for the purpose of offsetting subsequent payroll deductions for retirement plan contributions.
- b. Upon the City's determination that an employee has successfully completed his/her probationary period, the employee may be granted an annual step increase on their first anniversary date (measured as one full year of service following date of hire).
- c. Permanent employees, except those who have reached the top salary step for their classification, may be granted an annual step increase on subsequent anniversary dates (measured as each subsequent full year of service following employee's hire date or date of subsequent promotion, i.e., a promotion will result in a new anniversary date) if they receive a performance rating of at least satisfactory, as reflected in a performance appraisal completed by the employee's supervisor.

Employees who have reached the top salary step for their classification shall continue to be subject to annual performance appraisals as a measure of the employee's ongoing performance and as an opportunity to refresh the employee's and supervisor's mutual understanding of the supervisor's performance expectations. Upon a satisfactory evaluation, an employee at the top salary step for their classification will be eligible for an annual percentage bonus based on their annual salary as follows:

- Exceeds Expectations (2.34 and above): 1%
- Meets Expectations (2.11 to 2.33): 0.75%
- Meets Expectations (1.90 to 2.10): 0.5%
- Meets Expectations (1.67 to 1.89): 0.25%

An employee not meeting expectations following their annual review will not be eligible for the bonus.

- d. All salary step increases are discretionary, are subject to availability of funds, and must be recommended by the employee's supervisor and/or Department Head and approved by the City ~~Administrator~~Manager. Annual evaluations shall be

done on a timely basis. When an evaluation is not accomplished by an employee's anniversary date, any merit increase granted to the employee shall be retroactive to the employee's anniversary date. Denial of a merit increase shall not be arbitrary or capricious. Whenever possible, an employee shall be made aware of performance deficiencies upon which a merit increase may be denied and, whenever possible, given an opportunity to correct the deficiency prior to the annual review.

- 18.4** Pay for Temporary Change in Job Grade. Each employee shall be paid at the regular rate of pay for their job grade for all work done, except as follows:
- a. Any employee working out of class at a higher grade job than the employee's regular rating shall be paid a premium of 10% of their regular rate of pay, beginning with the first day of their working out of class.
- 18.5** Pay Period. Employees will be paid on the last day of the month. If the last day of the month, falls on a Saturday or Sunday, payday will be the preceding Friday.
- 18.6** Time Records. Time cards must serve as an accurate record of the time for which each employee is paid wages. Each employee is expected to record accurately all time spent working on City business.

ARTICLE 19 – OTHER LEAVES OF ABSENCE

- 19.1** Military Leave. The City will grant employees military leave in accordance with applicable state and federal law.
- 19.2** Witness or Jury Duty. When an employee is called for jury duty or is subpoenaed as a witness in court, he/she will not suffer any loss and will receive his/her regular wages while serving on the jury or serving as a witness. Employees serving as jurors or as a witness will transfer to the City any payment he/she receives for the performance of this duty, except mileage reimbursement. The employee will be granted a reasonable time-off duty to serve as a witness or juror without loss of pay, earned vacation, or sick leave. This provision does not apply to any absence when the employee is a plaintiff in the litigation, or a defendant in litigation which did not arise in the course of the employee's employment and does not relate to the performance of the employee's official duties.
- 19.3** Leaves of Absence Without Pay. The City may grant a leave of absence without pay to an employee for good and sufficient reasons as determined by the City, in its sole discretion. Authorized leave of absence without pay shall not interrupt prior or continuous employment; however, the employee shall not be credited with earned annual leave, sick leave or any other benefits during the period of authorized leave of absence. Anniversary dates for the accrual of annual leave shall be adjusted for periods when employees are on authorized leave of absence or leave without pay status. If a leave of absence without pay is granted, the employee shall not accumulate seniority during such absence, will receive no benefits during such absence, and may be reinstated upon return to work from the leave of absence without pay subject to the following:
- a. An employee must have exhausted all applicable paid leaves (sick leave, vacation leave, etc.) prior to being eligible to request a leave of absence without pay; and
 - b. Subject to the City's prior approval, a leave of absence without pay may be for up to twelve (12) months. An employee who is permitted by the City to return to work from a leave of absence without pay shall report to work within 24 hours of the final date of the leave or be subject to termination; and
 - c. If the City approves a leave of absence without pay, approval shall be in writing and shall indicate the starting date and ending date of such leave of absence without pay; and
 - d. The employee's return to work is subject to the City's approval based on the City's sole assessment of availability of positions, work load, service needs, budget constraints and changes in work.

ARTICLE 20 – POLICIES OF GENERAL APPLICATION

The City shall have the right to adopt a “Uniform Personnel Policy and Procedure” document applicable to the bargaining unit which provides for personnel policies not inconsistent with those policies in this Agreement which constitute mandatory subjects of bargaining. If any part of the Uniform Policy conflicts with this Agreement, this Agreement shall prevail until the parties have bargained concerning the subject to impasse or agreement.

20.1 Drug Testing. The City may adopt and enforce a drug testing policy, which may include reasonable suspicion, pre-employment, follow-up and return-to-work drug and/or alcohol testing. Employees possessing a CDL will also be subject to random and post-accident testing in accordance with DOT regulations. The parties agree that such policy will provide for an opportunity to continue working following a first positive drug or alcohol test, provided the employee complies with the policy’s requirements for continued employment, and that it will provide for immediate termination of employment upon a second positive drug or alcohol test.

20.2 Job Vacancy, Job Posting, Promotions. Employees covered by this Agreement may apply for available positions. Job announcements will be posted in the affected department and on a central bulletin board when a job vacancy or new position becomes available and will reflect, at a minimum:

- a. The department where the opening exists, contact person and telephone number;
- b. Classification specifications and required qualifications (i.e., education, training, skills, experience);
- c. Job title;
- d. Salary range;
- e. Opening and closing date;
- f. Date posted.

It is the City's right and option to determine whether or not to fill a vacant position, and the manner of filling the position. Job announcements will be posted for a minimum of a five (5) work day period. The City has the right to implement outside postings and advertise concurrent with bargaining unit postings.

Any employee or outside applicant applying for a posted position shall comply with the selection process established by the City and complete an employment application form. This application will be submitted to the City ~~Administrator~~ Manager. Requirements for the position must be met as described in the appropriate job announcement.

The City shall have the right to select the individual for the available position, whether it be a current employee or an outside applicant. The City shall make the sole determination taking into consideration knowledge, skill, ability, past performance, experience and competence. Changes from a higher to a lower job classification may be made at the request of an employee with the approval of the person responsible for the supervision over them and the Department Head.

20.3 Trial Service Period.

- a. A regular employee who is promoted ~~or transferred~~ to another position, shall serve a six (6) month trial service period to demonstrate their fitness to perform the duties of the new position. Should a regular employee who has been promoted within a department fail to qualify for the higher classification or should they decide they do not want the job, the employee shall be returned to their previous job within the department within six (6) months of accepting the position.
- b. A regular employee who is transferred laterally to another position at the same pay grade will not be subject to a new trial service period.
- c. New, full-time employees are subject to a one year probationary period per Article 2.1.
- ~~g~~-d. New part-time employees are subject to a six month probationary period per Article 2.2.

20.320.4 Uniforms. The City will provide employees with uniforms if such uniforms are required by the City, provided, however, that the maximum expenditure for such uniforms shall be \$450 per employee, per year. The \$450 maximum shall not include rain gear or safety glasses for public works employees, which also shall be provided by the City

20.420.5 Certifications and Licenses. The City shall pay for all fees associated with the maintenance of licenses or certifications which are a condition of employment with the City, including CDLs, and the physical exams associated with CDLs, provided, however, that if health insurance covers the physical exam, the City will pay only the employee's actual out-of-pocket expense for the CDL physical exam.

ARTICLE 21 – ON-CALL AND CALL-BACK PAY

This Article 21 shall apply to Public Works employees only.

- 21.1** Public Works field employees shall forego the carrying of their pager. In place of carrying the pager the department shall formulate a rotating list by inverse seniority to be called out in case of emergencies. Employees shall be paid time and ½ their normal rate of pay for all hours worked when they respond to an after-hour problem with a minimum two (2) hour call out.
- 21.2** Wastewater treatment facility employees will rotate on-call duty and carry a cellphone for after hour emergencies. The phone duties shall be assigned and rotated for 7 days per week. The designated employees will respond to after-hour emergencies. Employees will be compensated \$30.00 per day for each day they carry the phone plus time and ½ their normal rate of pay for all hours worked when they respond to after-hours problems with a minimum two (2) hour call-out.
- 21.3** Employees carrying a cellphone as described in Sections 21.2 above may take a service truck home for the duration of the time they are scheduled to carry the cellphone and live within twenty five (25) miles of the City Limits, or at the discretion of the City ~~Administrator~~Manager.
- 21.4** Public Works employees who take City vehicles home after-hours shall not use the City vehicles for personal business.
- 21.5** When the on-call person receives a call, they will respond to the emergency within twenty (20) minutes of the page.

ARTICLE 22 – NON-DISCRIMINATION

- 22.1** Union Activities. The City and the Union agree not to discriminate against any employee due to legitimate activities for or against the Union, including membership or non-membership in the Union.
- 22.2** Protected Classifications. The parties agree not to discriminate against any employee due to race, color, national origin, religion, age, sex, sexual orientation, marital or family status, or disability which may be accommodated reasonably.

ARTICLE 23 – COMPLETE AGREEMENT

All employee rights and benefits shall be limited to the express terms of this Agreement. The parties agree that upon the effective date of this Agreement, all prior practices, understandings, grievance settlements, side letters, and any department agreements shall be null and void, whether written or oral. Any new agreements must be in writing and signed by both parties.

ARTICLE 24 – BARGAINING UNIT WORK

The parties agree that no work “belongs” to any particular classification, or to the bargaining unit. Nothing in this Agreement shall limit the right of any individual to perform any work duties, or limit the City’s ability to assign any individual, whether inside or outside the bargaining unit, to perform any duties whatsoever.

ARTICLE 25 – SAVINGS CLAUSE

All expenditures and obligations imposed hereunder must meet requirements of Oregon law, and if applicable, Federal Law. This Agreement shall in all respects, wherever the same may be applicable herein, be subject and subordinate to the ordinances of the City within its statutory jurisdiction, and shall further be subject and subordinate to the statutes of the State of Oregon. Should any Article, Section or portion thereof of this Agreement be held unlawful and unenforceable by any court of competent jurisdiction, such decision of the court shall apply only to the specific Article, Section or portion thereof directly specified in the decision. Upon the issuance of such a decision, the parties agree immediately to negotiate a substitute for the invalidated Article, Section or portion thereof.

ARTICLE 26 – SAFETY

- 26.1** Employee Responsibility. Every employee is responsible for safety. To achieve the City goal of providing a safe workplace, everyone must be safety conscious. Employees shall report unsafe or hazardous conditions directly to a supervisor immediately. Employees will participate in all required safety training programs offered by the City.
- 26.2** Management Responsibility. The City acknowledges the importance of providing a safe workplace. The City will follow all applicable state and federal laws related to workplace safety, including maintaining a safety committee in accordance with state law.

ARTICLE 27 – HEALTH AND WELFARE

- 27.1** Health Benefits. The City retains the right to change insurance carrier, and/or plan features, if premium increases in the current plans make such action appropriate, or for any other legitimate business reason. The City agrees that in the event that it determines that such changes are necessary, it will make every effort to continue to offer medical plans with benefits. In the event that the City determines that a change in carrier or plan features becomes necessary under this provision, it will notify the Union of the proposed change(s) and discuss same. The parties acknowledge that they do not have control over tier structure or the plan year configuration of the insurance provider, but do recognize the potential duty to bargain significant impacts caused by such changes.

The City shall agree to fund the existing (HRA VEBA) accounts each year. Regular Part-time employees with City medical plan coverage, HRA/VEBA contribution paid by the City will be based on the pro-rated benefit outlined in Article 2.2. Employee contributions in future years shall increase by an amount equal to 25% of any premium increases.

- 27.2** Life Insurance. The City shall provide life insurance coverage for each employee in the amount of \$10,000, and shall provide coverage for employees' insured dependents in the amount of \$10,000, both at no cost to the employee.

- 27.3** Retirement. The City shall continue the retirement plan in effect as of July 1, 2004, including employee contributions effective as of that date, provided, however that the City retains the right to change plan administrator and/or plan features, if actuarial valuations or changes in the law make such action appropriate, or for any other legitimate business reason. The City agrees that in the event that it determines that such changes are necessary, it will make every effort to offer substantially equivalent benefits.

In the event that the City determines that a change in the plan is necessary, it will notify the Union of the proposed change(s) and bargain with the Union over the impact of such change(s), upon request from the Union. In the event that the City determines that a change in plan or plan administrator is necessary, the City shall arrange a presentation to employees to explain the change(s) and answer questions.

Notwithstanding the foregoing, the City retains the right to make fiduciary decisions regarding the plan consistent with the plan documents.

Any changes to the plan will apply to all plan participants.

Any plan document changes shall be provided to the Union.

- 27.4** Other Benefit Plans. The City shall continue all other current Benefit Plans, all of which are made available to City employees at the employee's own cost, and with no cost to the City. The City shall continue the foregoing plans as long as the plans are available, and as long as there is no cost to the City to continue those plans. In the event that one or more of the foregoing plans is no longer available, and/or is no longer available at no cost to the City, the City will notify the Union.

- 27.5** Health and Wellness Committee. The City shall assist with the formation of a Health and Wellness Committee whose membership will be inclusive of all City departments. The

Committee will be tasked with making a recommendation for a Health and Wellness program for employees. The City will commit to funding the program annually at an amount not to exceed \$6,000.

ARTICLE 28 – WAGE SCALE and COLA

Note: Rate of Progression Step increments is 5%

28.1 Advancement from one step to the next shall be in accordance with Section 18.3 (B) and (C) of the Collective Bargaining Agreement.

28.2 Cost-of-living adjustment (COLA). Effective July 1, 201~~69~~⁷⁰ and July 1, 201~~70~~⁷¹, the COLA shall be based on the all-US CPI-W over the prior twelve month period beginning May 1st and ending April 30th, with a minimum of ~~10~~¹⁰% and a maximum increase of ~~23~~²³% in each year. ~~The wage adjustments effective July 1, 2018 shall be determined by the parties in a limited wage re-opener negotiation to determine wage adjustments and other issues related to the implementation of the wage/total compensation comparability study which the City will conduct prior to that time.~~

ARTICLE 29 – WAGE/TOTAL COMPENSATION COMPARABILITY

~~29.1~~ — The City of Stayton and AFSCME agree that a Total Compensation Wage Study is a priority and needs to be performed for all paid City of Stayton positions, exempt and non-exempt. Recognizing that emergent needs can shift focus and resources, the City agrees to make a good faith effort to adhere to the following timeline:

~~a.~~ The parties agree that updated and correct position descriptions must be in place prior to beginning the study. The position descriptions update will be completed by April 1, 2017.

~~A vendor will be selected by August 1, 2017. The City will involve AFSCME in the selection of an organization/vendor to complete the study, input on which cities will be used for comparability and access to the final Total Compensation Wage Study. The goal is to have the study completed by March 1, 2018.~~

~~b.29.1~~ The City of Stayton and AFSCME agree that the Classification and Compensation Study completed by McGrath Human Resources Group will be implemented as presented in Appendix E of the Executive Report.

IN WITNESS WHEREOF, the parties hereto have set their hands this ____ day of _____, 2019.

CITY OF STAYTON, OREGON

COUNCIL 75, AMERICAN FEDERATION
OF STATE, COUNTY & MUNICIPAL
EMPLOYEES

By: _____
Henry A. Porter, Mayor

By: _____
Randy Ridderbusch, Council Representative
Oregon AFSCME Council 75

By: _____
Keith D. Campbell
City ~~Administrator~~Manager

By: _____
Kendall Smith
President Local 3222

Attest: _____
Alissa Angelo
Deputy City Recorder

By: _____
Jason Miley
Bargaining Team Member



CITY OF STAYTON
M E M O R A N D U M

TO: Mayor Henry Porter and the Stayton City Council
FROM: Dan Fleishman, Director of Planning and Development
Lance Ludwick, Director of Public Works
DATE: June 17, 2019
SUBJECT: Ordinance 1034 Adopting the 2019 Transportation System Plan, Comprehensive Plan Amendments, and Associated Land Use Code Amendments

ISSUE

The issue before the City Council is a public hearing on the proposed update to the City's Transportation System Plan (TSP). Associated with the update to the TSP are proposed amendments to Chapter 4 of the Comprehensive Plan on transportation, and proposed amendments to Title 17 of the Municipal Code on Land Use and Development. Following the public hearing, the Council is requested to consider Ordinance 1034.

BACKGROUND

State law requires the City to prepare and adopt a Transportation System Plan in order to plan for necessary improvements to the various components of our transportation system to accommodate projected growth within the city. Stayton's current TSP was written in 2002-2003 and adopted in 2004. In 2018 the City contracted with Kittelson & Associates and Angelo Planning Group to update the TSP.

The City created a Technical Advisory Committee and a Public Advisory Committee to guide the process. The Technical Advisory was made up of the City Engineer, representatives from Marion County Public Works, Oregon Dept of Transportation, and Dept of Land Conservation and Development. The Public Advisory had representation from the City Council and Planning Commission, the Stayton-Sublimity Chamber of Commerce, some of the City's industrial businesses, the Stayton Fire District, and citizens. Each committee met three times during the update process and provided input to staff and the consultants.

In addition there were two public open houses and a website set up to gather input. There were two presentations to the City Council at which the Planning Commission was invited.

ANALYSIS

The TSP is an appendix of the Comprehensive Plan. As such, it, and the Comprehensive Plan text amendments that are before the City Council must be consistent with the Statewide Planning goals and Guidelines adopted by the Land Conservation and Development Commission, the Oregon Transportation Plan, and the Oregon Transportation Planning Rule (OAR 660 Division 12). The draft ordinance includes appropriate findings relative to each of the above requirements.

The TSP consists of two volumes. Volume I is the Plan itself and is made up of the following components:

- Goals, Objectives and Evaluation Criteria
- Pedestrian Plan
- Bicycle Plan
- Transit Plan
- Motor Vehicle Plan
- Other Travel Modes
- Funding Implementation & Monitoring

Volume II includes the four technical memoranda that were prepared by the consulting team during development of the TSP and the background technical data for those memoranda. Also in Volume II is the proposed changes for design standards. Volume II includes:

- TM 1: Plans and Policies
- TM 2: Goals, Objectives and Evaluation Criteria
- TM 3: Existing and Future Conditions (including the traffic counts, turning movements counts at each intersection studies and detailed crash data)
- TM 4: System Alternatives
- Final Design Standards Proposed Changes

Volume I is included in the City Council packet. Volume II has not been provided to the Council in your packet because it is over 300 pages of technical information, but is posted on the City's website (as is Volume I). Paper copies can be provided if any Councilor requests.

In addition, there are amendments to Chapter 4 of the Comprehensive Plan included in the ordinance. These are updates to the summary of transportation issues, facilities, and services and rewording the goals, policies and actions in the Comprehensive Plan.

Finally, there is a set of amendments to the Land Use and Development Code. These amendments establish a requirement to assess the impact of all code amendments on transportation facilities, clarify the standards for site plan review, allow reductions in required off-street parking when transit service is available, update the standards for streets in subdivisions, update the access management standards, and establish a new standard that requires nonresidential development to accommodate transit when located adjacent to an existing or planned transit stop.

Also included in the packet is written testimony received regarding the TSP.

Depending on the nature of any public testimony at the public hearing, the findings in the Ordinance may need to be revised.

RECOMMENDATION

The Planning Commission has recommended adoption of the TSP, Comprehensive Plan amendments and Code amendments. Staff recommends adoption of Ordinance 1034 as presented.

OPTIONS AND MOTIONS

The City Council is presented with the following options.

1. Continue the hearing

Move to continue the public hearing until July 1, 2019.

2. Close the hearing and approve the first consideration of Ordinance 1034

Move to approve Ordinance No 1034 as presented.

The City Recorder shall call the roll and the names of each Councilor present and their vote shall be recorded in the meeting minutes. If the vote is unanimous, Ordinance No. 1034 is enacted and will be presented to the Mayor for his approval.

If the vote is not unanimous, Ordinance No. 1034 will be brought before the Council for a second consideration at the July 1, 2019 meeting.

3. Close the hearing and approve the Ordinance with modifications

Move to approve Ordinance No. 1034 with the following changes ... and direct staff to incorporate these changes into the Ordinance before the Ordinance is presented to the City Council for a second consideration.

The City Recorder shall call the roll and the names of each Councilor present and their vote shall be recorded in the meeting minutes. If the first consideration is approved, Ordinance No. 1034 will be brought before the Council for a second consideration at its July 1, 2019 meeting.

4. Close the hearing and continue deliberations until July 1

Move to continue the City Council's review of the TSP, Comprehensive Plan Amendments and Code Amendments until July 1, 2019.

Stayton Industrial Properties

June 05,2019

Mayor and City Council Members,

I am writing to express my opinion to you on the proposed Transportation System Plan (TSP). I am sorry I can't attend the meeting, but I have a previous commitment which takes me out of town on Monday the 17th.

I am opposed to your adopting this new plan from Kittelson & Associates for several reasons, which I will attempt to outline here.

The first objection to the plan is that it fails for the same reason that the current TSP that was adopted in 2004 failed. The proposed needs or wants outlined in the document is a wish list that drives the systems development charges for all developments within the city to levels that aren't proportionate to the current and projected needs of the transportation system. The expenses are just too great and therefore the price to develop is beyond what is financially feasible. The costs for the outlined needs for the system updates are much too expensive. There are improvements that aren't true needs for the next 20 year time frame.

Consequently, projects are abandoned and the City's economic growth stagnates. I will outline specifically two projects that fit this category:

- 1) The first is the roundabout that is proposed for Wilco Rd. & W. Washington St/ Stayton Rd. It is shown on page # 54 of the Kittelson May 2019 Draft TSP. The justification for doing this project is outlined in Table 11 on page # 52. This table shows that as the intersection currently exists the delay time in the PM Peak Hour Operation and Evaluation is 12.0 sec., and the level of service is "B". The status of this intersection in the year 2040 is projected to be a 13.6 sec. delay, and the level of service of "B". This project is designated as High priority (pg. # 50) and has a cost of \$1,640,000 to build the new roundabout, without the costs of obtaining additional right of way. There is no justification for this project to be included in the Draft TSP. There isn't even a need for a traffic signal in 2040 at this intersection.

2) I ask that you look at the data justifying the roundabout for the Tenth Avenue S-Curves at E. Santiam St. This is a \$1,500,000 High priority project, but as shown on page # 55 the level of service is an "A" now and in the year 2040. The PM Peak Hour time delay for the existing scenario is 6.5 sec. and in 2040 it will be 8.9 sec. This project shouldn't be in the proposed TSP.

Additionally, I could go over the entire proposed TSP, but I know that you can review the document that is presented and understand the consequences of adding unnecessary projects that shouldn't be listed. These costs are combined to determine the total funds needed and that are paid for in the systems development charges (SDC's) assessed against proposed development projects throughout the City. If these costs include projects that are not needed within the next 21 years, then the SDC charges will be excessive. These improvements include, bike lanes (pg. # 31) and sidewalks (pgs. # 23 - # 25) on both sides of the streets, turn lanes for the full length of some arterials and collectors (pg. # 43). The cumulative transportation funding projections are \$28,182,079 through the year 2040 (pg. # 63). The funding availability could be between \$6.7 and \$14.3 million, depending upon street maintenance needs, over the next 21 years (pg. # 63). The overall transportation improvement prioritization summary (pg. # 67) shows \$14,325,000 for high priority projects, and a total of \$71,000,000 for all projects. This is only for transportation, not utilities, regional storm water retention basins, sewerage treatment, street maintenance, and so on.

The TSP plan that is proposed for adoption is a wish list that can't be achieved and that is an impediment to the economic growth of the City. Stayton with a population of 7,800 people needs to choose their priorities wisely and with the goal of budgeting for what is needed and what is achievable.

Thank you for this opportunity to voice my concerns directly to you.

Sincerely,



Lee R. Moyer, Managing Partner

ORDINANCE NO. 1034

AN ORDINANCE ADOPTING AN UPDATED TRANSPORTATION SYSTEM PLAN, AMENDING THE STAYTON COMPREHENSIVE PLAN, AND AMENDING TITLE 17 OF THE STAYTON MUNICIPAL CODE (SMC)

WHEREAS, Oregon statutes and administrative rules require every municipality to enact a Comprehensive Plan and land use regulations in conformance with Statewide Planning Goals and Guidelines, and coordinated with other affected units of government;

WHEREAS, Statewide Planning Goal 12 requires cities, counties, metropolitan planning organizations, and ODOT to provide and encourage a “safe, convenient and economic transportation system.” This is accomplished through development of Transportation System Plans based on inventories of local, regional and state transportation needs. Goal 12 is implemented through OAR 660, Division 12, also known as the Transportation Planning Rule (TPR). The TPR contains numerous requirements governing transportation planning and project development;

WHEREAS, the Oregon Transportation Plan (OTP) is the State’s long-range, multimodal transportation plan and is the overarching policy document for a series of modal and topic plans with which a local TSP must be consistent;

WHEREAS, the City of Stayton last adopted a Transportation System Plan in 2004 and that TSP is in need being updated;

WHEREAS, upon setting out to update the TSP, the City of Stayton formed a Technical Advisory Committee (TAC) composed of City staff and representatives of Marion County Public Works, the Oregon Department of Transportation, and the Oregon Department of Land Conservation and Development, and a Public Advisory Committee (PAC) made up of elected and appointed City officials, and members of the public representing business, industry, and residents. The TAC and the PAC each met on three occasions to review the technical memoranda, the policy alternatives, and the draft TSP;

WHEREAS, during the course of developing the draft TSP there were three public open houses held to discuss the findings of existing conditions, the policy alternatives, and the draft recommendations and opportunities for public involvement were made available throughout the TSP update process via the project website;

WHEREAS, the City’s consultants have recommended text amendments to Chapter 4 of the Comprehensive Plan and to Title 17 to implement the TSP and to bring the City’s Land Use and Development Code into compliance with the requirements of the State;

WHEREAS, the notice of the first public hearing on the draft TSP, Comprehensive Plan amendments, and Land Use Code amendments was sent to the Oregon Department of Land Conservation and Development on April 24, 2019;

WHEREAS, the Stayton Planning Commission held a public hearing on May 28, 2019 and following the public hearing recommended adoption of the TSP, the Comprehensive Plan amendments, and Land Use Code amendments;

WHEREAS, the Stayton City Council held a public hearing on June 17, 2019;

WHEREAS, based on the record before it, the Stayton City Council makes the following findings:

1. In accordance with ORS 197.225 local governments are required to adopt comprehensive plans and land use regulations in accordance with Statewide Planning Goals and Guidelines established by the Land Conservation and Development Commission. The following is an analysis of the compliance with each of the Statewide Planning Goals and Guidelines that are applicable.

Statewide Planning Goal 1 is to develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process. Goal 1 requires the development of a citizen involvement program that is widespread, allows two-way communication, provides for citizen involvement through all planning phases, and is understandable, responsive, and funded.

Finding: A number of stakeholders and community members shaped the Draft 2019 Stayton TSP. The project was guided by a Technical Advisory Committee (TAC) and a Project Advisory Committee (PAC). The TAC consisted of representatives from Stayton, Marion County, Oregon Department of Transportation (ODOT), and the Department of Land Conservation and Development (DLCD). The PAC consisted of residents and property owners with an interest in transportation and included members of the Stayton Planning Commission and City Council. The PAC served as the voice of the community and helped ensure that the goals and objectives of the TSP update reflected Stayton's needs. Members of the advisory groups reviewed and commented on technical memoranda and participated in committee meetings, community meetings, and City Council/Planning Commission sessions. The project team met with the project advisory committees three times at key points during the TSP update process.

Opportunities for public involvement were made available throughout the TSP update process via the project website (<http://sites.kittelson.com/StaytonTSP>), which provided continuous web-based access to communications about upcoming committee meetings, community meetings, and work sessions. The City also hosted two community meetings at the Stayton Public Library – Open House #1 in October 2018 and Open House #2 in January 2019. Both community meetings were accompanied by an online community meeting that offered participants the same opportunities to provide input on project materials and share their concerns related to the transportation system. For the online Open House #1, the project website included an interactive map that allowed anyone with access to a computer to provide comments to the project team about transportation-related issues within the community. The project team also met with the Planning Commission and City Council twice to provide updates regarding the planning process.

Title 17 implements Goal 1 by providing for a community participation process for land use decisions. The Stayton Land Use and Development Code requires Comprehensive Plan and Code amendments to be reviewed first through a public hearing process by the Planning Commission, followed by a public hearing before the City Council. The City Council makes the final decision through this legislative amendment process. Both reviews require public notice and public hearings with the opportunity for written and oral testimony.

Statewide Planning Goal 2: is to establish a land use planning process and policy framework as a basis for all decision and actions related to use of land and to assure an adequate factual base for such decisions and actions. This goal requires that a land use planning process and policy framework be established as a basis for all decisions and

actions relating to the use of land. All local governments and state agencies involved in the land use action must coordinate with each other. City, county, state and federal agency and special districts plans and actions related to land use must be consistent with the comprehensive plans of cities and counties and regional plans adopted under Oregon Revised Statutes (ORS) Chapter 268.

Finding: The City has an established land use planning process and a policy framework that is the basis for the decision on this request. The policy framework is found in the City's acknowledged Comprehensive Plan, which includes policies and goals relevant to the decision on this request. Amendments to the City's Comprehensive Plan become part of the policy framework that serves as the basis for decisions and actions related to the use of land. The proposal is to replace the currently adopted 2004 TSP with the Draft 2019 TSP, to be adopted and incorporated by reference as an element of the City's Comprehensive Plan.

Existing state, regional, and local plans, policies, and regulations relevant to the 2019 TSP were reviewed and summarized in Technical Memorandum 1: Plans and Policy in order to guide the development of the TSP.

Coordination between state, regional, and local agencies was accomplished through both the project management team, which included key City staff members, and the TAC. Members of the TAC that provided guidance on the development of the TSP included representatives from multiple agencies, including, DLCD, ODOT and Marion County.

The proposal is to adopt the 2019 TSP, and to amend the Comprehensive Plan and the Stayton Land Use and Development Code, consistent with the City's regulations regarding legislative land use decisions. The Planning Commission and City Council hearings are open to the public. The Planning Commission hearing was held on May 28, 2019, and the City Council will hold a hearing prior to consideration of an ordinance to adopt the TSP, Comprehensive Plan amendments and Code amendments.

Statewide Planning Goal 9 is to provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens. This goal requires that local comprehensive plans and policies contribute to a stable and healthy economy in all regions of the state.

Findings: Draft TSP Goal 9 is Community and Economic Vitality and states that it is the City's intent to "provide a transportation system that supports existing industry and encourages economic development in the City." The draft TSP was developed consistent with the objectives under this goal, which include planning for the efficient movement of goods; identifying lower cost options or provide funding mechanisms for transportation improvements necessary to support development; and encouraging recreational tourism. The draft TSP identifies and prioritizes multiple projects - including improvements to intersections, roadways, sidewalks, and bicycle facilities - that will support employment areas, enhance freight movement, and enhance recreational routes. Specific intersection and roadway improvements, such as those at Shaff/Wilco and the Golf Lane realignment, were specifically identified to support anticipated future commerce in currently undeveloped areas. This proactive planning will help Stayton support new business.

Street classifications and standards have been reviewed and updated through this planning process. These standards ensure that future multi-modal street design can support adjacent existing and future land uses, including retail and employment centers within City Limits.

Statewide Planning Goal 11 is to plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development. Goal 11 requires cities and counties to plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development. The goal requires that urban and rural development be "guided and supported by types and levels of urban and rural public facilities and services appropriate for, but limited to, the needs and requirements of the urban, urbanizable and rural areas to be served."

Findings: The TSP provides guidance for managing, operating, and improving the transportation system. Transportation facilities – including roadways, bikeways, sidewalks, and multi-use paths – are a primary type of public facility and are managed by public agencies including the City, Marion County, and ODOT. The TSP documents existing conditions and future needs for the City’s transportation system based on planned land uses; proposed improvements and implementation measures are intended to meet the community’s needs and improve safety and increase efficiency of existing roadways.

The TSP includes access spacing standards that balance the need to provide safe, efficient travel for motorists with the ability to access individual properties and destinations. Access management standards are designed to reduce congestion and crash rates, lessen the need for roadway widening, and to conserve energy and reduced air pollution. Table 7 of the TSP identifies the minimum public street intersection and private access spacing standards for streets in Stayton. Proposed amendments to the access spacing standards in the Land Use and Development Code (Section 17.26.020 Access Management Requirements and Standards) ensure that development requirements are consistent with the updated roadway functional classifications and corresponding access management standards.

The TSP was guided by and developed to be consistent with relevant transportation goals and policies found in the Comprehensive Plan. In addition, transportation goals, policies, and action items in the Comprehensive Plan are proposed to be updated to reflect and be consistent with the project goals and objectives.

Land Use and Development Code amendments include amendments to help protect the function of existing and future transportation facilities. They are proposed to implement the TSP, as required by the Transportation Planning Rule (OAR 660-012-0060). The amendments strengthen coordination with other transportation agencies and clarify transportation improvement requirements.

Statewide Goal 12 is to provide and encourage a safe, convenient and economic transportation system. Goal 12 requires cities, counties, metropolitan planning organizations, and ODOT to provide and encourage a “safe, convenient and economic transportation system.” This is accomplished through development of Transportation System Plans based on inventories of local, regional and state transportation needs. Goal 12 is implemented through OAR 660, Division 12, also known as the Transportation Planning Rule (TPR). The TPR contains numerous requirements governing transportation planning and project development.

Findings: The City of Stayton TSP is a long-range plan that sets the vision for the City's transportation system, facilities, and services to meet state, regional, and local needs for the next 20 years. An inventory of the multimodal transportation system served as the basis for the existing and future conditions analyses. The analyses focused on identifying gaps and deficiencies in the multimodal transportation system based on current and forecast future performance. For each gap and deficiency, solutions were evaluated to address the system needs. This process led to the development of projects, which were then prioritized using the project evaluation criteria and organized by priority. The draft TSP contains the recommended projects to address the existing and future gaps and deficiencies in the City's transportation system.

In addition, transportation-related amendments to the Comprehensive Plan and the Land Use and Development Code will aid in the City's ability to implement the TSP. Amendments to the Comprehensive Plan include goals, policies, and action items reflect the project goals and objectives and will help guide the City's future land-use decisions. Proposed code amendments provide additional standards to promote pedestrian and bicycle circulation and support alternate modes through modified motor vehicle parking requirements and transit-related requirements.

2. The Oregon Transportation Plan (OTP) is the State's long-range, multimodal transportation plan. The OTP is the overarching policy document for a series of modal and topic plans that together form the state's TSP. A local TSP must be consistent with applicable OTP goals and policies. Findings of compatibility will be part of the basis for TSP approval. The following is an analysis of how the 2019 Stayton TSP complies with State transportation policy:

POLICY 1.2 – Equity, Efficiency and Travel Choices. It is the policy of the State of Oregon to promote a transportation system with multiple travel choices that are easy to use, reliable, cost-effective and accessible to all potential users, including the transportation disadvantaged.

Findings: Objectives in the draft 2019 TSP are intended to guide the City's future transportation and land use decision-making. A number of the objectives in draft TSP Section 2 address equity and transportation choices, including those under Goal 3 Equity, which charges the City with providing an equitable, balanced, and connected multi-modal transportation system.

As noted in the findings to Goal 12, above, the TSP plans for a multi-modal system and includes prioritized projects that benefit bicycling and walking, as well automotive mobility and safety. Roadway standards are designed to accommodate all users of public right-of-ways, including motorists, pedestrians, and bicyclists. Street design standards are based on functional classification and surrounding land uses (see draft TSP Figure 8 and Exhibits 1-6). In addition to roadway improvements, the TSP identifies specific sidewalk and crosswalk enhancement projects (draft TSP Table 2 and Figure 3) and bicycle projects (draft TSP Table 3 and Figure 5) to promote travel choices.

POLICY 2.1 - Capacity and Operational Efficiency. It is the policy of the State of Oregon to manage the transportation system to improve its capacity and operational efficiency for the long term benefit of people and goods movement.

POLICY 2.2 – Management of Assets. It is the policy of the State of Oregon to manage transportation assets to extend their life and reduce maintenance costs.

Findings: As noted in the findings to Goal 11, above, updated transportation standards planned for in the draft TSP and implemented through the Land Use and Development Code preserve the function and capacity of roadways within Stayton. TSP standards include access spacing standards; draft TSP Table 7 summarizes the City’s access spacing standards for City streets and driveways.

POLICY 3.1 – An Integrated and Efficient Freight System. It is the policy of the State of Oregon to promote an integrated, efficient and reliable freight system involving air, barges, pipelines, rail, ships and trucks to provide Oregon a competitive advantage by moving goods faster and more reliably to regional, national and international markets.

POLICY 3.2 – Moving People to Support Economic Vitality. It is the policy of the State of Oregon to develop an integrated system of transportation facilities, services and information so that intrastate, interstate and international travelers can travel easily for business and recreation.

Findings: OR 22 is designated as a statewide National Highway System freight route in the 1999 Oregon Highway Plan (OHP). Roadways under the State’s jurisdiction must comply with mobility targets and access management standards in the OHP (see explanation in draft TSP Motor Vehicle Plan, Access Management Standards). OR 22 is part of the transportation framework that supports industrial and employment areas in Stayton.

Draft TSP Goal 9 Community and Economic Vitality states that the City will provide a transportation system that supports existing industry and encourages economic development in the City. The planning process ensured that the resulting transportation system accommodates the freight system. Criteria for evaluating alternatives included improving the function of regionally significant corridors and improving travel reliability and efficiency of major travel routes. The use of freight vehicles on roundabouts was specifically evaluated during the development of alternatives.

POLICY 4.1 - Environmentally Responsible Transportation System. It is the policy of the State of Oregon to provide a transportation system that is environmentally responsible and encourages conservation and protection of natural resources.

Finding: Goal 4 (Environmental) of the TSP is to “limit and mitigate adverse environmental impacts associated with traffic and transportation system development.” The TSP identifies projects that support alternative modes of transportation to allow individuals to reduce single occupancy vehicle trips, specifically projects that support walking and bicycling (see draft TSP Tables 2 and 3 and Figures 3 and 5).

POLICY 5.1 – Safety. It is the policy of the State of Oregon to continually improve the safety and security of all modes and transportation facilities for system users including operators, passengers, pedestrians, recipients of goods and services, and property owners.

Findings: Technical Memorandum 3, Existing and Future Conditions describes traffic safety outcomes in Stayton between 2011 and 2015. Locations and crash trends noted in this memorandum were evaluated for safety improvements; alternatives intended to improve safety outcomes and reduce crashes occurring in Stayton are included in Technical Memorandum 4: System Alternatives.

The draft TSP Pedestrian Plan and Bicycle Plan include a number of projects that provide separation between the flow of vehicle traffic and pedestrians and cyclists. Crosswalk enhancements and bicycle improvement projects are included in the ODOT All Roads Transportation Safety (ARTS) approved countermeasures list; projects on this list could be eligible for State ARTS funding.

In addition, there are projects listed in the draft TSP Motor Vehicle Plan that improve safety outcomes for two high-crash intersections on OR 22 : OR 22/Fern Ridge Road and Cascade Highway/OR 22 WB Ramps (also see Technical Memorandum 3: Existing and Future Conditions). While local funding is not proposed, due to the fact that these intersections are outside the urban growth boundary and on ODOT facilities, these improvements will enhance safety for Stayton motorists. Project M6 at N First Avenue/Washington Street is also a safety project; changing the left-turns at this intersection from permissive to protected eliminates conflicts between left-turning vehicles and oncoming through vehicles.

POLICY 7.1 – A Coordinated Transportation System. It is the policy of the State of Oregon to work collaboratively with other jurisdictions and agencies with the objective of removing barriers so the transportation system can function as one system.

Findings: ODOT and Marion County are the primary agencies the City needs to coordinate with regarding transportation system planning within the urban growth area. Staff from all three levels of government have participated in the Technical Advisory Committee for the development of the draft TSP.

POLICY 7.3 – Public Involvement and Consultation. It is the policy of the State of Oregon to involve Oregonians to the fullest practical extent in transportation planning and implementation in order to deliver a transportation system that meets the diverse needs of the state.

POLICY 7.4 - Environmental Justice. It is the policy of the State of Oregon to provide all Oregonians, regardless of race, culture or income, equal access to transportation decision-making so all Oregonians may fairly share in benefits and burdens and enjoy the same degree of protection from disproportionate adverse impacts.

Findings: The 2019 Stayton TSP was developed through a process that included several opportunities for public involvement and input as described in the findings for Statewide Planning Goal 1, above. Information regarding the planning process was made available through a dedicated Stayton TSP website, where announcements and materials were shared. Two community meetings were held at key points in the planning process to share information and receive public feedback and both had an “online” component through the project website that allowed participants unable to physically attend to participate in the project and provide feedback. The first of these, Open House #1, included an interactive map to view and record community issues and concerns regarding the transportation system. The City Council also hosted two work sessions to receive project updates that were open to the public.

3. OAR 660 Division 12 is the Oregon Transportation Planning Rule. The purpose of the TPR is to implement Statewide Planning Goal 12 (Transportation) to “provide and encourage a safe, convenient and economic transportation system.” The TPR directs transportation planning to be coordinated with land use planning to, among other things,

promote the development of transportation systems that meet the mobility needs of the transportation disadvantaged and encourage and support the availability of a variety of transportation choices for moving people in order to avoid principal reliance upon any one mode of transportation. A major purpose of the TPR is to promote more careful coordination of land use and transportation planning, to ensure that planned land uses are supported by and consistent with planned transportation facilities and improvements.

The TPR contain policies for preparing and implementing a transportation system plan.

Sections 660-012-0005 through 660-012-0055 of the TPR contain policies for preparing and implementing a transportation system plan.

Findings: The 2019 TSP recommendations are based on an inventory of the existing conditions for Stayton's multimodal transportation system and a future conditions analyses identifying gaps and deficiencies to accommodate projected community growth over the 20-year planning period. It includes recommended projects by mode and a Financially Constrained project list, to improve the transportation system within the constraints of the known funding likely to be available in the next 20 years, as required by Section -0020 of the TPR.

The TSP was developed collaboratively among various public agencies, the community, a Public Advisory Committee, and the project management team which consisted of City staff and consultants.

Section -0045 of the TPR requires that local jurisdictions amend their land use regulations to implement the TSP. An audit conducted as part of the TSP update process confirmed that the City's Land Use and Development Code is largely in compliance with the TPR. Some targeted amendments to the City's development requirements are proposed to ensure future development or redevelopment of property is consistent with the TSP. Proposed modifications ensure that development requirements, the standards in the TSP, and the Public Works Design Standards related to access management and roadway design are consistent. Proposed amendments to the code are also intended to further the City's multi-modal objectives with additions to subdivision requirements related to pedestrian and bicycle access and circulation, allowances for reduced off-street vehicular parking, and transit-related requirements for new retail, office, and institutional buildings.

WHEREAS, based on the above findings, the Stayton City Council concludes that

1. The draft Transportation System Plan, the proposed Comprehensive Plan amendments, and the proposed Land Use and Development Code amendments are consistent with and in compliance with Statewide Planning Goals 1, 2, 9, 11, and 12. The City Council further concludes that Statewide Planning Goals 3 through 8 and 13 through 19 are not directly applicable to these proposals.
2. The draft Transportation System Plan is consistent with the Oregon Transportation Plan and with the Transportation Planning Rule.
3. The proposed Comprehensive Plan amendments meet the requirements of SMC Section 17.12.170.6.a.
4. The proposed amendments to Title 17 meet the requirements of Section 17.12.175;

NOW, THEREFORE, the Stayton City Council does ordain as follows:

Section 1. Transportation System Plan Adopted. The City of Stayton Draft Transportation System Plan, consisting of Volume I, Transportation System Plan and Volume II, Technical Appendices, both dated June 2019, are hereby adopted.

Section 2. Comprehensive Plan Amended. Chapter 4 of the City of Stayton Comprehensive Plan, is hereby amended as shown on Exhibit A attached hereto and incorporated herein.

Section 3. Land Use and Development Code Amended. Stayton Municipal Code Title 17, Chapters 17.12, 17.20, 17.24, and 17.26 are hereby amended as shown on Exhibit B attached hereto and incorporated herein.

Section 4. Effective Date. This Ordinance shall not become effective until the 30th day after adoption by the Stayton City Council and execution by the Mayor, or a representative of the Mayor. In the event of a timely appeal to LUBA, this Ordinance shall not become effective until the LUBA appeal is finally resolved, including any appeals from the decision of LUBA.

Section 5. Notification to State. A copy of this Ordinance shall be furnished to the State of Oregon, Department of Land Conservation and Development, as required by OAR 660-018-0040.

ADOPTED BY THE STAYTON CITY COUNCIL this 17th day of June, 2019.

CITY OF STAYTON

Signed: _____, 2019

BY: _____
Henry A. Porter, Mayor

Signed: _____, 2019

ATTEST: _____
Keith D. Campbell,
City Administrator

EXHIBIT A

Amendments to Chapter 4. Transportation of the Stayton Comprehensive Plan

Chapter 4 Transportation

Transportation System Plan

This chapter addresses the City of Stayton’s anticipated transportation needs through ~~2025~~2040. It presents a summary of the findings and recommendations contained in the ~~2004-2019~~ Transportation System Plan (TSP) ~~and the 2006 Sublimity Interchange Area Management Plan (IAMP). These documents have~~, which has been adopted as ~~appendices~~ the transportation element of the comprehensive plan and should be considered a part of this document. ~~However due to their length, they are not included in this volume.~~

~~The TSP and the IAMP were prepared in accordance with state and federal regulations that require urban areas to conduct long-range planning. Specifically, the TSP was developed in compliance with requirements of the federal Transportation Equity Act for the 21st Century (TEA-21), Statewide Planning Goal 12, the Transportation Planning Rule (TPR—Oregon Administrative Rule (OAR) Chapter 660, Division 12), and the Oregon Highway Plan (1999). This long range planning is intended to serve as a guide for the City in managing the existing and developing future transportation facilities.~~

The TSP is a long-range plan that sets the vision for the city’s transportation system, facilities, and services to meet state, regional, and local needs for the next 20 years. Local adoption of the TSP fulfills State Transportation Planning Rule (TPR) requirements for comprehensive transportation planning in Oregon cities and presents the investments and priorities for the Pedestrian, Bicycle, Transit, Motor Vehicle, and other transportation systems.

~~This chapter and its appendices consider ways to provide a safe, convenient, efficient, and economic system of moving people and goods in, around, and through the Stayton area. In addition to the street system, the modes of transportation considered in this chapter are: A) mass transit; B) rail; C) air; D) water; E) pipelines; and F) non-motorized transportation. The transportation element also considers the “transportation disadvantaged,” those individuals who may not have ready access to a means of transportation for travel to work, shopping, or medical appointments. The streets and highways section address the items required in OAR 660, Div. 11, the Public Facilities Rule.~~

This chapter describes each mode of transportation available in the City and provides a summary of what the City hopes to achieve through implementation of the TSP. Details about the existing network and future planning for each mode can be found in the TSP. The Goals and Policies included in this chapter reflect an integrated, multi-modal transportation system and implement the direction of the updated TSP. Plan language articulates the City policy regarding vehicular and active forms of transportation (walking, bicycling, riding transit), as well as community interests related to health, community and economic vitality, equity, and the environment.

Pedestrian

Stayton’s pedestrian system consists of sidewalks, enhanced sidewalks, off-street trails, and pedestrian crossings, which are both marked and unmarked; signalized and unsignalized. These facilities provide residents with the ability to access local retail/commercial centers, recreational areas, schools, and other land uses by foot. Most city streets have sidewalks on both sides of the roadway and enhanced crossings at key intersections and mid-block locations; however, there are

several streets with gaps in the sidewalks and locations where crossings could be implemented or improved. The pedestrian plan includes many projects to fill in the gaps in the sidewalks along the city's arterial and collector streets along with enhanced pedestrian crossings.

Bicycle

Stayton's bicycle system consists of on-street bike lanes, enhanced sidewalks, shoulder bikeways, local streets, and trails. A connected network of bicycle facilities improves the health and well-being of Stayton's community while improving access for non-car-owning households and reducing total vehicle miles traveled. A few major roadways within the city have on-street bike lanes or other bicycle facilities, but many do not have dedicated bicycle infrastructure. Therefore, the bicycle plan includes many projects to fill in the gaps in the bicycling network along the city's arterial and collector streets.

Motor Vehicle Streets and Highways

~~Automotive transport is and will continue to be the dominant form of moving people and goods to, through, and within the City of Stayton. The TSP contains a complete inventory of the street and highway system, an analysis of the needed improvements, and a recommended capital improvements plan. Based on the analysis of projected traffic in 2025, the TSP calls for various changes to the existing street and highway system.~~

~~In addition, the TSP sets out the principles for the establishment of a street network throughout the unincorporated portions of the UGB. The plan intends for the future street network to continue to develop as a grid system, as the city has developed to date for the most part. The grid system assures that access, mobility, and traffic circulation will be achieved at a high level throughout the city.~~ Stayton's motor vehicle system includes private streets, city streets, county roads, and a state highway. These facilities provide residents with the ability to access retail, commercial, recreational, and other land uses within Stayton and neighboring cities by vehicle. This system is largely built-out and there are few opportunities to construct new roadways except in the city's undeveloped growth areas. There are no capacity failures under existing or projected future traffic conditions. Therefore, the Motor Vehicle Plan includes projects to increase the efficiency of the transportation system through improvements to street system connectivity, improvements to key intersections, and access management.

Other Transportation Facilities

A. Mass Transit

~~Mass transit is passenger transportation which carries members of the public on a regular and continuing basis. Buses, taxis, shuttle trains, and car pools are forms of mass transit. As the cost of travel by private automobile increases, the alternative modes of mass transit, including rail and bus facilities, become more of an economic possibility.~~

~~The Salem-Keizer Transit District operates the Chemeketa Area Regional Transportation System (CARTS) that offers the "Canyon Connector." This service provides 6 trips per day connecting the North Santiam Canyon communities from Turner to Gates with downtown Salem. There are three daily buses each way. Three stops are provided in Stayton.~~

~~For travel beyond Salem, Greyhound Bus Lines provides bus service from a station in downtown Salem. HUT Airport shuttle provides service from Salem to PDX with 11 daily trips.~~

~~Taxi service was established in the city in 2010. There is also medical transport available, in which private individuals will provide transportation services to medical appointments for those who need. The service providers are reimbursed by the state Department of Human Services.~~

~~The most practical form of mass transit is sharing of an automobile, particularly in a community like Stayton with a large number of commuters traveling to a nearby large city. The Stayton park and ride~~

~~lot is located on ODOT land on the southeast corner of the intersection of Cascade Highway and Highway 22. The Salem Keizer Transit District now operates the car pool program for the Salem region. Individuals in the Stayton area may receive a list of persons interested in sharing a ride by contacting the car pool program.~~

~~The Salem Keizer Transit District coordinates the Santiam Regional Agreement, through which the local needs of communities in the Santiam Canyon area are presented to the District. The City is a party to the Agreement participated in its implementation by sending a representative to their meetings~~

Transit

Transit can provide important connections to destinations for people that do not drive or bike and can provide an additional option for all transportation system users. In Stayton, transit provides residents limited access to Sublimity, Salem, and other nearby communities. It also provides school children access to school. Transit also complements walking, bicycling, or driving trips: users can walk to and from transit stops and their homes, shopping, or work places; people can drive to park-and-ride locations to access a bus; and people can bring their bikes on transit vehicles and bicycle from a transit stop to their destination.

Transit service in Stayton is provided by the North Santiam School District and Cherriots. The North Santiam School District 29J, which includes Stayton Elementary, Middle, and High Schools, is serviced by the Mid Columbia Bus Company (MIDCO), which has an office in Stayton and offers 19 different bus routes for the school district. Cherriots Route 30X is a fixed route bus service that runs from Salem to Gates. The bus makes three stops in Stayton and two stops in Sublimity. Cherriots Route 30X services each of these bus stops four times per day in both directions. The bus does not operate on weekends or holidays. Cherriots does not offer any special services, such as deviated route or dial-a-ride services for seniors or people with disabilities in the Stayton area. Cherriots does not plan to increase service to Stayton in the near-term; however, the City of Stayton desires more frequent service on Cherriots Route 30X to support commuter trips to Salem. The City is also supportive of a community-based organization providing transit for senior and low-income residents or the general population such as dial-a-ride, local circulator, or senior shopper shuttle options.

Other Travel Modes

A. Freight Transportation

OR 22 is designated as a statewide National Highway System freight route by the 1999 Oregon Highway Plan (OHP).

a.B. Railroad Transportation

~~At present, there is a rail spur to Stayton from the Southern Pacific mainline in Salem. The spur is operated by Willamette Valley Railway. The spur terminates at NORPAC Foods, Inc. Currently three sidings are available in the Stayton Industrial Park area, serving the Wilco Farmers plant, Blazer Industries, and Redbuilt facilities. The railway has an easement that would allow the siding to be extended through the Blazer Industries property to the vacant industrial property to the north. The location of railroad sidings is shown on Map 11.~~
An unused rail spur runs from the west side of the city along W Locust Street to the NORPAC facility. The last rail activity on this line was over five years ago, and NORPAC has not used the line in over twenty years. In 2018, Marion County conducted a feasibility analysis of reestablishing rail service and concluded that service was not feasible without either a subsidy to the operator or substantial additional demand.

b.C. Air Transportation

~~The City of Stayton does not have an airport. There is not a sufficient need to support an airport at this time, nor is there a good airport site within the Stayton UGB. There is a full service general aviation airport 15 miles away in Salem that services Stayton for air freight and private passenger~~

~~aviation needs. Recent efforts to establish commercial passenger service in Salem have not been successful. The nearest commercial passenger service is Portland International Airport. Several small private air strips in Marion and Linn counties are within 20 miles of Stayton. A heliport at Santiam Hospital provides for medical emergencies.~~The nearest commercial airport is the Portland International Airport, located 75 miles north of Stayton. There are several other small airstrips within 20 miles of Stayton. One such location is the Salem Municipal Airport, which does not operate commercial flights. There is also a heliport located at Santiam Hospital.

~~e.~~D. Water Transportation

~~Stayton is located adjacent to the North Santiam River and historically developed around the need and demands of water-powered industries. The river has not been utilized as a mode of transportation because it is fairly shallow and other modes have been more economical. It is possible to travel by water from Stayton to Jefferson and the Willamette River; however, there are more economical and timely methods of travel. The river will continue to be used for aesthetic and recreational values and protected as a source of drinking water. It is doubtful if other than small recreational craft will ever travel on the river.~~Although the City of Stayton is situated along the North Santiam River, the river has not been used as a method of transportation, mainly due to the shallowness of the river. There are several boat ramps along the river; however, these are mostly used for small watercraft. The river is mainly used for recreation but is also a source of drinking water.

~~d.~~E. Pipeline Facilities

~~The only existing pipeline facilities are the city water system and the natural gas system. The water system is discussed in detail in the Public Facilities section of this plan. In addition to Stayton, the City of Salem transmits potable water from their supply facilities on Geren Island via two large transmission mains. The City of Salem has had plans for a third water transmission pipe through Stayton. That project is on indefinite postponement. The natural gas system is discussed in the Energy section of this plan.~~

~~An additional pipeline facility may, at some future date, be located in the Stayton area. The U.S. Forest Service is issuing exploratory permits for geothermal energy drilling in the Breitenbush Hot Springs area near Detroit. If and when sufficient geothermal resources are found and developed, as the first larger city closest to the source Stayton could become a logical site for the use of this resource as an economical energy supply.~~The primary pipeline facilities in Stayton are associated with the city storm sewer, sanitary sewer, and water lines. Potable water is transported from the North Santiam River to Salem via two transmission mains that run through Stayton. There are no natural gas lines that are large enough to be classified as pipelines in the Stayton area.

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Map 11. Railroad Sidings

Legend

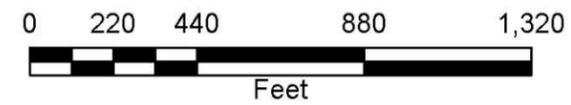
- Urban Growth Boundary
- City Limits

Redbuilt

Blazer Industries

Willamette Farmers

Norpac



Stayton Comprehensive Plan

f.F. Non-motorized Transportation Private Transportation Providers

~~g. The Park and Recreation Master Plan and the TSP contain detailed plans for the improvement of a more complete bicycle and pedestrian circulation system in the City. These improvements include sidewalks, bike lanes, and trails. Uber and Lyft both operate in the City of Stayton. They provide on-demand taxi services through a mobile phone application~~

— Interchange Improvements

~~The Sublimity Interchange Area Management Plan (IAMP) was adopted in 2006 to address the safety and operational problems relating to Highway 22 access in addition to traffic circulation issues within the interchange influence area of Cascade Highway. The state guidelines for an IAMP require collaboration with all affected public jurisdictions and agencies to protect the state and local investment in the interchange facility. The IAMP was a joint effort involving the cities of Stayton and Sublimity, Marion County, ODOT, the Mid-Willamette Valley Council of Governments, and the Federal Highway Administration. The IAMP establishes operational and physical improvements and access management techniques that will maximize the operation of the interchange for a 20-year period. The ODOT undertook the recommended improvements to the interchange in 2008, completing the project in the early summer of 2010. The improvements included new bridges over Cascade Highway, new entrance and exit ramps and a new traffic signal. The City is responsible for the maintenance of the access management policies. The access management policies in the IAMP call for the realignment of Golf Lane to intersect Cascade Highway at the Whitney St signal and no other new access onto Cascade Highway will be permitted.~~

Transportation Goals and Policies

Statewide Planning Goal: To provide and encourage a safe, convenient and economic transportation system. A transportation plan shall (1) consider all modes of transportation including mass transit, air, water, pipeline, rail, highway, bicycle and pedestrian; (2) be based upon an inventory of local, regional and state transportation needs; (3) consider the differences in social consequences that would result from utilizing differing combinations of transportation modes; (4) avoid principal reliance upon any one mode of transportation; (5) minimize adverse social, economic and environmental impacts and costs; (6) conserve energy; (7) meet the needs of the transportation disadvantaged by improving transportation services; (8) facilitate the flow of goods and services so as to strengthen the local and regional economy; and (9) conform with local and regional comprehensive land use plans. Each plan shall include a provision for transportation as a key facility.

Stayton City Goals and Policies

GOAL **OPTIMIZE THE PERFORMANCE OF THE TRANSPORTATION SYSTEM FOR THE EFFICIENT MOVEMENT OF PEOPLE AND GOODS**~~**THE MOBILITY OF STAYTON RESIDENTS AND BUSINESSES WILL BE MAXIMIZED BY ACCESS TO A MULTI-MODAL TRANSPORTATION SYSTEM**~~

Policy T-1. It is the Policy of the City to establish a transportation system that can accommodate a wide variety of travel modes and minimizes the reliance on any one single mode of travel.

ACTION The City will develop and maintain street functional classifications, along with operational guidance, cross-sectional standards, and right-of-way standards, to ensure streets are able to serve their intended purpose~~work with Willamette Valley Railway, the Oregon Department of Transportation and Marion County to assure continuation of rail service to Stayton.~~

ACTION The City will implement needed mobility standards to help maintain a minimum level of motor vehicle travel efficiency. State and county mobility standards will be supported on facilities under the respective jurisdiction~~support the extension of the “Blazer Industries” rail siding north into the vacant industrially zoned land.~~

ACTION The City will manage access to roadways to ensure a level of mobility consistent with their functional classification~~publicize the availability of rideshare services and the Canyon Connector transit service on an annual basis in the utility bills.~~

Policy T-2. It is the Policy of the City to plan for an integrated transportation system that includes additional local, collector and arterial roads that improves connectivity across multiple modes; preserves future rights-of-way; and maintains Stayton’s existing street grid system~~properly plan transportation infrastructure to meet the level of service set for each type of facility.~~

ACTION The City's land use standards will require developments to provide access consistent with the roadway classifications and access spacing standards in the TSP~~the maintenance of a minimum level of service standard of LOS D for signalized intersections and for all-way stop-controlled intersections and roundabouts and a minimum level of service standard of LOS E or F with a volume to capacity of 0.95 or better for two-way stop-controlled intersections. For Oregon Department of Transportation (ODOT) facilities, the City of Stayton shall defer to ODOT mobility standards described in the most recent version of the Oregon Highway Plan.~~

Policy T-3 It is the Policy of the City to ensure that the network of arterials, collectors and local streets are interconnected, appropriately spaced, and reasonably direct in accordance with City, County and State design standards in order to reduce reliance on any one corridor~~develop a local street plan to preserve future rights-of-way for future streets and to maintain adequate local circulation in a manner consistent with Stayton's existing street grid system.~~

ACTION The City's land use standards will require developments to provide for new and improved streets in accordance with the Roadway Functional Classification Map and Future Street Plan in the TSP~~construct their accesses consistent with Stayton's existing street grid system and include standards for the maximum length of blocks.~~

~~ACTION—The City will maintain existing alleys within the downtown area to provide rear access to properties and buildings.~~

GOAL PROVIDE A TRANSPORTATION SYSTEM THAT ENHANCES THE SAFETY AND SECURITY OF ALL TRANSPORTATION MODES.

Policy T-4 It is the Policy of the City to reduce traffic volumes and speeds near schools consistent with the Safe Routes to School Plan~~minimize turning movements on arterial and collector streets to maintain traffic flow.~~

ACTION The City's will work with the school district and private schools to identify and implement circulation and access patterns to and around schools that are safe for pedestrians and bicyclists, as well as people in cars and arriving by bus~~land use standards will require new development to access local streets wherever possible.~~

~~ACTION—The City's land use standards will include appropriate driveway and intersection separation and design standards consistent with the purposes of the various zones and the permitted density of development.~~

~~GOAL—THE CITY WILL CREATE AND MAINTAIN A MULTI-MODAL TRANSPORTATION SYSTEM WITH THE GREATEST EFFICIENCY OF MOVEMENT POSSIBLE FOR STAYTON RESIDENTS AND BUSINESSES IN TERMS OF TRAVEL TIME, TRAVEL DISTANCE, AND EFFICIENT MANAGEMENT OF THE TRANSPORTATION SYSTEM.~~

Policy T-5. It is the Policy of the City to improve safety and operational components of existing transportation facilities~~that the street and highway system will develop with alternative parallel corridors to reduce reliance on any one~~

~~corridor and improve local access through a local street plan that preserves future rights-of-ways, consistent with a grid pattern.~~

ACTION The City will address existing safety issues at high crash locations and locations with a history of severe vehicle, bicycle- and/or pedestrian-related crashes~~City's land use standards will require developments to construct their accesses consistent with Stayton's existing street grid system and in accordance with the future street plan and include standards for the maximum length of blocks.~~

ACTION The City will improve safe crossings for vehicles, bicycles and pedestrians across arterial streets.

ACTION The City will manage access to transportation facilities consistent with their applicable classification to reduce and separate conflicts and provide reasonable access to land uses.

Policy T-6 It is the Policy of the City to maintain a traffic calming program for implementation in areas with vehicle speeding issues~~manage the City's resources to improve the transportation system through an up-to-date capital improvement program reflecting the transportation needs of the city.~~

ACTION The City will monitor vehicular speeds to identify street segments with speed issues and implement appropriate traffic calming protocols to reduce vehicle speeds~~set aside funds annually in order to review and update the Transportation System Plan on an every 5 to 7 year basis.~~

~~ACTION The City will annually establish a 5-year capital improvement program for inclusion in the annual budget.~~

Policy T-7 It is the Policy of the City to ensure adequate access for emergency services vehicles throughout the City's transportation system~~prevent development from "leap-frogging" beyond areas where services are presently available to minimize the need for expanding services and to more efficiently utilize existing resources.~~

ACTION The City's street design standards will ensure adequate travel way width and turnaround capacity for emergency vehicles~~City will maintain its urban services agreement with Marion County that provides that urban development within the UGB will occur only within the City Limits.~~

~~ACTION The City will maintain its current code requirements that land will only be annexed into the City if it is contiguous to the City Limits.~~

GOAL PROVIDE AN EQUITABLE, BALANCED, AND CONNECTED MULTI-MODAL TRANSPORTATION SYSTEM~~THE CITY WILL MAINTAIN AND IMPROVE TRANSPORTATION SAFETY.~~

Policy T-8 It is the Policy of the City to ensure that the transportation system provides equitable access to underserved and vulnerable populations~~assure that transportation system within Stayton is structurally and operationally safe for all users of the street and highway system, motorists, bicyclists and pedestrians.~~

ACTION The City will ensure that multi-modal connections meet applicable City and Americans with Disabilities Act (ADA) standards~~examine the need for reduction in the posted speed limit in areas with a high concentration of bicyclists and pedestrians such as adjacent to local schools.~~

ACTION The City will work with Salem Keizer Transit District to provide shelters at transit stops and expand opportunities for transit service when cost effective~~continue to seek funds to carry out a cross-walk safety awareness programs.~~

ACTION The City will maintain City roadways as multi-modal or “complete streets,” with each street servicing the needs of various modes of travel~~assure that cross-walks and bicycle lane striping is in good condition and visible to motorists.~~

~~ACTION—The City will periodically review crash records in an effort to systematically identify and remedy unsafe intersection and roadway locations.~~

~~ACTION.—The City will develop a traffic calming program for implementation in areas identified with vehicle speeding issues.~~

Policy T-9. It is the Policy of the City to provide for multi-modal circulation internally on site and externally to adjacent land uses and existing and planned multi-modal facilities~~ensure adequate access for emergency services vehicles throughout the City’s transportation system.~~

ACTION The City will require new non-residential development to provide pedestrian connections to the public sidewalk and to provide bicycle parking~~City’s street design standards will assure adequate travel way width and turnaround capacity for emergency vehicles.~~

~~ACTION—The City will enforce parking prohibitions.~~

GOAL

LIMIT AND MITIGATE ADVERSE ENVIRONMENTAL IMPACTS ASSOCIATED WITH TRAFFIC AND TRANSPORTATION SYSTEM DEVELOPMENT~~**THE COSTS OF DEVELOPMENT OF THE CITY’S TRANSPORTATION INFRASTRUCTURE AND SERVICES WILL BE EQUITABLY DISTRIBUTED**~~

Policy T-10. It is the Policy of the City to avoid or minimize impacts to natural resources when planning for and implementing the transportation system~~collect a transportation system development charge on development that reflects the demand of the new development for improvements to the transportation system.~~

ACTION The City will allow alternative transportation facility designs in constrained areas~~The transportation system development charge shall be updated periodically to reflect changes in the Capital Improvement Plan and projected costs for transportation improvements.~~

ACTION The City will endeavor to identify environmental impacts related to transportation projects at the earliest opportunity to ensure compliance with all federal and state environmental standards.

ACTION The City will work to reduce the number of vehicle-miles traveled through policy and implementation of multi-modal and transit supportive projects.

ACTION The City will work to enhance opportunities to increase the number of walking, bicycling, and transit trips in the city.

ACTION The City will work with community partners and private property owners to identify potential electric vehicle plug-in stations and will permit these uses, consistent with adopted code provisions.

ACTION Evaluate and implement, where cost-effective, environmentally friendly materials and design approaches such as reducing required pavement width, water reduction and infiltration methods to protect waterways, solar infrastructure, and impervious materials.

Policy T-11 It is the Policy of the City to support technology applications that improve travel mobility and safety with less financial and environmental impact than traditional infrastructure projects ~~shall seek equitable funding mechanisms to maintain transportation infrastructure and services at the identified acceptable levels of service.~~

ACTION The City will continue to seek out and work with other transportation providers such as ODOT and Salem Keizer Transit District to apply where practicable advanced technologies and proven management techniques to relieve congestion, enhance safety, and provide services to travelers ~~apply for state and federal funding for transportation infrastructure and services.~~

GOAL DEVELOP AND MAINTAIN A TRANSPORTATION SYSTEM PLAN THAT IS CONSISTENT WITH THE GOALS AND OBJECTIVES OF THE CITY, MARION COUNTY, AND THE STATE.

Policy T-12. It is the Policy of the City to ensure consistency with state, regional and local transportation planning rules, regulations, and standards ~~that developments will be responsible for mitigating their direct traffic impacts.~~

ACTION The City will continue to participate in regional transit service efforts and seek improvements to public transit services to the City of Stayton ~~land use and development code will continue to require that traffic impacts be determined through a traffic study submitted by the developer.~~

ACTION The City will coordinate land use, financial, and environmental planning, both within City departments and with state and regional partners, to prioritize strategic transportation investments ~~land use and development code will continue to require that plans for new developments construct off site improvements as required to maintain acceptable levels of service.~~

GOAL

SEEK FUNDING FOR AND INVEST IN FINANCIALLY FEASIBLE INFRASTRUCTURE PROJECTS THAT WILL SERVE THE CITY FOR YEARS TO COME
~~**ENVIRONMENTAL IMPACTS ASSOCIATED WITH TRAFFIC AND TRANSPORTATION SYSTEM DEVELOPMENT WILL BE LIMITED AND MITIGATED.**~~

Policy T-13 It is the Policy of the City to preserve and protect the function of locally and regionally significant transportation corridors~~identify environmental impacts related to transportation projects at the earliest opportunity to ensure compliance with all federal and state environmental standards.~~

ACTION The City will implement reasonable alternative mobility targets for motor vehicles that align with economic and physical limitations on state highways and city streets where necessary~~consult with the environmental staff of ODOT, DEQ, and other environmental regulatory agencies as transportation projects are conceived in order to identify potential environmental impacts and include mitigation efforts in the development of plans.~~

ACTION The City will endeavor to preserve and maintain the existing transportation system assets to extend their useful life.

ACTION The City will continue to work to improve travel reliability and efficiency of existing major travel routes in the city before undertaking more expensive capacity projects.

ACTION The City will pursue grants and collaboration with other agencies to efficiently fund transportation improvements and supporting programs.

~~**GOAL — USE OF ALTERNATIVE MODES OF TRANSPORTATION WILL BE INCREASED**~~

Policy T-14 It is the Policy of the City to identify and maintain stable and diverse revenue sources to meet the need for transportation investments in the city~~develop a citywide pedestrian and bicycle network.~~

ACTION The City will continue to pursue new and creative funding sources to leverage high priority transportation projects~~include detailed plans for the location of future pedestrian and bicycle facilities in updates to the Transportation System Plan and Park and Recreation Master Plan.~~

~~**ACTION** — The City will require new developments to include construction of sidewalks along existing public streets and all new streets.~~

~~**ACTION** — The City will require new developments to include construction of off-street pedestrian and bicycle paths when adjacent to proposed paths as shown on Transportation System Plan or Park and Recreation Master Plan.~~

~~**ACTION** — The City will require striped bicycle lanes on all new and improved collector streets.~~

~~**ACTION** — The City will seek state and federal funding for projects evaluating and improving pedestrian and bicycling facilities.~~

Policy T-15 It is the Policy of the City to ensure that proposed developments will be responsible for mitigating their direct traffic impacts~~promote alternative~~

~~modes and rideshare/carpool programs through community awareness and education.~~

ACTION The City will implement transportation system development charge methodology and maintain a list of SDC-eligible projects~~include information on the availability of transit, rideshare/carpool and demand responsive services in the utility bills on an annual basis.~~

~~ACTION—The City will work with the Chemeketa Area Regional Transportation System to increase the visibility of transit service through signage and shelters.~~

GOAL PROVIDE A TRANSPORTATION SYSTEM THAT ENHANCES THE HEALTH OF RESIDENTS AND USERS.

Policy T-16 It is the Policy of the City to provide convenient and direct pedestrian and bicycle facilities to promote health and the physical and social well-being of Stayton residents, to reduce vehicular traffic congestion, to provide community and recreational alternatives, and to support economic development~~seek improvements of transit services in the city through coordination with regional transit service efforts.~~

ACTION The City will identify and seek funding for programs that encourage walking, bicycling, and rideshare/carpooling through community awareness and education~~continue to participate in the Santiam Regional Agreement.~~

ACTION The City will identify and seek funding for programs that provide education regarding good traffic behavior and consideration for all users ~~seek Transportation and Growth Management and other funding for projects evaluating and improving the environment for transit services.~~

ACTION The City will work to create a multi-modal transportation system that limits users' exposure to pollution and that enhances air quality.

GOAL CREATE A BALANCED BUILT ENVIRONMENT WHERE DESIRED EXISTING AND PLANNED LAND USES ARE SUPPORTED BY AN EFFICIENT MULTI-MODAL TRANSPORTATION SYSTEM
~~TRANSPORTATION IMPROVEMENTS WILL BE COORDINATED WITH ALL EFFECTED LEVELS OF GOVERNMENT~~

Policy T-17 It is the Policy of the City to encourage more compact, walkable, mixed use, to shorten trip lengths and reduce the need for motor vehicle travel~~maintain coordination between the City of Stayton, Marion County, and the Oregon Department of Transportation (ODOT).~~

ACTION The City will implement the land use code provisions of the Downtown Transportation and Revitalization Plan by continuing to have mixed use zones in the downtown core~~cooperate with ODOT in the implementation of the State-wide Transportation Improvement Program.~~

~~ACTION—The City will encourage improvement of Highway 22 in the vicinity of Fern Ridge Road, and Mehama Road.~~

~~ACTION.—The City will work with Marion and Linn Counties, ODOT, and the City of Sublimity in establishing cooperative road improvement programs and schedules.~~

~~ACTION— The City will work to establish the right of way needed for new roads identified in the TSP.~~

Policy T-18 It is the Policy of the City to implement transportation improvements needed to accommodate developing or undeveloped areas and ensure adequate capacity for future travel demand, consistent with the adopted TSP~~the Sublimity Interchange Area Management Plan (IAMP) to addresses access management, construction and land use measures that augment the effectiveness of the interchange modernization.~~

ACTION The City will periodically review and revise where necessary local land use and development requirements to ensure that future land use decisions are consistent with the planned transportation system~~use its Land Use and Development Code to control or decrease, the number of conflict points on Cascade Highway in the vicinity of the Highway 22 Interchange.~~

ACTION The City will implement access management and land use measures consistent with the recommendations of the TSP to protect the function~~provide feasible and equitable driveway relocation alternatives for property owners with current direct access to Cascade Highway in the vicinity of the Sublimity Interchange.~~

~~ACTION— The City will cooperate with other levels of government monitor how the interchange capacity is managed.~~

GOAL **PROVIDE A TRANSPORTATION SYSTEM THAT SUPPORTS EXISTING INDUSTRY AND ENCOURAGES ECONOMIC DEVELOPMENT IN THE CITY**~~**THE TRANSPORTATION SYSTEM WILL BE PLANNED AND MAINTAINED, INCLUDING STREET DESIGN AND ACCESS STANDARDS, BASED ON FUNCTIONAL CLASSIFICATION**~~

Policy T-19 It is the Policy of the City to provide a transportation system that supports the movement of goods and delivery of services throughout the city while balancing the needs of all users and preserving livability in residential areas and established neighborhoods~~establish a functional classification system for the City's streets and highways.~~

ACTION The City will maintain and implement a plan for designated truck routes through the City that prioritizes efficient freight movement and minimizes truck traffic on other city roadways~~classify roadways throughout the city's transportation system in its transportation system plan as arterial, major collector, minor collector, and local streets representing a continuum in which through traffic increases and access provisions decrease in the higher classification category.~~

~~ACTION— The City will employ the functional classification system to differentiate street design and access standards.~~

~~ACTION— The City will amend its land use and development code and public works standards to encourage use of methods such as alleys and shared driveways to provide property access.~~

GOAL — THE IMPACTS OF TRUCK TRAFFIC ON LOCAL STREETS WILL BE MINIMIZED

Policy T-20 It is the Policy of the City to identify lower cost options or provide funding mechanisms for transportation improvements necessary for development to occur~~direct truck traffic to arterial and major collector roads, minimizing impacts to residential areas.~~

ACTION. The City's TSP will guide programming transportation improvements to facilitate the development of desired land uses and~~City will use signage to designate a through truck route along its arterials and major collectors as defined in the TSP and following the procedures of ORS 227.400.~~

~~ACTION — The City will amend the Vehicles and Traffic Code to minimize the use of local streets by truck traffic except for local deliveries and pickups.~~

~~ACTION — The City will assure that turning radii on designated truck routes are adequate for truck traffic.~~

GOAL — THE CITY WILL HAVE ADEQUATE FINANCIAL REVENUES TO FUND ITS CAPITAL IMPROVEMENT PROGRAM AND MAINTENANCE NEEDS

Policy T-21 It is the policy of the City to encourage tourism by developing connections to and between major recreational locations, key services, and other destinations in the city~~aggressively seek state and federal funding for relevant transportation projects.~~

ACTION The City will encourage tourism by promoting and upgrading bicycle and pedestrian recreational routes and services through the city~~proactively seek new local and regional funding sources for its Capital Improvement Program.~~

EXHIBIT B

Amendments to Land Use and Development Code SMC Title 17) to Implement the 2019 Transportation System Plan and Achieve Compliance with the Transportation Planning Rule

Part 1. Amend Section 17.12.175 by the addition of a new subsection 6 to require that any amendment to Title 17 be assessed for the potential impacts on the City's transportation facilities:

6. IMPACT ON TRANSPORTATION FACILITIES: Proposals to amend this Title shall be reviewed to determine whether they significantly affect a transportation facility pursuant to Oregon Administrative Rule (OAR) 660-012-0060 (Transportation Planning Rule - TPR). Where the City, in consultation with the applicable roadway authority, finds that a proposed amendment would have a significant effect on a transportation facility, the City shall work with the roadway authority to modify the request or mitigate the impacts in accordance with the TPR and applicable law.

Part 2. Amend Section 17.12.220.5.b and 17.12.220.5.c, within the approval criteria for Site Plan Review applications, to require access for non-motorized transportation as well as motorized transportation and to require findings on the proportionality of the impacts of a development on potential conditions for off-site improvements:

- b. Provisions have been made for safe and efficient internal traffic circulation, including both pedestrian and motor vehicle traffic, and for safe access to the property for vehicles, as well as bicycle and pedestrians, from those public streets which serve the property in accordance with the City's Transportation System Plan and Standard Specifications.
- c. Provision has been made for all necessary improvements to local streets and roads, including the dedication of additional right-of-way to the City and/or the actual improvement of traffic facilities to accommodate the additional traffic load generated by the proposed development of the site in accordance with Chapter 17.26. Improvements required as a condition of approval shall be roughly proportional to the impact of the development on transportation facilities. Approval findings shall indicate how the required improvements are directly related to and are roughly proportional to the impact of development.

Part 3. Amend Section 17.20.060.7 by inserting a new subsection g, to allow a reduction in the number of required off-street parking spaces:

g. Off-street parking reductions. The decision authority may reduce the off-street parking standards of Table 17.20.060.7.b for sites with one or more of the following features:

- 1) The site has an existing or planned bus stop located adjacent to it, and the site's frontage is improved with a bus stop shelter, consistent with the standards of the applicable transit service provider: Allow up to a 20 percent reduction to the required number of automobile parking spaces;

- 2) The site has one (1) or more dedicated parking spaces for carpool or vanpool vehicles: Allow up to a 10 percent reduction to the required number of automobile parking spaces;
- 3) The site has dedicated parking spaces for motorcycles, scooters, or electric carts: Allow reductions to the standard dimensions for these parking spaces;
- 4) The site has more than one and a half the minimum number of required bicycle parking spaces: Allow up to a 5 percent reduction to the required number of automobile parking spaces.

Part 4. Amend Section 17.24.050.1, within the design standards for land divisions, as follows:

1. STREETS.

- a. Streets shall be in alignment with existing streets in the vicinity of the proposed subdivision, either by prolongation of existing centerlines or by connection with suitable curves. Streets shall conform to the location, alignment, and ~~width~~ roadway design as indicated on the official map of streets known as the Future Street Plan and the Roadway Functional Classification Map in the adopted Stayton Transportation System Plan.
- b. Streets should intersect at or near right angles as practicable, and in no case shall the angle of intersection exceed 120 degrees.
- c. The criteria of a and b above may be modified where the applicant can demonstrate to the decision authority that the topography, or the small number of lots involved, or any other unusual conditions justify such modification.
- d. Bikeways and pedestrian ways shall be required in accordance with the City of Stayton ~~Non-Motorized Plan in the adopted Stayton~~ Transportation System Plan.
- e. Concrete curbs and concrete sidewalks shall be installed on all streets, consistent with the Geometric Design Requirements by Street Functional Classification in the Public Works Design Standards. ~~The location and width of sidewalks shall be determined by the decision authority. In making such determination, the decision authority shall take into consideration the topography of the land, the presence of improvements, trees or other plantings, the type of street, and the location of sidewalks, if any, in adjacent areas or subdivision.~~

In residential neighborhoods, sidewalks shall be placed along the property line whenever possible. In all cases, sidewalks shall be placed 1 foot from the property line on arterial and collector streets.

Part 5. Amend Section 17.26.020.3.h, within the access management standards, as follows:

h. Access Spacing Standards

The streets within Stayton are classified as major arterials, minor arterials, collectors, neighborhood collectors, and local streets. The access spacing standards are shown in Table 17.26.020.3.h. for both full intersection spacing and driveway spacing. The access spacing standards shown in Table 17.26.020.3.h shall be measured as defined below.

- 1) Access spacing between two driveways on Neighborhood Collector, Local Residential, and Local Commercial/Industrial Streets (~~50 feet~~) shall be measured from the perpendicular near edge of the driveway to the perpendicular near edge of the driveway.

- 2) Access spacing between a driveway and an arterial, collector, or local street located on a Neighborhood Collector, ~~Local Residential Local~~, or ~~Local-Commercial Local~~ or Industrial ~~Local~~ Street (~~50 feet~~) shall be measured from the perpendicular near edge of the driveway to the start of the tangent for the intersecting street.
- 3) All other access spacing between driveways, between streets, and between streets and driveways (~~≥50 feet~~) shall be measured from center-to-center of the driveway or street.

Table 17.26.020.3.h. Access Spacing Standard

Functional Roadway Classification	Minimum Public Intersection Spacing Standard	Minimum Spacing between Driveways and/or Streets
Limited Access Principal Major Arterial (Limited Access Facility)¹	750 feet	375 feet
Urbanized Area Principal Major Arterial¹	260 feet	260 feet
Minor Arterial	600 feet	300 feet
Collector	260 feet	150 feet
Neighborhood Collector	260 feet	50 feet
Local Residential Local Street	260 feet	50 feet ²
Local-Commercial/Industrial Local Street	260 feet	50 feet
Industrial Local Street	<u>260 feet</u>	<u>50 feet</u>

¹ This standard applies to ~~1st Avenue from Shaff/Fern Ridge Road to Ida Street on Cascade Highway north of Shaff Road and on S First Avenue south of Water Street.~~

² This standard only applies to a corner residential lot driveway spacing from the adjacent street and may be modified per 17.26.020.3.a).

Part 6. Amend Section 17.26.020.5.a, within the access management standards, as follows:

5. CONNECTIVITY AND CIRCULATION STANDARDS.

a. Connectivity.

- 1) The street system of proposed subdivisions shall be designed to connect with existing, proposed, and planned streets outside of the subdivision as specified in Section 17.24.050.1.a.
- 2) Wherever a proposed development abuts unplatted, developable land or a future development phase of the same development, street stubs shall be provided to provide access to abutting properties or to logically extend the street system into the surrounding area. This is consistent with and an extension of Section 17.24.050.1.a.
- 3) Neighborhood collectors and local residential access streets shall connect with surrounding streets to permit the convenient movement of traffic between residential neighborhoods or facilitate emergency access and evacuation. Connections shall be designed to avoid or minimize through traffic on local streets. Appropriate design and traffic calming measures are the preferred means of discouraging through traffic. ~~These measures are defined in the Stayton Transportation System Plan.~~

- 4) Developers shall construct roadways within their development site to conform to the Future Street Plan and Roadway Functional Classification Map in the Transportation System Plan. Flexibility of the future roadway alignment shall be at the discretion of the Public Works Director and/or his designee but must maintain the intent of the Future Street Plan.
- 5) A system of joint use driveways and crossover easements shall be established wherever feasible and shall incorporate the following:
 - a) A continuous service drive or crossover easement corridor extending the entire length of each block served to provide for driveway separation consistent with the access standards set for each functional roadway classification.
 - b) A design speed of 10 mph and a maximum width defined in the ~~Standard Specifications for Public Works Construction, Section 300~~ Street Design Standards, 2.22, to accommodate two-way travel aisles designated to accommodate automobiles, service vehicles, and loading vehicles;
 - c) Access stub-outs and other design features to make it visually obvious that the abutting properties will be tied in to provide crossover easement via a service drive;
 - d) A unified access and circulation system plan shall be submitted as part of the documentation for joint and cross access. A unified access and circulation system plan encompasses contiguous, adjacent parcels that share access(es). The unified access and circulation system plan shows how the joint and cross access(es) work together to meet the needs of all property owners and uses. It includes showing how parking areas of the various uses sharing access(es) coordinate and work with each other.
- 6) New partitions and subdivisions shall provide safe bicycle and pedestrian connections to adjacent existing and planned residential areas, transit stops, and activity centers. Non-motorized connectivity can be provided through sidewalks, trails, and striped and/or signed bicycle facilities on local roadways.

Part 6. Amend Chapter 17.26 to add a new Section establishing further transportation related requirements for land development activities, as follows:

17.26.070 TRANSIT-RELATED REQUIREMENTS

1. PURPOSE

The purposed of this Section is to ensure that new retail, office and institutional buildings provide access to transit facilities and facilitate transit ridership.

2. APPLICABLILITY AND REIREMENTS

Retail, office, and institutional developments that are proposed on the same site as, or adjacent to, an existing or planned transit stop as designated in an adopted transportation or transit plan shall provide the following transit access and supportive improvements in coordination with the transit service provider:

- a. Reasonably direct pedestrian connections between the transit stop and primary entrances of the buildings on site. For the purpose of this Section, "reasonably direct" means a route that

does not deviate unnecessarily from a straight line or a route that does not involve a significant amount of out-of-direction travel for users.

- b. The primary entrance of the building closest to the street where the transit stop is located is oriented to that street.
- c. A transit passenger landing pad that is ADA accessible.
- d. An easement or dedication for a passenger shelter or bench if such an improvement is identified in an adopted plan.
- e. Lighting at the transit stop.
- f. Other improvements identified in an adopted plan.



City of Stayton

DRAFT TRANSPORTATION SYSTEM PLAN

Volume I: Transportation System Plan

 **KITTELSON**
& ASSOCIATES

June 2019

CITY OF STAYTON TRANSPORTATION SYSTEM PLAN

Prepared For:

City of Stayton

311 N. Third Avenue

Stayton, Oregon 97383

(503) 769-2998

Prepared By:

Kittelson & Associates, Inc.

851 SW 6th Avenue, Suite 600

Portland, OR 97204

(503) 228-5230

Project Manager: Susan Wright

Project Analyst: Bryan Graveline

Project Principal: Marc Butorac

June 2019



ACKNOWLEDGEMENTS

The production of the 2019 Stayton Transportation System Plan (TSP) has been the collective effort of the following people:

City Council Members

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

Planning Commission Members

- Ralph Lewis, Chair
- Jackie Carmichael, Vice-Chair
- Dixie Ellard
- Heidi Hazel
- Richard Lewis

Technical Advisory Committee Members

- John Ashley
- Angela Carnahan
- Dan Fricke
- Robert Mansolillo
- Brandon Reich
- Janelle Shanahan

Public Advisory Committee Members

- Jay Alley
- Randy Bentz
- Carmelle Bielenberg
- Jackie Carmichael
- Brian Cowan
- Jon Mesa
- Karen Odenthal
- Brian Quigley
- Rich Sebens
- Laura Wipper

Project Management Team Members

- Lance Ludwick, PE, *City of Stayton*
- Dan Fleishman, *City of Stayton*
- Susan Wright, PE, *Kittelson & Associates, Inc.*

Consultant Team Members

- Marc Butorac, PE, PTOE, PMP, *Kittelson & Associates, Inc.*
- Bryan Graveline, *Kittelson & Associates, Inc.*
- Darci Rudzinski, *Angelo Planning Group*
- Andrew Parish, *Angelo Planning Group*

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SECTION 1 INTRODUCTION

INTRODUCTION

The City of Stayton transportation system plan (TSP) is a long-range plan that sets the vision for the city's transportation system, facilities, and services to meet state, regional, and local needs for the next 20 years. The TSP was developed through community and stakeholder input and is based on the system's existing and projected future needs and anticipated available funding. The plan also serves as the Transportation Element of the City of Stayton Comprehensive Plan. The purpose of the 2019 TSP update is to address growth in Stayton as well as address regulatory changes that have occurred since adoption of the City's previous TSP.

THE CITY OF STAYTON TSP

The City of Stayton TSP is a long-range plan that sets the vision for the city's transportation system, facilities, and services to meet state, regional, and local needs for the next 20 years.

The TSP fulfills the Transportation Planning Rule (TPR) requirements for comprehensive transportation planning in Oregon cities and presents the investments and priorities for the Pedestrian, Bicycle, Transit, Motor Vehicle, and other transportation systems.

Stayton is a city in Marion County, Oregon, located 12 miles southeast of Salem. It has a population of approximately 8,000 people. It is served by Highway 22, an east-west state highway that runs north of Stayton and provides access to Salem. The city's main commercial district is concentrated around N First Avenue and its downtown lies in the southeast part of town.

Major east-west roadways within Stayton include Shaff Road SE/Fern Ridge Road SE and Washington Street/E Jefferson Street/E Santiam Street. Major north-south roadways within Stayton include Golf Club

Road/Wilco Road and Cascade Highway SE/First Avenue. Key destinations within Stayton include the Stayton Community Center, Public Library, and Memorial Pool, Stayton elementary school, middle

school, and high school, Safeway, and NORPAC (a food manufacturer). The City of Stayton study area is shown in Figure 1.

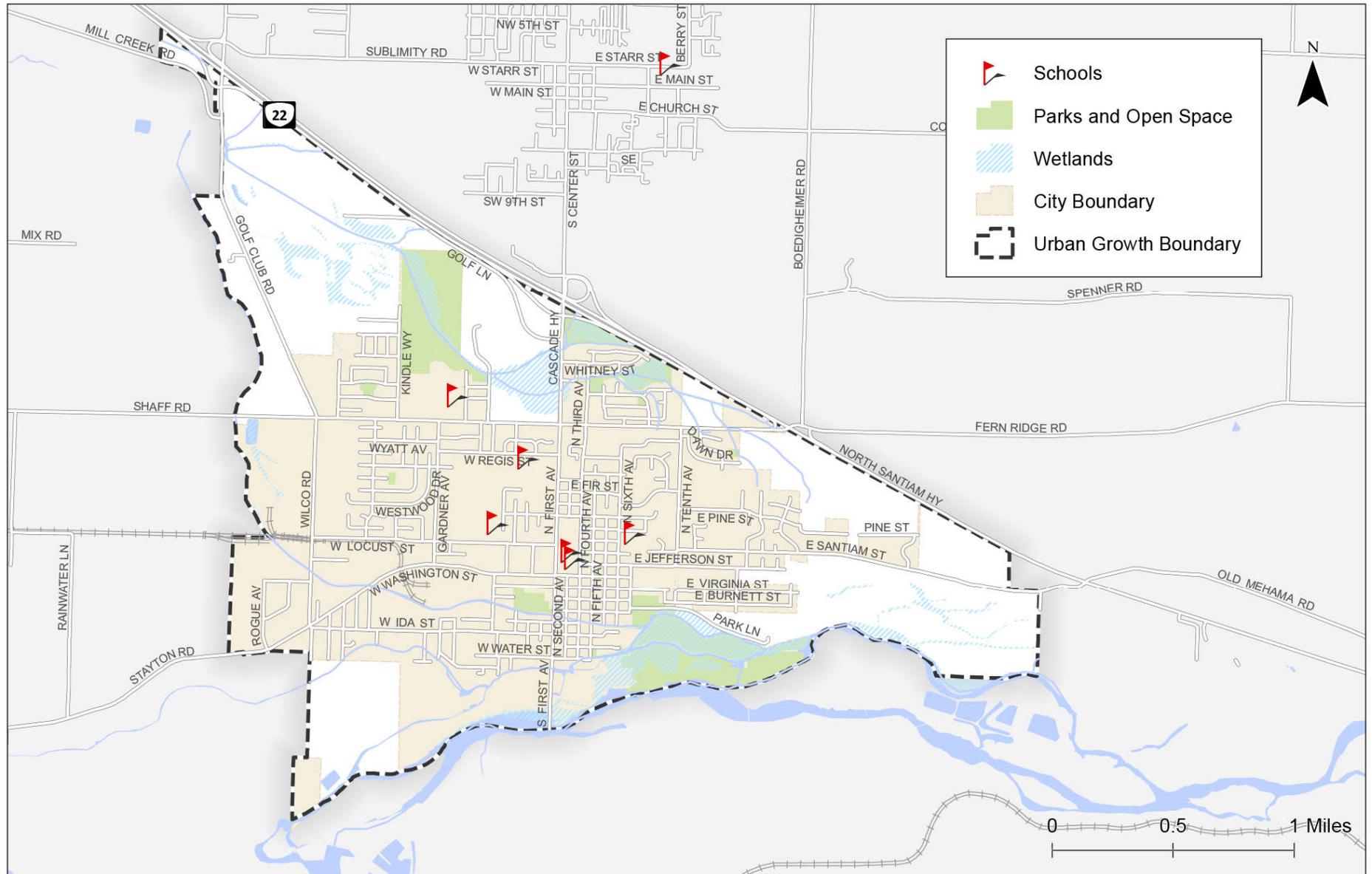


TSP UPDATE PROCESS

The TSP update process began with a review of local, regional, and statewide plans and policies that guide land use and transportation planning in the City. Goals, objectives, and evaluation criteria were then developed to guide the evaluation of existing and project future transportation system conditions as well as the development of planned improvements. An inventory of the multimodal transportation system was then conducted to serve as the basis for the existing and future conditions analyses. The existing and future conditions analyses focused on identifying gaps and deficiencies in the multimodal transportation system based on current and forecast future performance. For each gap and deficiency, solutions were evaluated to address the system needs.

This process led to the development of plans, programs, and projects. These were then prioritized using the project evaluation

Figure 1. Study Area



criteria and organized by priority. This document is the culmination of the TSP update process. It presents the plans, programs, and projects identified to address the existing and future gaps and deficiencies in the City's transportation system.

COMMITTEES

The project team developed the TSP update in close coordination with city staff along with key stakeholders and representatives from the community. Two formal committees participated in the TSP update: a Technical Advisory Committee (TAC) and a Public Advisory Committee (PAC).

The TAC consisted of representatives from Stayton, Marion County, Oregon Department of Transportation (ODOT), and the Department of Land Conservation and Development (DLCDD). The TAC provided technical guidance and coordination throughout the project. TAC members reviewed and commented on technical memoranda and participated in committee meetings, open houses, and workshops.

The PAC consisted of residents and property owners with an interest in transportation. It served as the voice of the community and the caretakers of the goals and objectives of the TSP update. Much like the TAC, PAC members reviewed and commented on technical memoranda and participated in committee meetings, open houses, and City Council/Planning Commission sessions.

PUBLIC INVOLVEMENT

The project team made opportunities for public involvement available throughout the TSP update process. The opportunities consisted of continuous web-based communications about upcoming committee meetings, open houses, and workshops via the project website (<http://sites.kittelson.com/StaytonTSP>). The project team met with the project advisory committees three times each throughout the TSP update process.

The project team also hosted two open houses at the Stayton Public Library. Both open houses were accompanied by an online open house that offered participants the same opportunities to provide input on project materials and share their concerns related to the transportation system. Additionally, the project team also met with the Planning Commission and City Council twice throughout the planning process.



The goal of the public involvement process was to develop a TSP update that addressed the gaps and deficiencies in the transportation system while meeting the needs of the community.

TSP ORGANIZATION

The Stayton TSP is composed of a main document (Volume I) and a volume of supporting technical appendices and other supporting documentation (Volume II).

Volume I is organized into chapters that address each individual mode of transportation available and its network in the overall Stayton transportation system. Chapter 2 presents the goals and objectives along with the criteria used to evaluate and prioritize projects and programs. Chapters 3 through 7 present the transportation system improvement projects identified by the project team to address needs and deficiencies in the City's transportation system. Chapter 8 presents the funding, implementation, and

monitoring plan for the TSP update, including existing and potential future funding sources to finance the identified transportation system improvements.

Volume II (under separate cover) contains the Technical Memoranda completed throughout the TSP update process, which showcase the inventory, analysis, and project list identification efforts. It also includes other technical appendices. The technical appendices are numbered as follows:

- Technical Memorandum 1: Plans and Policies (Appendix A)
- Technical Memorandum 2: Goals, Objectives, & Evaluation Criteria (Appendix B)

- Technical Memorandum 3: Existing and Future Conditions (Appendix C)
- Technical Memorandum 4: System Alternatives (Appendix D)
- 2015 Final Design Standards Proposed Changes (Appendix E)

Preliminary cost estimates for the list of TSP programs and projects exceed what the City can fund with existing or forecasted revenue. Therefore, the TSP includes a “fiscally constrained” plan, which identifies the top priority projects that can be completed within the 21-year planning horizon based on the projected available funding. These projects address existing and projected deficiencies in the transportation system per local, regional, and state standards and targets.



- Goals and Objectives
- Project Selection and Prioritization

SECTION 2

GOALS, OBJECTIVES, AND EVALUATION CRITERIA

GOALS, OBJECTIVES, AND EVALUATION CRITERIA

The project team developed goals, objectives, and evaluation criteria for the TSP update to help guide the review and documentation of existing and future transportation system needs, the development and evaluation of potential solutions to address these needs, and the selection and prioritization of preferred solutions for inclusion in the TSP update. They also inform recommendations for policy language that will serve as guidance for future land use decision making. The goals, objectives, and evaluation criteria will enable the City to plan for, and consistently work towards, achieving the vision of a connected community.

A VISION OF A CONNECTED COMMUNITY

The goals, objectives, and evaluation criteria will enable the City of plan for, and consistently work towards, achieving the vision of a connected community.

GOALS AND OBJECTIVES

The goals and objectives for the Stayton TSP update are based on an evaluation of the existing goals and policies in the current Stayton TSP and Comprehensive Plan. The goals provide direction for where the City would like to go, while the objectives provide a more detailed breakdown of the goals with specific outcomes the City desires to achieve. To ensure compliance with the Transportation Planning Rule (TPR) and other state, regional, and local planning requirements, the goals and objectives presented below tend to favor improvements in active transportation facilities and services over capital improvements.

GOAL 1 – MOBILITY AND EFFICIENCY: OPTIMIZE THE PERFORMANCE OF THE TRANSPORTATION SYSTEM FOR THE EFFICIENT MOVEMENT OF PEOPLE AND GOODS.

- Objective A. Establish a transportation system that can accommodate a wide variety of travel modes and minimizes the reliance on any one single mode of travel.
- Objective B. Develop and maintain street functional classifications, along with operational guidance and cross-sectional and right-of-way standards, to ensure streets are able to serve their intended purpose.
- Objective C. Review and determine needed standards for mobility to help maintain a minimum level of motor vehicle travel efficiency. State and county mobility standards will be supported on facilities under the respective jurisdiction.
- Objective D. Develop an integrated transportation system that includes additional local, collector and arterial roads that improves connectivity across multiple modes, preserves future rights-of-way, and maintains Stayton's existing street grid system.
- Objective E. Provide a network of arterials, collectors and local streets that are interconnected, appropriately spaced, and reasonably direct in accordance with city, County and state design standards in order to reduce reliance on any one corridor.
- Objective F. Review and update, where necessary, adopted access management standards.

GOAL 2 – SAFETY: PROVIDE A TRANSPORTATION SYSTEM THAT ENHANCES THE SAFETY AND SECURITY OF ALL TRANSPORTATION MODES.

- Objective A. Assess options to reduce traffic volumes and speeds near schools consistent with the Safe Routes to School Plan. Work with the school district and educational institutions to identify and implement circulation and access patterns to and around schools that are safe for pedestrians and bicyclists, as well as people in cars and arriving by bus.
- Objective B. Improve safety and operational components of existing transportation facilities not meeting City of Stayton or ODOT standards or industry best practices.
- Objective C. Address existing safety issues at high collision locations and locations with a history of severe vehicle, bicycle-and/or pedestrian-related crashes.
- Objective D. Ensure adequate access for emergency services vehicles throughout the city's transportation system.
- Objective E. Manage access to transportation facilities consistent with their applicable classification to reduce and separate conflicts and provide reasonable access to land uses.
- Objective F. Identify and improve safe crossings for vehicles, bicycles and pedestrians across arterial and collector streets.

GOAL 3 – EQUITY: PROVIDE AN EQUITABLE, BALANCED AND CONNECTED MULTI-MODAL TRANSPORTATION SYSTEM.

- Objective A. Ensure that the transportation system provides equitable access to underserved and vulnerable populations.

- Objective B. Provide connections for all modes that meet applicable city and Americans with Disabilities Act (ADA) standards.
- Objective C. Provide for multi-modal circulation internally on site and externally to adjacent land use and existing and planned multi-modal facilities.

GOAL 4 – ENVIRONMENTAL: LIMIT AND MITIGATE ADVERSE ENVIRONMENTAL IMPACTS ASSOCIATED WITH TRAFFIC AND TRANSPORTATION SYSTEM DEVELOPMENT.

- Objective A. Identify environmental impacts related to transportation projects at the earliest opportunity to ensure compliance with all federal and state environmental standards.
- Objective B. Avoid or minimize impacts to natural resources, which may include alternative transportation facility designs in constrained areas.
- Objective C. Reduce the number of vehicle-miles traveled.
- Objective D. Enhance opportunities to increase the number of walking, bicycling, and transit trips in the city.
- Objective E. Support alternative vehicle types by identifying potential electric vehicle plug-in stations and developing implementing code provisions.
- Objective F. Evaluate and implement, where cost-effective, environmentally friendly materials and design approaches (reducing required pavement width, water reduction and infiltration methods to protect waterways, solar infrastructure, impervious materials).
- Objective G. Support technology applications that improve travel mobility and safety with less financial and environmental impact than traditional infrastructure projects.

Objective H. Roadways within Stayton shall be multi-modal or "complete streets," with each street servicing the needs of the various modes of travel.

GOAL 5 – MULTI-JURISDICTION COORDINATION: DEVELOP AND MAINTAIN A TRANSPORTATION SYSTEM PLAN THAT IS CONSISTENT WITH THE GOALS AND OBJECTIVES OF THE CITY, MARION COUNTY, AND THE STATE.

- Objective A. Coordinate with regional transit service efforts and seek improvements to public transit services to the City of Stayton.
- Objective B. Ensure consistency with state, regional and local planning rules, regulations, and standards.
- Objective C. Coordinate land use, financial, and environmental planning to prioritize strategic transportation investments.

GOAL 6 – STRATEGIC TRANSPORTATION FINANCING: SEEK FUNDING FOR AND INVEST IN FINANCIALLY FEASIBLE INFRASTRUCTURE PROJECTS THAT WILL SERVE THE CITY FOR YEARS TO COME.

- Objective A. Preserve and protect the function of locally and regionally significant transportation corridors.
- Objective B. Develop and support reasonable alternative mobility targets for motor vehicles that align with economic and physical limitations on state highways and city streets where necessary.
- Objective C. Preserve and maintain the existing transportation system assets to extend their useful life.
- Objective D. Improve travel reliability and efficiency of existing major travel routes in the city before adding capacity.
- Objective E. Pursue grants and collaboration with other agencies to efficiently fund transportation improvements and supporting programs.

Objective F. Identify and maintain stable and diverse revenue sources to meet the need for transportation investments in the city.

- Objective G. Identify new and creative funding sources to leverage high priority transportation projects.
- Objective H. Review existing development requirements related to traffic impact study submittal requirements and criteria to ensure that future developments will be responsible for mitigating their direct traffic impacts
- Objective I. Upon TSP adoption, update the current transportation system development charge methodology and update the current list of SDC-eligible projects.

GOAL 7 – HEALTH: PROVIDE A TRANSPORTATION SYSTEM THAT ENHANCES THE HEALTH OF RESIDENTS AND USERS.

- Objective A. Identify and seek funding for programs that encourage walking and bicycling and rideshare/carpool through community awareness and education.
- Objective B. Identify and seek funding for programs that provide education regarding good traffic behavior and consideration for all users.
- Objective C. Provide convenient and direct pedestrian and bicycle facilities and routes to promote health and the physical and social well-being of Stayton residents, to reduce vehicular traffic congestion, to provide community and recreational alternatives, and to support economic development.
- Objective D. Plan for a multi-modal system that limits users' exposure to pollution and that enhances air quality.

**GOAL 8 – LAND USE AND TRANSPORTATION INTEGRATION:
CREATE A BALANCED BUILT ENVIRONMENT WHERE DESIRED
EXISTING AND PLANNED LAND USES ARE SUPPORTED BY AN
EFFICIENT MULTI-MODAL TRANSPORTATION SYSTEM.**

- Objective A. Identify areas where encouraging more compact, walkable, mixed use, and/or transit-oriented development could significantly shorten trip lengths or reduce the need for motor vehicle travel within the city.
- Objective B. Identify the 20-year roadway system needs to accommodate developing or undeveloped areas; ensure adequate capacity for future travel demand and minimize travel times.
- Objective C. Review and revise where necessary local land use and development requirements to ensure that future land use decisions are consistent with the planned transportation system.
- Objective D. Review and incorporate appropriate access management and land use measures consistent with the recommendations of the Sublimity Interchange Area Management Plan (IAMP).

**GOAL 9 – COMMUNITY AND ECONOMIC VITALITY:
PROVIDE A TRANSPORTATION SYSTEM THAT SUPPORTS
EXISTING INDUSTRY AND ENCOURAGES ECONOMIC
DEVELOPMENT IN THE CITY.**

- Objective A. Develop a plan for designated truck routes through the City that prioritize efficient freight movement and minimize truck traffic on other city roadways.
- Objective B. Improve the movement of goods and delivery of services throughout the city while balancing the needs of all users with a variety of travel modes and

preserving livability in residential areas and established neighborhoods.

- Objective C. Identify lower cost options or provide funding mechanisms for transportation improvements necessary for development to occur.
- Objective D. Program transportation improvements to facilitate the development of desired land uses and activities.
- Objective E. Encourage recreational tourism by developing connections to and between recreational locations and destinations and key services in the city.
- Objective F. Encourage tourism by promoting and upgrading bicycle and pedestrian recreational routes and services through the city.

PROJECT SELECTION AND PRIORITIZATION

The selection and prioritization of the projects included in the TSP update was determined based on the project evaluation criteria, which reflect the goals and objectives described above. A qualitative process using the project evaluation criteria was used to evaluate solutions and prioritize projects developed through the TSP update. The rating method used to evaluate solutions is described below.

- Most Desirable: The concept addresses the criterion and/or makes substantial improvements in the criteria category. (+1)
- No Effect: The criterion does not apply to the concept or the concept has no influence on the criteria. (0)
- Least Desirable: The concept does not support the intent of and/or negatively impacts the criteria category. (-1)

Table 1 presents the project evaluation criteria that were used to qualitatively evaluate the solutions developed through the TSP update. The initial screening ratings presented in Appendix D in Volume II were used to inform discussions about the benefits and

tradeoffs of each solution, while the final alternatives in this TSP reflect input from the project management team, advisory committees, and the public.

Table 1. Evaluation Criteria

Objective	Evaluation Criteria	Evaluation Score
Goal 1: Mobility and Efficiency		
Objective A	Could reduce reliance on any one single travel mode	+1
	Would not reduce reliance on any one single travel mode	0
	Could increase reliance on any one single travel mode	-1
Objective D	Will improve connectivity across travel modes	+1
	Will not improve connectivity across travel modes	0
	Will reduce connectivity across travel modes	-1
Objective E	Could reduce reliance on any one corridor	+1
	Would not impact reliance on any one corridor	0
	Could increase reliance on any one corridor	-1
Goal 2: Safety		
Objective C	Will address a known safety issue	+1
	Will not address a known safety issue	0
	Could worsen a known safety issue	-1
Objective D	Will improve access for emergency services vehicles	+1
	Will not improve access for emergency service vehicles	0
	Will reduce or limit access for emergency service vehicle	-1
Objective E	Will reduce potential for future conflicts	+1
	Will have no impact on the potential for future conflicts	0
	Will increase the potential for future conflicts	-1
Goal 3: Equity		
Objective A	Will improve access for underserved and vulnerable populations	+1
	Will not improve access for underserved and vulnerable populations	0
	Will reduce or limit access for underserved and vulnerable populations	-1
Goal 4: Multi-Jurisdiction Coordination		
Objective B	Will not impact natural resources	+1
	Will have a minimal impact to natural resources	0

Objective	Evaluation Criteria	Evaluation Score
Objective C	Will have a significant impact to natural resources	-1
	Could reduce the number of vehicle miles traveled	+1
	Would not change the number of vehicle miles traveled	0
	Could increase the number of vehicle miles traveled	-1
Objective E	Will support alternative vehicle types	+1
	Will not support alternative vehicle types	0
	Will reduce or limit opportunities for alternative vehicle types	-1
Goal 5: Strategic Investment		
Objective B	Is consistent with state, regional, and local planning	+1
	Is not impacted by or reflected in state, regional, and/or local planning	0
	Is inconsistent with state, regional, and/or local planning	-1
Goal 6: Strategic Transportation Financing		
Objective A	Will preserve and protect the function of locally and/or regionally significant corridors	+1
	Will not impact locally and/or regionally significant corridors	0
	Will degrade the function of locally and/or regionally significant corridors	-1
Objective D	Will improve travel reliability and efficiency of major travel routes	+1
	Will not impact travel reliability and efficiency of major travel routes	0
	Will degrade travel reliability and efficiency of major travel routes	-1
Goal 7: Health		
Objectives A, B, and C	Could encourage the use of active modes of transportation	+1
	Would not encourage the use of active modes of transportation	0
	Could discourage the use of active modes of transportation	-1
Objective D	Will contribute to the development of a multi-modal system	+1
	Will not contribute to the development of a multi-modal system	0
	Will impede development of a multi-modal transportation system	-1
Goal 8: Land Use and Transportation Integration		
Objective A	Will encourage more compact, walkable, mixed-use and/or transit-oriented development	+1
	Will not encourage more compact, walkable, mixed-use and/or transit-oriented development	0
	Will discourage more compact, walkable, mixed-use and/or transit-oriented development	-1
Goal 9: Community and Economic Vitality		
Objective B	Could improve the movement of goods and delivery of services	+1
	Would not improve the movement of goods and delivery of services	0

Objective	Evaluation Criteria	Evaluation Score
Objective E and F	Could impede the movement of goods and delivery of services	-1
	Could encourage tourism and/or recreational tourism	+1
	Would not encourage tourism and/or recreational tourism	0
	Could discourage tourism and/or recreational tourism	-1



-
- Pedestrian Facilities
 - Pedestrian Plan
-

SECTION 3 PEDESTRIAN PLAN

PEDESTRIAN PLAN

Stayton's pedestrian system consists of sidewalks, enhanced sidewalks, off-street trails, and pedestrian crossings, which are both marked and unmarked; signalized and unsignalized. These facilities provide residents with the ability to access local retail/commercial centers, recreational areas, schools, and other land uses by foot. A safe, convenient, and continuous network of pedestrian facilities is essential to establishing a vibrant and healthy community while supporting the local economy within Stayton.

A VIBRANT AND HEALTHY COMMUNITY

A safe, convenient, and continuous network of pedestrian facilities is essential to establishing a vibrant and healthy community while supporting the local economy within Stayton.

Most city streets have sidewalks on both sides of the roadway and enhanced crossings at key intersections and mid-block locations; however, there are several streets with gaps in the sidewalks and locations where crossings could be implemented or improved. Therefore, the pedestrian plan includes many projects to fill in the



gaps in the sidewalks along the city's arterial and collector streets along with enhanced pedestrian crossings.

PEDESTRIAN FACILITIES

The existing pedestrian facilities are shown in Figure 2.

Sidewalks

Sidewalks are provided along at least one side of most of the roadways categorized as collector or higher within the city of Stayton. However, there are a few segments along roadways where there is no sidewalk. These sidewalk gaps are also shown in Figure 2. Notable sidewalk gaps occur on segments of W Washington Street, Shaff Road, N Third Avenue, N Tenth Avenue, Kindle Way, and Locust Street.

Enhanced Sidewalks

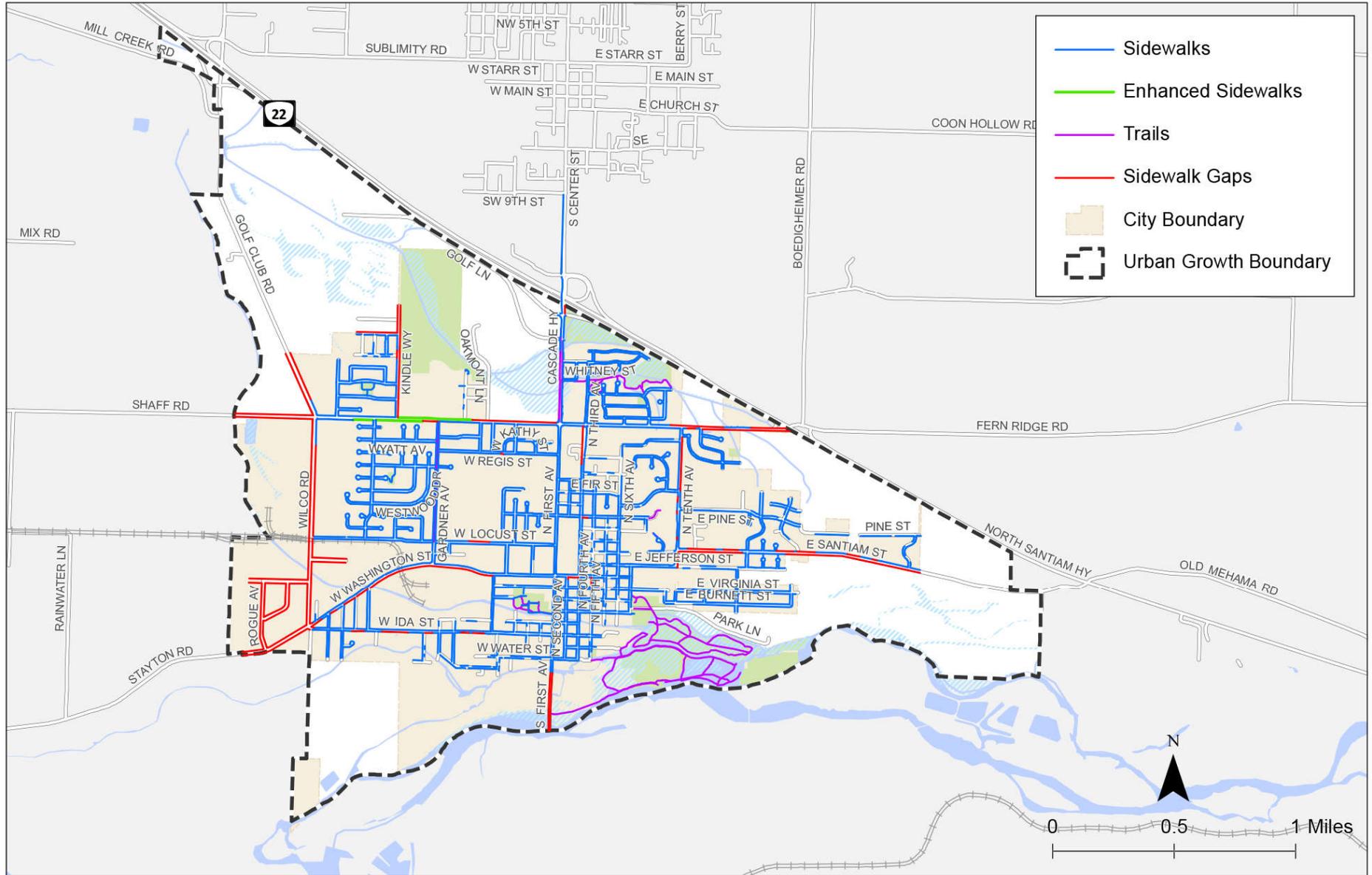
Enhanced sidewalks are wide, separated facilities that can be used for walking or bicycling. Enhanced sidewalks are present along both sides of Shaff Road intermittently between Wilco Road and Oakmont Lane.

Trails

Off-street trails are also present in Stayton. These trails range from multi-use paved paths to gravel trails. The following off-street trails exist within Stayton:

- The trails throughout Wilderness Park, which are a mix between paved and gravel.
- The trails on the Stayton Middle School Campus, which are mostly gravel.
- The path in and around Santiam Park, which is paved.
- The paths within Community Center Park, which are paved.
- The path near the Santiam Hospital, which is paved.

Figure 2. Existing Pedestrian Facilities



Crosswalks

Pedestrian crosswalks notify drivers that they must stop for pedestrians in the roadway. Most crosswalks in Stayton feature white roadway striping and signage and/or flashing amber lights. Curb ramps meeting the specifications outlined in the Americans with Disabilities Act (ADA) are an important feature of crosswalks.



City of Stayton Public Works Design Standards (Design Standards), the project evaluation criteria, and input from the project team and the public. Projects are prioritized in tiers from Tier I (most critical) to Tier IV (least critical). The cost estimates are based on average unit costs for sidewalk improvements. Figure 3 illustrates the locations of the pedestrian plan projects.

Safety

Pedestrian improvement projects are included in the ODOT All Roads Transportation Safety (ARTS) approved countermeasures list.¹ The installation of crosswalk markings, rectangular rapid flashing beacons (RRFBs), pedestrian hybrid beacons, and pedestrian signals have all been shown to improve pedestrian safety conditions. While sidewalk installation is not shown on the approved countermeasure list, sidewalk projects make walking more comfortable and provide separation between the flow of vehicle traffic and pedestrians. Projects on the approved ARTS countermeasures list could be eligible for ARTS funding. Appendix C in Volume II contains additional information on pedestrian safety.

PEDESTRIAN PLAN

Table 2 identifies the pedestrian plan projects for the Stayton TSP. As shown, the projects are separated into sidewalk and crosswalk projects. The projects and priorities shown were determined using the

Table 2. Pedestrian Plan Improvement Projects

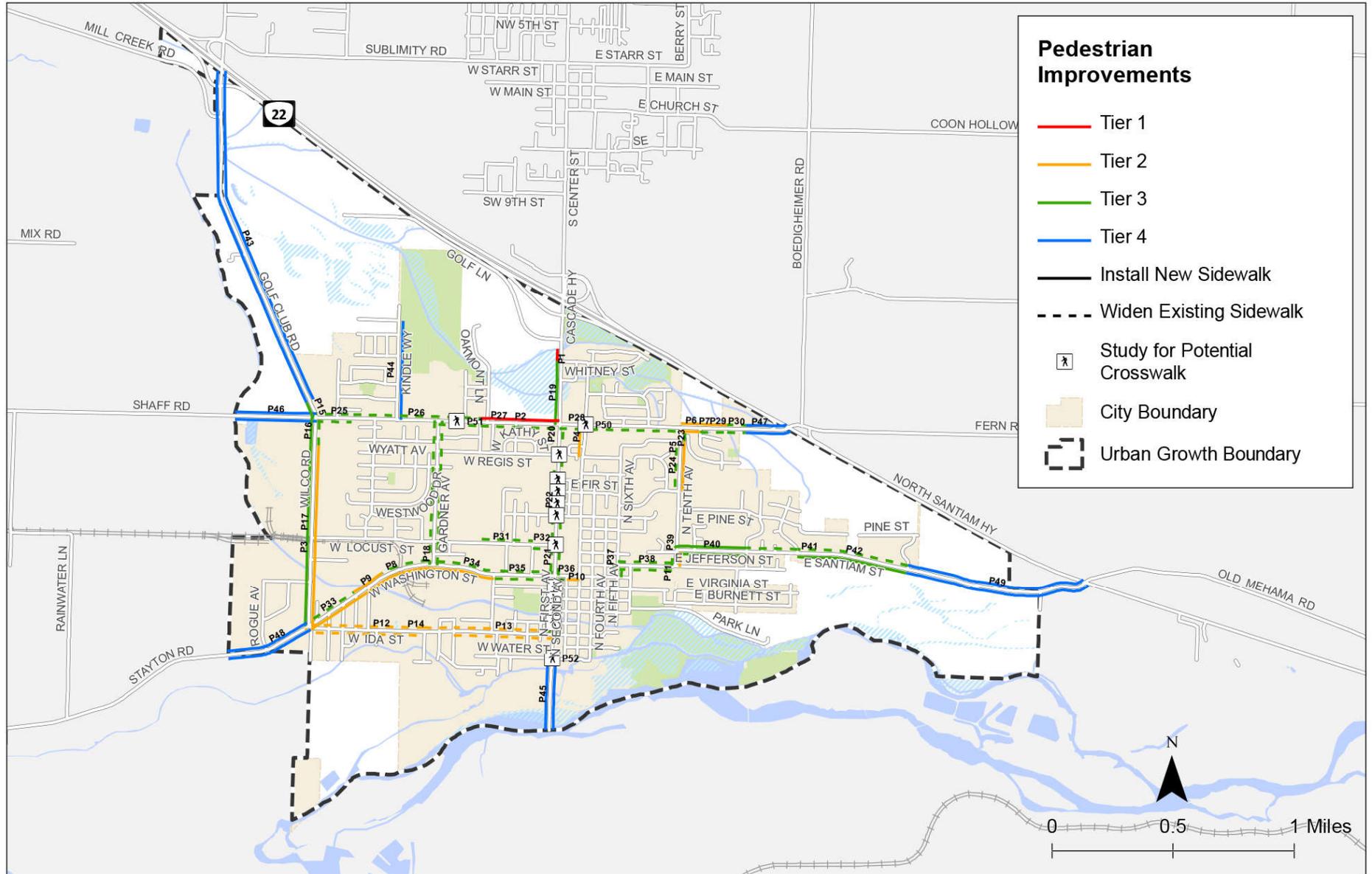
Project Number	Roadway	Segment/Cross-Street	Project	Priority	Cost Estimate
Sidewalk Projects					
P1	Cascade Highway	Mill Creek Bridge to Whitney Street (SB)	Install 6-foot sidewalk on property line	Tier I	\$40K
P2	Shaff Road	Fern Avenue to First Avenue (WB)	Install 8-foot sidewalk on property line	Tier I	\$335K
P3	Wilco Road	600 feet south of Shaff Road to Washington Street (NB)	Install 6-foot sidewalk on property line	Tier II	\$585K
P4	Third Avenue	Fern Ridge Road to Regis Street (SB)	Install 5-foot sidewalk on property line	Tier II	\$85K
P5	Tenth Avenue	Fir Street to Kathy Street (NB)	Install 6-foot sidewalk on property line	Tier II	\$160K
P6	Fern Ridge Road	Tenth Avenue to Kent Avenue (EB)	Install 6-foot sidewalk on property line	Tier II	\$65K

¹ <https://www.oregon.gov/ODOT/Engineering/Pages/ARTS.aspx>

Project Number	Roadway	Segment/Cross-Street	Project	Priority	Cost Estimate
P7	Fern Ridge Road	Tenth Avenue to United Methodist Church (WB)	Install 6-foot sidewalk on property line	Tier II	\$150K
P8	Washington Street	Wilco Road to Evergreen Avenue (EB)	Install 6- to 8-foot sidewalk on property line	Tier II	\$760K
P9	Washington Street	Myrtle Avenue to Miller Drive (WB)	Install 6- to 8-foot sidewalk on property line	Tier II	\$130K
P10	Washington Street	Second Avenue to Third Avenue (EB)	Install 8-foot sidewalk on curb line	Tier II	\$55K
P11	Tenth Avenue	Jefferson Street to Santiam Street (NB)	Install 6-foot wide sidewalk on property line	Tier II	\$50K
P12	W Ida Street	Wilco Road to Holly Avenue (EB)	Install 6-foot sidewalk on property line	Tier II	\$375K
P13	W Ida Street	Fern Avenue to First Avenue (EB)	Install 6-foot sidewalk on property line	Tier II	\$315K
P14	W Ida Street	Wilco Road to First Avenue (WB)	Install 6-foot sidewalk on property line	Tier II	\$785K
P15	Golf Club Road	Shaff Road to 400 feet north (SB)	Install 6-foot sidewalk on property line	Tier III	\$55K
P16	Wilco Road	Shaff Road to 600 feet south (NB)	Install 6-foot sidewalk on property line	Tier III	\$90K
P17	Wilco Road	Shaff Road to Washington Street (SB)	Install 6-foot sidewalk on property line	Tier III	\$675K
P18	Gardner Avenue	Shaff Road to Washington Street (both sides)	Install 6-foot sidewalk on property line	Tier III	\$920K
P19	Cascade Highway	Whitney Street to Shaff Road (SB)	Install 6-foot sidewalk on property line	Tier III	\$205K
P20	Cascade Highway	Shaff Road to Regis Street (NB)	Install 6-foot sidewalk on property line	Tier III	\$95K
P21	First Avenue	Regis Street to Water Street (NB)	Install 8-foot sidewalk on curb line	Tier III	\$870K
P22	First Avenue	Regis Street to Ida Street (SB)	Install 8-foot sidewalk on curb line	Tier III	\$770K
P23	Tenth Avenue	Fern Ridge Road to Kathy Street (NB)	Install 6-foot sidewalk on property line	Tier III	\$45K
P24	Tenth Avenue	Fir Street to Kathy Street (SB)	Install 6-foot sidewalk on property line	Tier III	\$160K
P25	Shaff Road	Wilco Road to Bi-Mart East Driveway (EB)	Install 8 foot sidewalk on property line	Tier III	\$150K
P26	Shaff Road	Wilco Road to Fern Avenue (WB)	Install 8-foot sidewalk on property line	Tier III	\$700K
P27	Shaff Road	Gardner Avenue to First Avenue (EB)	Install 8-foot sidewalk on property line	Tier III	\$515K
P28	Fern Ridge Road	First Avenue to Tenth Avenue (EB)	Install 6-foot sidewalk on property line	Tier III	\$390K
P29	Fern Ridge Road	Kent Avenue to Boulders Mobile Home Park (EB)	Install 6-foot sidewalk on property line	Tier III	\$145K
P30	Fern Ridge Road	United Methodist Church to Boulders Mobile Home Park (WB)	Install 6-foot sidewalk on property line	Tier III	\$60K
P31	Locust Street	Stayton High School to Birch Avenue (WB)	Install 6-foot sidewalk on property line	Tier III	\$180K
P32	Locust Street	Birch Avenue to First Avenue (EB)	Install 6-foot sidewalk on property line	Tier III	\$75K

Project Number	Roadway	Segment/Cross-Street	Project	Priority	Cost Estimate
P33	Washington Street	Wilco Road to Myrtle Avenue (WB)	Install 6- to 8-foot sidewalk on property line	Tier III	\$210K
P34	Washington Street	Miller Drive to First Avenue (WB)	Install 6- to 8-foot sidewalk on property line	Tier III	\$650K
P35	Washington Street	Evergreen Avenue to First Avenue (EB)	Install 6- to 8- foot sidewalk on property line	Tier III	\$225K
P36	Washington Street	First Avenue to Second Avenue (EB)	Install 8-foot sidewalk on curb line	Tier III	\$55K
P37	Sixth Avenue	Washington Street to Jefferson Street (both sides)	Install 6-foot sidewalk on curb line	Tier III	\$80K
P38	Jefferson Street	Sixth Avenue to Tenth Avenue (both sides)	Install 6-foot sidewalks on property line	Tier III	\$370K
P39	Tenth Avenue	Jefferson Street to Santiam Street (SB)	Install 6-foot wide sidewalk on property line	Tier III	\$50K
P40	E Santiam Street	Tenth Avenue to Highland Drive (EB)	Install 6-foot sidewalk on property line	Tier III	\$225K
P41	E Santiam Street	Tenth Avenue to 28 th Avenue (WB)	Install 6-foot sidewalk on property line	Tier III	\$745K
P42	E Santiam Street	Scenic View Drive to 28 th Avenue (EB)	Install 6-foot sidewalk on property line	Tier III	\$355K
P43	Golf Club Road	Highway 22 to 400 feet north of Shaff Road (both sides)	Install 6-foot sidewalk on property line	Tier IV	\$2.2M
P44	Kindle Way	Goshen Avenue to Shaff Road (NB)	Install 6-foot sidewalk on property line	Tier IV	\$315K
P45	First Avenue	Water Street to City Limits (both sides)	Install 8-foot sidewalk on property line	Tier IV	\$610K
P46	Shaff Road	City Limit to Wilco Road (both sides)	Install 6-foot sidewalk on property line	Tier IV	\$520K
P47	Fern Ridge Road	Boulders Mobile Home Park to Highway 22 (both sides)	Install 6-foot sidewalk on property line	Tier IV	\$280K
P48	Stayton Road	City Limits to Wilco Road (both sides)	Install 6-foot sidewalk on property line	Tier IV	\$560K
P49	E Santiam Street	28 th Avenue to Highway 22 (both sides)	Install 6-foot sidewalk on property line	Tier IV	\$1.2M
Crosswalk Projects					
P50	Fern Ridge Road	N Third Avenue	Study and implement crosswalk enhancements	Tier I	\$100K
P51	Shaff Road	Stayton Middle School East Entrance	Study and implement crosswalk enhancements	Tier I	\$100K
P52	First Avenue	Shaff Road to Water Street	Study and implement crosswalk enhancements	Tier I	\$500K

Figure 3. Pedestrian Plan Projects





-
- Bicycle Facilities
 - Bicycle Plan
-

SECTION 4 BICYCLE PLAN

BICYCLE PLAN

Stayton's bicycle system consists of on-street bike lanes, enhanced sidewalks, shoulder bikeways, local streets, and trails. A connected network of bicycle facilities improves the health and well-being of Stayton's community while improving access for non-car-owning households and reducing total vehicle miles traveled.

A few major roadways within the city have on-street bike lanes or other bicycle facilities, but many do not have dedicated bicycle infrastructure. Therefore, the bicycle plan includes many projects to fill in the gaps in the bicycle network along the city's arterial and collector streets.

BICYCLE FACILITIES

The existing bicycle facilities are shown in Figure 4.

Bicycle Lanes

On-street bike lanes are provided along five roadway segments in Stayton. Bike lanes are present along Gardner Avenue from Shaff Road to W Darby Street, Cascade Highway from OR 22 to Shaff Road, N Tenth Avenue from Fern Ridge Road to E Santiam Street, Shaff Road from Golf Club Road to Kindle Way, and Fern Ridge Road from Cascade Highway to the eastern city limits.



Shoulder Bikeways

Some of the roadways within Stayton have shoulders, which, when wide enough, can act as a bicycle lane. The shoulders allow bicyclists to ride in a lane separated from traffic, which allows motor vehicles to pass safely. Shoulder bikeways aren't always available for cyclists, however, as there are sometimes motor vehicles parked in the shoulder and there is oftentimes debris along the shoulder.

Enhanced Sidewalks

Enhanced sidewalks are wide, separated facilities that can be used for walking or bicycling. Enhanced sidewalks are present along both sides of Shaff Road intermittently between Wilco Road and Oakmont Lane.



Local Street Bike Network

Local streets with low vehicle speeds and volumes may be suitable for bicyclists without the implementation of bicycle infrastructure. On these streets, bicyclists typically ride with traffic.

Shared Roadways

Some local streets are proposed to be signed with "sharrows" – stencils showing that bicyclists should be expected to be on the roadway. This is especially useful for bicycle routes that run parallel to more vehicle-friendly route.

Trails

Many of the trails available for pedestrians are also available to cyclists. Exceptions include Pioneer Park, Wilderness Park, and Riverfront Park. Trails available to cyclists are typically multi-use paved paths.

BICYCLE PLAN

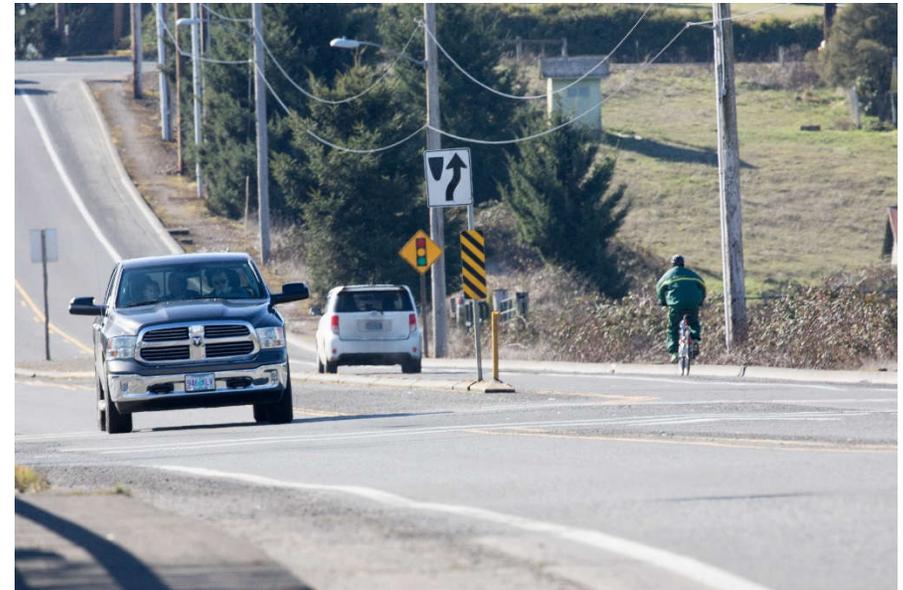
Table 3 identifies the bicycle plan projects for the Stayton TSP. The projects and priorities shown were determined using the Design Standards, the project evaluation criteria, and input from the project team and the public. Projects are prioritized in tiers from Tier I (most critical) to Tier IV (least critical). The cost estimates are based on average unit costs for roadway improvements. Figure 5 illustrates the locations of the bicycle plan projects.

Safety

Bicycle improvement projects are included in the ODOT All Roads Transportation Safety (ARTS) approved countermeasures list.² The installation of bike lanes and buffered bike lanes have been shown to improve bicycle safety conditions. Projects on the approved ARTS countermeasures list could be eligible for ARTS funding. Appendix C in Volume II contains additional information on bicyclist safety.

BICYCLE LANES TO IMPROVE SAFETY

The installation of bike lanes and buffered bike lanes have been shown to improve bicycle safety conditions.

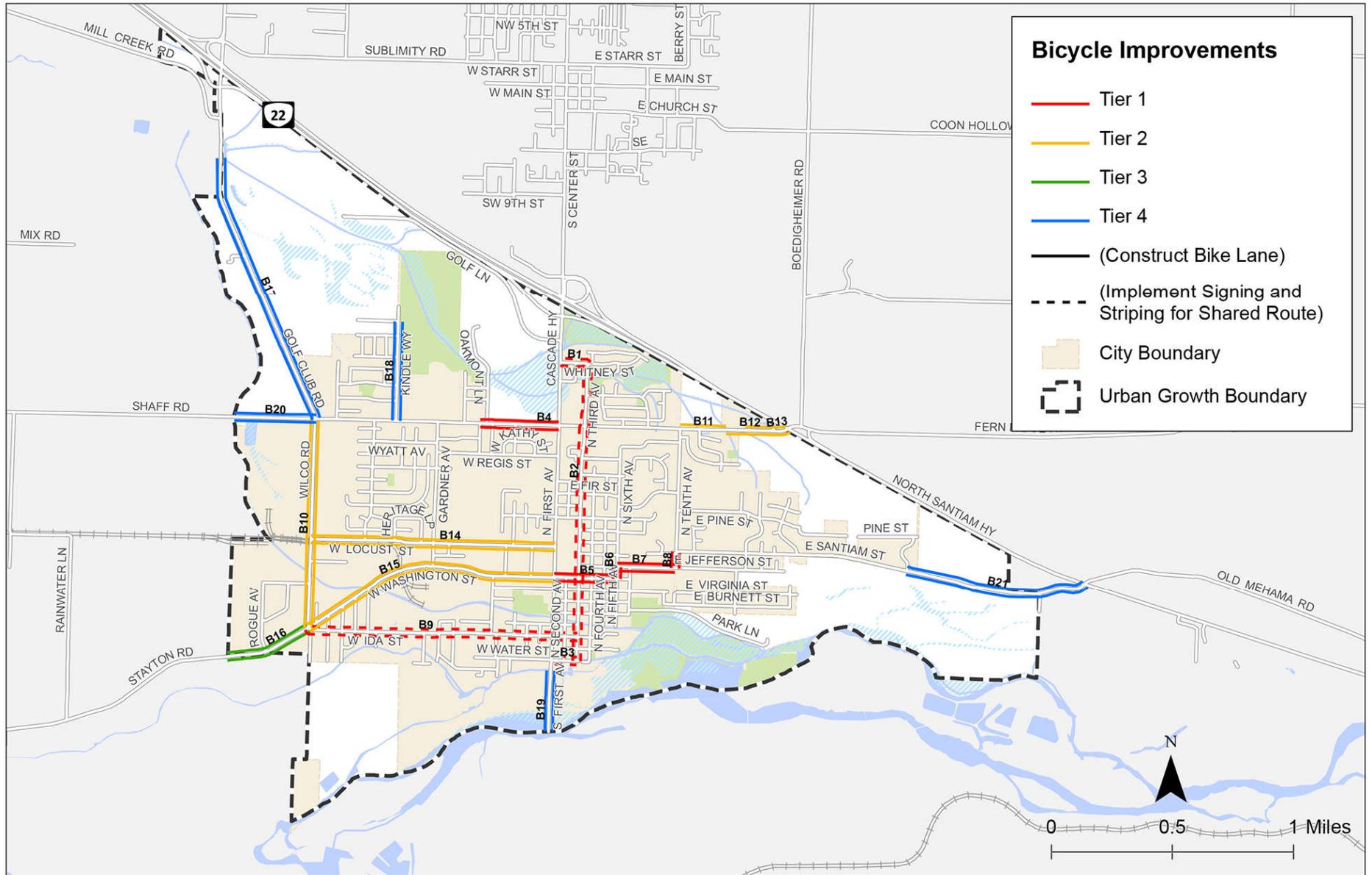


² <https://www.oregon.gov/ODOT/Engineering/Pages/ARTS.aspx>

Table 3. Bicycle Plan Improvement Projects

Project Number	Roadway	Segment	Project	Priority	Cost Estimate
B1	Whitney Street	Cascade Highway to Third Avenue (both sides)	Add signing and striping to denote bicycle route	Tier I	\$90K
B2	Third Avenue	Whitney Street to E Water Street (both sides)	Add signing and striping to denote bicycle route	Tier I	\$1.1M
B3	Water Street	First Avenue to Third Avenue (both sides)	Add signing and striping to denote bicycle route	Tier I	\$80K
B4	Shaff Road	Fern Avenue to First Avenue (both sides)	Install 6-foot bike lanes	Tier I	\$1.1M
B5	Washington Street	First Avenue to Sixth Avenue (both sides)	Restripe to 6-foot bike lane	Tier I	\$210K
B6	Sixth Avenue	Washington Street to Jefferson Street (both sides)	Restripe to 6-foot bike lane	Tier I	\$40K
B7	Jefferson Street	Sixth Avenue to Tenth Avenue (both sides)	Restripe to 6-foot bike lane	Tier I	\$190K
B8	Tenth Avenue	Jefferson to Santiam Street (both sides)	Restripe to 6-foot bike lane	Tier I	\$50K
B9	Ida Street	Wilco Road to Third Avenue (both sides)	Add signing and striping to denote bicycle route	Tier I	\$810K
B10	Wilco Road	Shaff Road to Washington Street (both sides)	Install 6-foot bike lanes	Tier II	\$2.9M
B11	Fern Ridge Road	Tenth Avenue to United Methodist Church (WB)	Install 6-foot bike lane	Tier II	\$315K
B12	Fern Ridge Road	United Methodist Church to Highway 22 (EB)	Install 6-foot bike lane	Tier II	\$435K
B13	Fern Ridge Road	Boulders Mobile Home Park to Highway 22 (WB)	Install 6-foot bike lane	Tier II	\$300K
B14	Locust Street	Wilco Road to First Avenue (both sides)	Install 6-foot bike lane	Tier II	\$3.6M
B15	Washington Street	Wilco Road to First Avenue (both sides)	Install 6-foot bike lane	Tier II	\$870K
B16	Stayton Road	City Limit to Wilco Road (both sides)	Install 6-foot bike lane	Tier III	\$1.2M
B17	Golf Club Road	Mill Creek Bridge to Shaff Road (both sides)	Install 6-foot bike lanes	Tier IV	\$3.9M
B18	Kindle Way	Goshen Avenue to Shaff Road (both sides)	Install 6-foot bike lanes	Tier IV	\$1.3M
B19	First Avenue	Santiam River Bridge to City Limits (both sides)	Install 6-foot bike lane	Tier IV	\$840K
B20	Shaff Road	City Limit to Wilco Road (both sides)	Install 6-foot bike lanes	Tier IV	\$1.1M
B21	Santiam Street	28 th Avenue to Highway 22 (both sides)	Install 6-foot bike lane	Tier IV	\$2.5M

Figure 5. Bicycle Plan Projects





-
- Transit Services
 - Transit Infrastructure
 - Transit Ridership
 - Transit Plan
-

SECTION 5 TRANSIT PLAN

TRANSIT PLAN

Transit can provide important connections to destinations for people that do not drive or bike and can provide an additional option for all transportation system users. In Stayton, transit provides residents limited access to Sublimity, Salem, and other surrounding towns. It also provides schoolchildren access to school. Transit also complements walking, bicycling, or driving trips: users can walk to and from transit stops and their homes, shopping, or work places; people can drive to park-and-ride locations to access a bus; and people can bring their bikes on transit vehicles and bicycle from a transit stop to their destination.

TRANSIT TO PROVIDE ACCESS

In Stayton, transit provides residents limited access to Sublimity, Salem, and other surrounding towns.

Transit service in Stayton is provided by Cherriots and the North Santiam School District. Cherriots views its fixed-route service to Stayton as a human services resource, not a commuter route. As such, Cherriots does not plan to improve service to Stayton in the near-term.

TRANSIT SERVICES

Transit services within Stayton consist of fixed-route and school bus services.

Fixed Route Service

Cherriots Route 30X is a fixed route bus service that runs from Salem to Gates. The bus makes three stops in Stayton and two stops in Sublimity. Cherriots Route 30X services each of these bus stops four times per day in both directions. The bus does not operate on weekends or holidays. Cherriots does not offer any special services,

such as deviated route or dial-a-ride services for seniors or people with disabilities in the Stayton area. The bus route and stop locations are shown in Figure 6.

School Bus Services

The North Santiam School District 29J, which includes Stayton Elementary, Middle, and High Schools, is serviced by the Mid-Columbia Bus Company (MIDCO). MIDCO has an office within Stayton and offers 19 different bus routes for the school district.

TRANSIT INFRASTRUCTURE

Park-and-Ride

There is one park-and-ride location within Stayton, located on Cascade Highway at the intersection of Golf Lane, as shown in Figure 6. This park-and-ride is serviced by Cherriots Route 30X and has vehicle parking capacity for 94 vehicles and covered bicycle parking capacity for 5 bicycles.

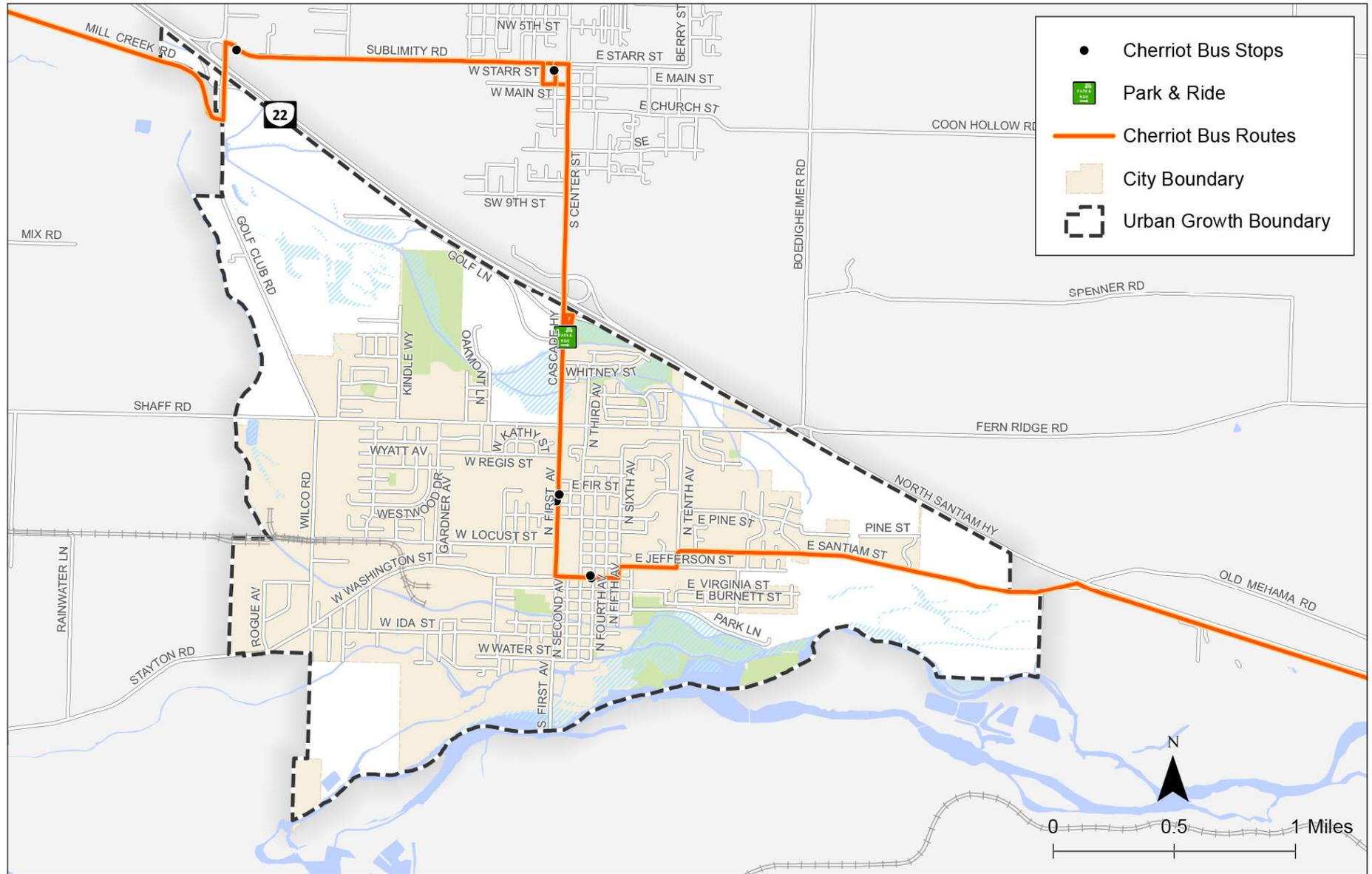


Transit Stops

There are three transit stops in Stayton and two in Sublimity. Stop locations are:

- E Washington Street/N Fourth Avenue in downtown Stayton
- Stayton Safeway near the intersection of N First Avenue/E Fir Street

Figure 6. Existing Transit Facilities



- Stayton park-and-ride near the intersection of Cascade Highway SE/Golf Lane
- NW Starr Street/NW Johnson Street in Sublimity
- Stayton DMV near the intersection of Sublimity Road SE/Golf Club Road SE

Each of these transit stops are serviced by Cherrits Route 30X and are shown in Figure 6.

TRANSIT RIDERSHIP

Daily average ridership for Cherrits Route 30X for April and the first three weeks of May of 2018 is shown in Table 4. This data shows bidirectional boardings and alightings and was collected by Cherrits transit drivers.

Table 4. Cherrits Route 30X Average Daily Ridership

Transit Stop	Boardings	Alightings	Total
Washington Street and Fourth Avenue	6	11	17
Stayton Safeway	25	26	51
Stayton Park-and-Ride	2	4	6
Johnson Street and Starr Road	1	2	3
Stayton DMV	0	0	0

TRANSIT PLAN

Cherrits does not plan to improve service to Stayton in the near-term; however, the City of Stayton desires more frequent service on Cherrits Route 30X to support commute trips to Salem. Additionally, the City would be supportive of a community-based organization providing transit for senior and low-income residents or the general population such as dial-a-ride, local circulator, or senior shopper shuttle options.



- Functional Classification Plan
- Future Street Network Map
- Motor Vehicle Facilities and Plan
- Project Descriptions

SECTION 6 MOTOR VEHICLE PLAN

MOTOR VEHICLE PLAN

Stayton's motor vehicle system includes private streets, city streets, county roads, and a state highway. These facilities provide residents with the ability to access retail, commercial, recreational, and other land uses within Stayton and neighboring cities by vehicle. Stayton's roadway jurisdictions are shown in Figure 7.

This system is largely built-out and there are few opportunities to construct new roadways except in the city's undeveloped growth areas. There are no capacity failures under existing or projected future traffic conditions. Therefore, the Motor Vehicle Plan includes projects to increase the efficiency of the transportation system through improvements to street system connectivity, improvements to key intersections, and access management.

FUNCTIONAL CLASSIFICATION PLAN

A street's functional classification defines its role in the transportation system and reflects desired operational and design characteristics such as right-of-way requirements, pavement widths, pedestrian and bicycle features, and driveway (access) spacing standards. The roadway functional classification map is shown in Figure 8. The functional classification plan includes the following designations:

Arterials

Arterials are roadways that are designed to facilitate traffic entering and leaving the urban area. The main function of arterials is to efficiently move traffic, although they may provide access to adjacent land uses. Arterials typically focus on longer distance trips than other roadways, with the goal of moving high volumes of traffic through as efficiently as possible. Principal Arterials typically have limited access and higher traffic speeds than other facilities except when traveling through a downtown area. Principal Arterials are usually served by other arterials.

Collectors

Collector roadways facilitate the movement of city traffic within the urban area. Collectors provide some degree of access to adjacent properties, while maintaining circulation and mobility for all users. Collectors can be two or three-lane facilities and are used to connect the various roadways of an urban area, although they are designed to carry lower traffic volumes at lower speeds than arterials.

Neighborhood Collectors

Neighborhood Collectors connect neighborhoods with collectors and arterials, facilitate the movement of local traffic and provide access to abutting land uses. Speed on these facilities should remain low to ensure community livability and safety for pedestrians and bicyclists of all ages. On-street parking is more prevalent and pedestrian amenities are typically provided on these roadways. Striped bike lanes are unnecessary for most neighborhood collectors because the traffic volumes and speeds should allow cyclists to share the road with the motorists.

Local Streets

The goal of Local Streets is to provide access to adjacent land uses. These streets offer the lowest level of mobility and consequently tend to be short, low-speed facilities. The local streets within Stayton can be split into three categories: Industrial, Commercial, and Residential Local roadways, with all three categories providing access to their respective land uses.

Figure 7. Roadway Jurisdiction Map

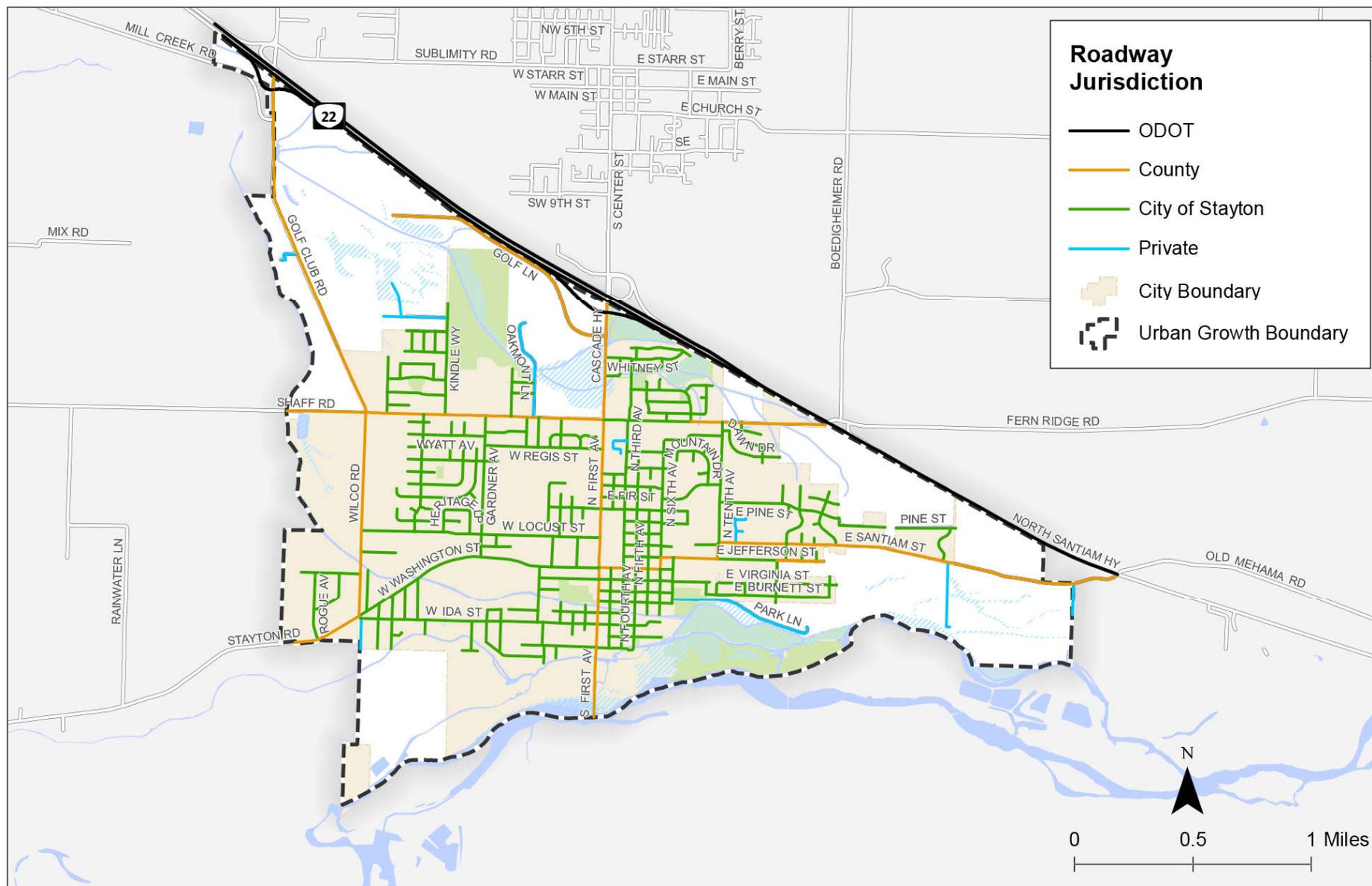
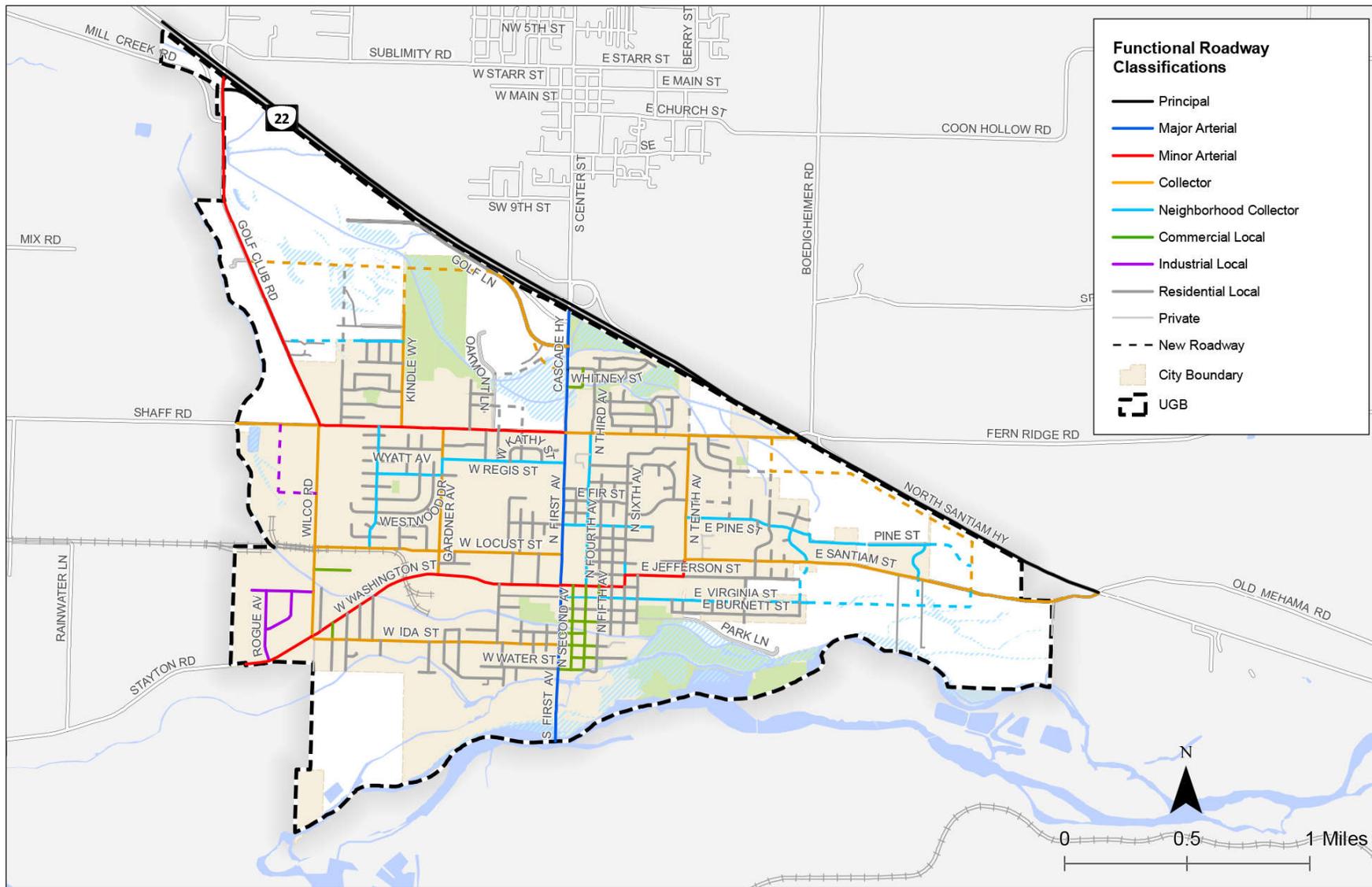


Figure 8. Roadway Functional Classification Map



ROADWAY CROSS-SECTION STANDARDS

The City of Stayton has street design standards that vary based on the roadway's designated functional classification. The City has cross-section requirements specific to each collector and arterial based on a variety of existing conditions and constraints. These cross-section requirements identify the number of travel lanes and specify the widths of each cross-sectional element; however, the basic elements of each facility type are shown in Exhibits 1 through 6.

These street standards are enumerated in the City of Stayton Public Works Design Standards (Design Standards). Growth projections have changed since the 2004 TSP, eliminating the need for several previously planned roadway widenings to five-lane facilities. Lane width standards have also evolved, with many jurisdictions implementing 10' and 11' through lanes on all types of street classifications (11' minimum recommended on transit and freight routes) to reduce impervious surfaces and to create additional space for bicycle lanes or buffered bicycle lanes. Appendix E in Volume II shows these proposed updates to the City of Stayton's Design Standards, including:

- reduction from 5-lanes to 3-lanes on Cascade Highway, Golf Club Road, Shaff Road, Wilco Road, and Fern Ridge Road, and Golf Club Lane,
- reductions of the standard lane widths on most Minor Arterials and Collectors from 12' to 11' and on Neighborhood Collectors from 11' to 10', and
- reductions of most of the standard center left-turn lane widths from 14' to 12'.

Collectors and arterials should have bike lanes, except for First Avenue, due to right-of-way constraints, and Ida Street, which needs on-street parking. Local streets and neighborhood collectors do not require bike lanes.

On-street parking is included in the typical standard on neighborhood collectors and local streets.

Areas with on-street parking present the opportunity to install stormwater treatment facilities to treat runoff, to reduce impervious surface, reduce crossing distance for pedestrians, and help identify crosswalks.

All street classifications require a landscape strip between the curb and the sidewalk (with the exception of local streets in the downtown). This provides a better experience (lower traffic stress) for pedestrians and provides space for potential stormwater management. One potential stormwater management method is the implementation of

“green street” treatments (specially designed vegetated planters between the roadway and sidewalk that can detain and treat stormwater runoff).



Table 5 shows the typical rights-of-way associated with each functional classification, as shown in the Design Standards.

Table 5. Typical Rights-of-Way

Functional Classification	Right of Way (Feet)
Principal Arterial	Variable
Major Arterial	100
Minor Arterial	60 to 100
Collector	60 or 80
Neighborhood Collector	60
Residential Local	45 to 60
Commercial Local	60
Industrial Local	80



Exhibit 1. Arterial Cross-Section With Center Turn-Lane

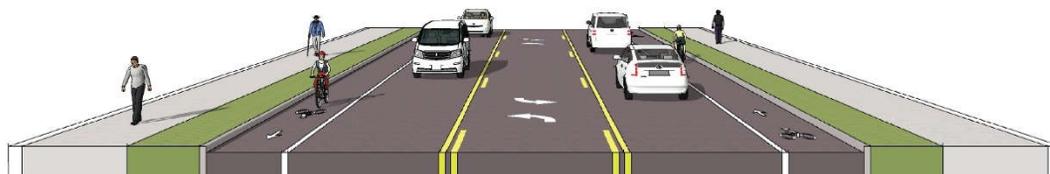


Exhibit 2. Arterial Cross-Section Without Center Turn-Lane

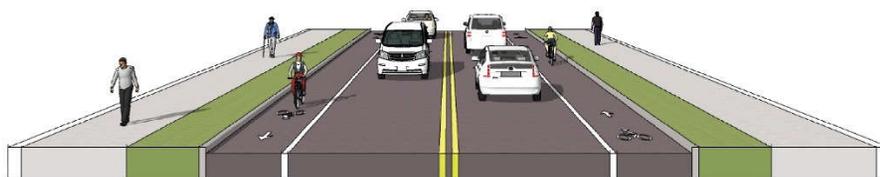


Exhibit 3. Collector Cross-Section With Center Turn-Lane

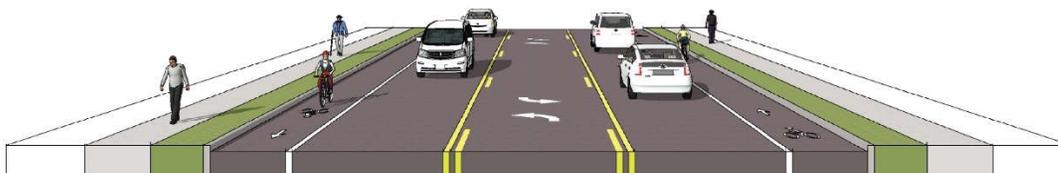


Exhibit 4. Collector

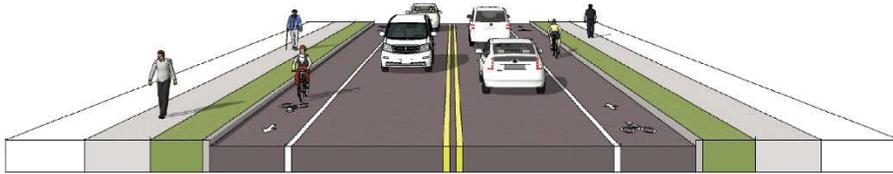


Exhibit 5. Neighborhood Collector

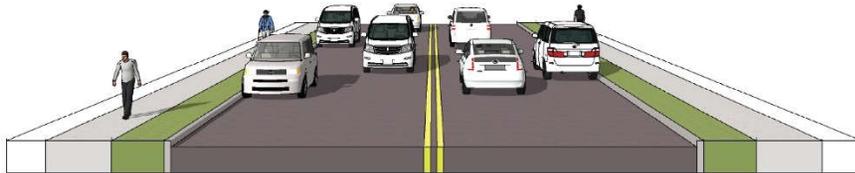
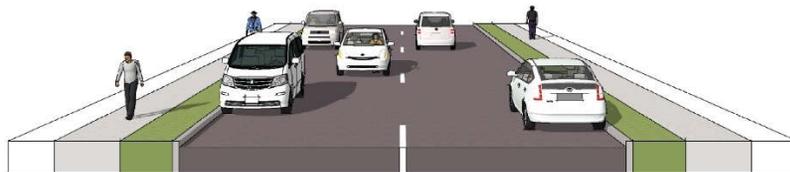


Exhibit 6. Local Street



ACCESS MANAGEMENT STANDARDS

Access management refers to a set of measures regulating access to streets, roads, and highways, from public roads and private driveways. Access management is a policy tool that seeks to balance the need to provide safe, efficient, and timely travel with the need to allow access to individual properties. Proper implementation of access management techniques should guarantee reduced congestion, reduced crash rates, less need for roadway widening, conservation of energy, and reduced air pollution. Measures may include but are not limited to restrictions on the type and amount of access to roadways, and use of physical controls, such as signals and channelization including raised medians, to reduce impacts of approach road traffic on the main facility.

ODOT STANDARDS

Oregon Administrative Rule 734, Division 51 establishes procedures, standards, and approval criteria used by ODOT to govern highway approach permitting and access management consistent with Oregon Revised Statutes (ORS), Oregon Administrative Rules (OAR), statewide planning goals, acknowledged comprehensive plans, and the Oregon Highway Plan (OHP). The OHP serves as the policy basis for implementing Division 51 and guides the administration of access management rules, including mitigation and public investment, when required, to ensure highway safety and operations pursuant to this division.

Access spacing standards for approaches to state highways are based on the highway classification, highway designation, area type, and posted speed. Within Stayton, the OHP classifies OR 22 as a Statewide Highway. Future developments along OR 22 (new development, redevelopment, zone changes, and/or comprehensive plan amendments) are required to meet the OAR

734 Division 51 access management policies and standards. Table 6 summarizes ODOT's access management standards for OR 22.

Table 6. OR 22 ODOT Access Management Standards

Intersection Type	Context ¹	Spacing Standards (Miles) ^{2, 3}
At-Grade	Rural	1
Interchange	Rural	3

¹ Roadways within the Stayton urban growth boundary are considered urban and roadways outside this boundary are considered rural. All ODOT facilities are outside this boundary.

² These access spacing standards do not apply to approaches in existence prior to April 1, 2000 except as provided in OAR 734-051-5120(9).

³ Intersection distances measured from approach road spacing for at-grade intersections and crossroad to crossroad spacing for interchanges.

CITY STANDARDS

The City's access spacing standards are intended to maintain and enhance the integrity (capacity, safety, and level of service) of city



streets. Numerous driveways or street intersections increase the number of conflict points and potential for collisions and decrease mobility and traffic flow. Table 7 summarizes the City's access spacing standards for City streets and driveways as shown in the Design Standards Section 303.07.D and 303.11.D. These standards help to preserve transportation system investments and guard against deteriorations in safety and increased congestion.

In addition to these standards, the Sublimity Interchange Area Management Plan (IAMP) states that development on the west side of Cascade Highway north of OR 22 requiring a zone change will not have direct access to Cascade Highway.

Table 7. City Access Spacing Standards

Street Classification	Minimum Public Intersection Centerline Spacing (Feet)	Minimum Spacing between Driveways and/or Streets (Feet)
Major Arterial (Limited Access Facility)¹	750	375
Major Arterial	260	260
Minor Arterial	600	300
Collector	260	150
Neighborhood Collector	260	50
Residential Local	260	50 ²
Commercial Local	260	50
Industrial Local	260	50

¹ This standard applies on Cascade Highway north of Shaff Road and on S First Avenue south of Water Street.

² This standard only applies to a corner residential lot driveway spacing from the adjacent street and may be modified per SMC 17.26.020.3.a.

ACCESS SPACING VARIANCES

Access spacing variances may be provided to parcels whose highway/street frontage, topography, or location would otherwise preclude issuance of a conforming permit and would either have no reasonable access or cannot obtain reasonable alternate access to the public road system. In such a situation, a conditional access permit may be issued by the City for a connection to a property that cannot be accessed in a manner that is consistent with the spacing standards. The permit can carry a condition that the access may be closed at such time that reasonable access becomes available to a local public street. The approval condition might also require a given

land owner to work in cooperation with adjacent land owners to provide either joint access points, front and rear cross-over easements, or a rear access upon future redevelopment.

For streets under the City's jurisdiction, the City may reduce the access spacing standards on a case-by-case basis when findings presented to the City Engineer indicate that the spacing change is necessary and as determined appropriate by the City Engineer.

ACCESS CONSOLIDATION THROUGH MANAGEMENT

From an operational perspective, access management measures limit the number of redundant access points along roadways. This enhances roadway capacity, improves safety, and benefits circulation. Enforcement of the access spacing standards should be complemented with provision of alternative access points. Under state law, each parcel must have access to public right-of-way, but such access may be via an easement on adjoining property. Parcels are not entitled to "direct" access to the public right-of-way.

As part of every land use action, the City should evaluate the potential need for conditioning a given development proposal with the following items, in order to maintain and/or improve traffic operations and safety along the arterial and collector roadways.

- Provide access to the lower classification roadway when multiple roadways abut the property.
- Provide crossover easements on all compatible parcels (considering topography, access, and land use) to facilitate future access between adjoining parcels.
- Issue conditional access permits to developments that have access points that do not meet the designated access spacing policy and/or have the ability to align with opposing driveways.
- Right-of-way dedications to facilitate the future planned roadway system in the vicinity of proposed developments.

- Half-street improvements (sidewalks, curb and gutter, bike lanes/paths, and/or travel lanes) along site frontages that do not have full build-out improvements in place at the time of development.

FUTURE STREET NETWORK MAP

The City's 2004 TSP included a future network plan to assure that the future street network within the Stayton planning area would develop as a grid system. The grid system assures that access, mobility, and circulation will be achieved at a high level throughout the city.

STREET GRID SYSTEM

The grid system assures that access, mobility, and circulation will be achieved at a high level throughout the city.

Figure 9 shows the updated future street network map that identifies future collectors and neighborhood collectors necessary to support future growth areas. Several future local streets are also shown to indicate the future location of intersections or desired connections in infill development areas; however, this figure does not include all future local streets. Future subdivisions and land development applications will be required to dedicate right-of-way and/or construct additional future local streets consistent with the City's connectivity and block length standards and to provide adequate access to their development.

MOTOR VEHICLE FACILITIES

Streets serve a majority of all trips within Stayton across all travel modes. In addition to motorists, pedestrians, bicyclists, and public

transit riders use streets to access areas locally and regionally. This section summarizes the types of improvements included in the Motor Vehicle Plan for the TSP update.



Traffic Signals

Traffic signals allow opposing streams of traffic to proceed in an alternating pattern. National and state guidance indicates when it is appropriate to install traffic signals at intersections. When used, traffic signals can effectively manage high traffic volumes and provide dedicated times in which pedestrians and cyclists can cross roadways. Because they continuously draw from a power source and must be periodically re-timed, signals typically have higher maintenance costs than other types of intersection control. Signals can improve safety at intersections where signal warrants are met, however, they may result in an increase in rear-end crashes compared to other solutions. Signals have a significant range in costs depending on the number of approaches, how many through and turn lanes each approach has, and, if it is located in an urban or rural area. The cost of a new traffic signal ranges from approximately \$250,000 to \$750,000 depending upon urban or rural context and the functional classification of the roadways forming the intersection.

Roundabouts

Roundabouts are circular intersections where entering vehicles yield to vehicles already in the circle. They are designed to slow vehicle speeds to 20 to 30 mph or less before they enter the intersection, which promotes a more comfortable environment for pedestrians,

bicyclists, and other non-motorized users. Roundabouts have fewer conflict points and have been shown to reduce the severity of crashes, as compared to signalized intersections. Roundabouts can be costlier to design and install than other intersection control types, but they have a lower operating and maintenance cost than traffic signals. Topography must be carefully evaluated in considering a roundabout, given that slope characteristics at an intersection may render a roundabout infeasible. The cost of a new roundabouts ranges from approximately \$1 million to \$3 million depending upon the number of lanes and the slope conditions.

MOTOR VEHICLE PLAN

Table 8 and Table 9 identify the motor vehicle plan projects for the Stayton TSP. These projects are intended to address existing and projected future transportation system needs for motor vehicles as well as all other modes of transportation that depend on the roadway system for travel, such as pedestrians, bicyclists, transit users, and freight.

Projects within the Stayton urban growth boundary are shown in Table 8. Projects along OR 22, outside the Stayton urban growth boundary, are shown in Table 9. It is not anticipated that the City of

Stayton would fund these projects. Figure 10 illustrates the locations of the motor vehicle plan projects.

Safety

Projects that improve safety outcomes and are listed in the ODOT ARTS countermeasure list³ are shown with their related crash modification factor (CMF). These projects may be eligible for ARTS funding.

Appendix C in Volume II contains additional information on motor vehicle safety and identifies four high-crash intersections:

- Golf Club Road SE/OR 22 WB Off-Ramp
- Cascade Highway SE/OR 22 WB Ramps
- Cascade Highway SE/OR 22 EB Ramps
- OR 22/Fern Ridge Road SE

Each of these intersections is outside of Stayton urban growth boundary and on ODOT facilities. It is not be anticipated that the City of Stayton would fund proposed improvements at these locations but they will support safety improvements at these locations.

³ <https://www.oregon.gov/ODOT/Engineering/Pages/ARTS.aspx>

Figure 9. Future Street Plan

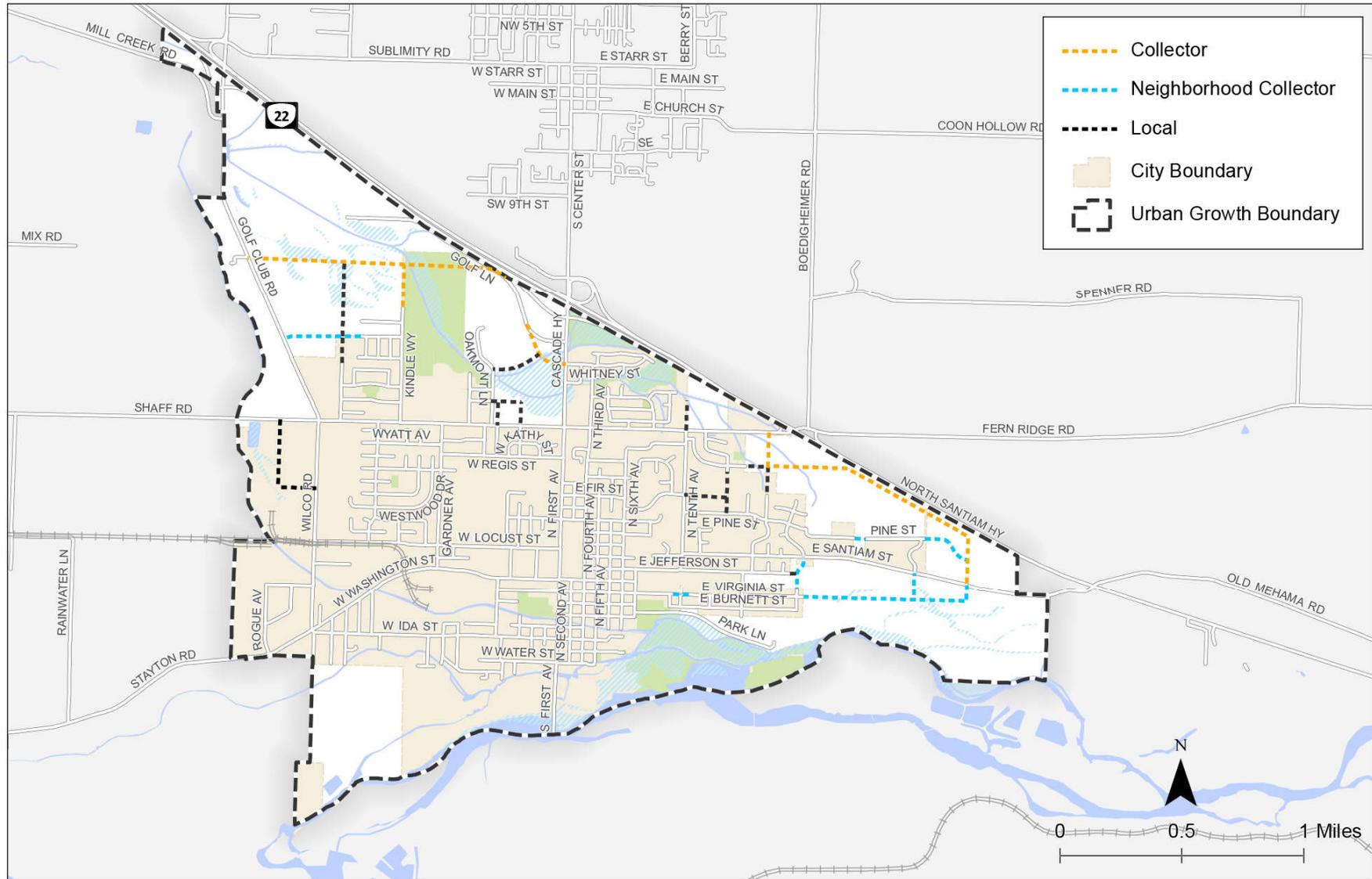


Table 8. Motor Vehicle Plan Projects

Project Number	Roadway/Intersection	Project	Cost Estimate	CMF	Priority
M1	Golf Club Road/Shaff Road	Roundabout	\$2.6M	-	High
M2	Stayton Road/Wilco Road	Roundabout	\$1.6M	-	High
M3	Golf Lane	Realign to Whitney Street as Cascade Highway	\$3.3M	-	High
M4	Sixth Avenue S-Curves	All-Way Stop control at E Jefferson Street	\$630K	75% ¹	High
M5	Tenth Avenue S-Curves	Mini-Roundabout at E Santiam Street	\$1.5M	-	High
M6	First Avenue/Washington Street	Permissive/protected left turns	\$20K	16% ²	High
M7	Golf Lane Extension	Extend Golf Lane from existing roadway to Golf Club Road	\$8.2M	-	Low
M8	Kindle Way Extension	Extend Kindle Way from existing roadway to Golf Lane Extension	\$1.4M	-	Low
M9	Dawn Drive Extension	Extend Dawn Drive from local roadway extension to E Santiam Street	\$8.4M	-	Low
M10	Highland Drive Extension	Extend Highland Drive from local roadway extension to Fern Ridge Road	\$1.1M	-	Low

¹ Applies to angle crashes

² Applies to left turning injury crashes

CMF = Crash Modification Factor

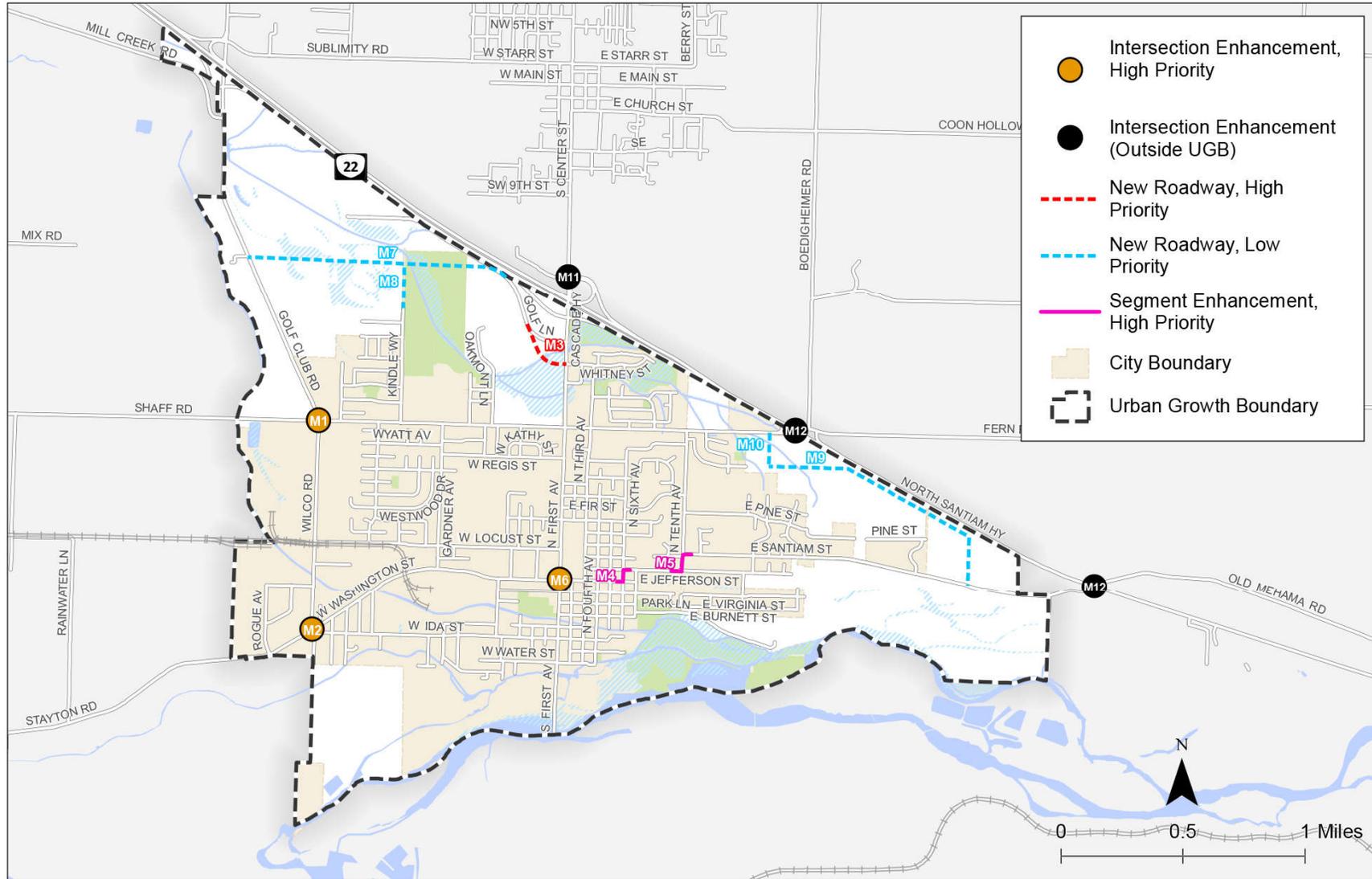
Table 9. Motor Vehicle Plan Projects (Outside Stayton City Limits)

Project Number	Roadway/Intersection	Project	CMF	Priority
M11	Cascade Highway / OR 22 WB Ramps	Traffic signal	67% ¹	N/A
M12	OR 22/Fern Ridge Road and OR 22/Old Mehama Road	Restrict access for EBL and WBL movements	-	N/A

¹ Applies to angle crashes; rear end crashes have an associated CRF of -143%

CMF = Crash Modification Factor

Figure 10. Motor Vehicle Plan Projects



PROJECT DESCRIPTIONS

The following section describes the intersection and safety projects listed in the motor vehicle plan in Table 8 and Table 9.

PROJECT M1: GOLF CLUB ROAD SE/SHAFF ROAD SE ROUNDABOUT

The intersection of Golf Club Road SE and Shaff Road is currently all-way stop controlled. As shown in Table 10, it currently operates at an acceptable level of service. However, based on existing vehicular volumes, this intersection meets signal warrants as prescribed in the Manual for Uniform Traffic Control Devices. Additionally, during the public engagement process, this intersection was noted to need intersection control upgrade to improve traffic flow.

Projected operations in the existing and future scenario for the no-build and roundabout alternative and cost estimates are shown in Table 10. A sketch of the roundabout alternative is shown in Figure 11.

Table 10. Weekday PM Peak Hour Operations and Evaluation (Golf Club Road/Shaff Road)

Alternative	Scenario	Delay	Level of Service	Cost Estimate
No-build	Existing	20.9	D	\$0
	2040	25.3	D	
Roundabout	Existing	8.9	A	\$2,590,000
	2040	9.9	A	

PROJECT M2: STAYTON ROAD SE / WILCO ROAD ROUNDABOUT

The Stayton Road SE/Wilco Road intersection is a five-leg intersection on the southwest edge of Stayton. It consists of two intersections in close proximity: an all-way stop- controlled intersection and a second, smaller, minor-approach stop control intersection 70 feet

southeast of the first. As shown in Table 11, it currently operates at an acceptable level of service. However, during the public engagement process, this intersection was noted as congested and in need of a traffic control upgrade. Additionally, because this intersection serves as an entrance to the city from the southwest, a more aesthetically-pleasing intersection could enhance perception of the city.

Projected operations in the existing and future scenario for the no-build and roundabout alternatives and cost estimates are shown in Table 11. A sketch of the roundabout alternative is shown in Figure 12.

Table 11. Weekday PM Peak Hour Operations and Evaluation (Stayton Road/Wilco Road)

Alternative	Scenario	Delay	Level of Service	Cost Estimate
No-build	Existing	12.0	B	\$0
	2040	13.6	B	
Roundabout	Existing	5.8	A	\$1,640,000
	2040	6.1	A	

PROJECT M3: GOLF LANE SE REALIGNMENT

Golf Lane SE should be realigned to intersect Cascade Highway directly opposite Whitney Street when traffic volumes on Golf Lane at Cascade Highway warrant a signal for safety or capacity. This is not anticipated based on the projected growth on Golf Lane which does not assume expansion of the city limits. Annexation and urban development along Golf Lane would add trips to the Cascade Highway SE/Golf Lane SE intersection and could trigger the need for the Golf Lane realignment.

The wetlands surrounding Mill Creek pose significant environmental constraints to the realignment of Golf Lane SE. Advanced engineering may be necessary to avoid or mitigate adverse wetland

Figure 11. Golf Club Road SE / Shaff Road SE Roundabout



Figure 12. Stayton Road SE / Wilco Road Roundabout



impacts. Table 12 shows the cost estimate for the Golf Lane realignment.

Appendix C in Volume II discusses two fatal crashes that occurred at this intersection in the last 5 years. A pedestrian was struck and killed by a southbound passenger vehicle south of the Golf Lane SE intersection in 2014. Additionally, a westbound left-turning vehicle and northbound through-moving vehicle collided, resulting in a fatality and an incapacitating injury, in 2017. The proposed realignment alternative is not intended to be a direct safety enhancement at this location. Extending the sidewalk on the west side of Cascade Highway from the ramp terminal to the signal at Whitney would help pedestrians to cross at the signal. Project P2 in the pedestrian plan addresses this need.

Table 12. Evaluation (Golf Lane Realignment)

Alternative	Cost Estimate
No-build	\$0
Realign Golf Lane to Whitney Signal	\$3,320,000

PROJECT M4: N SIXTH AVENUE ALL-WAY STOP CONTROL

The predominant vehicular travel route between Cascade Highway and OR 22 to the east features three roads (E Washington Street, E Jefferson Street, and Stayton Road SE) with two S-curves between them, on Sixth Avenue and Tenth Avenue. The Sixth Avenue S-curve currently features stop-control for minor approaches and free-flow for turning movements between E Jefferson Street and E Washington Street. During the public engagement process, citizens commented that the two intersections that make up this S-curve need pedestrian improvements, as they are currently difficult to navigate on foot. Additionally, sight distance for minor approach vehicles can be an issue at this location.

A sketch of the all-way stop control alternative is shown in Figure 13. Table 13 shows the cost estimate for this improvement.

Table 13. Evaluation (Sixth Avenue S-Curve)

Alternative	Cost Estimate
No-build	\$0
All-Way Stop Control	\$630,000

PROJECT M5: N TENTH AVENUE MINI-ROUNDBOUT

The Tenth Avenue S-curve currently features stop-control for minor approaches and free-flow for turning movements between E Washington Street and Stayton Road SE.

During the public engagement process, citizens commented that the two intersections that make up this S-curve need pedestrian improvements, as they are currently difficult to navigate on foot. Additionally, sight distance for minor approach vehicles and the southbound left-turn from N. Tenth Avenue to Washington Street can be an issue at this location. A sketch of the mini-roundabout is shown in Figure 14. Table 14 shows PM peak hour operations at the Tenth Avenue/Stayton Road SE intersection and the cost estimate for the mini-roundabout.

Table 14. Evaluation (Tenth Avenue S-Curve)

Alternative	Scenario	Delay	Level of Service	Cost Estimate
No-build	Existing	6.5	A	\$0
	2040	8.9	A	
Mini-Roundabout	Existing	3.8	A	\$1,460,000
	2040	5.3	A	

Figure 13. Sixth Avenue All-Way Stop Control



PROJECT M6: PROTECTED LEFT TURNS AT N FIRST AVENUE/WASHINGTON STREET

The intersection of N First Avenue and Washington Street currently features permissive left-turns on all approaches. This results in conflicts between left-turning vehicles and oncoming traffic. From 2011 to 2015, nine of the ten crashes occurring at this intersection involved angle or turning movements, and four of these crashes involved a left-turning vehicle colliding with an oncoming through movement vehicle.

Changing the left-turns at this intersection from permissive to protected eliminates conflicts between left-turning vehicles and oncoming through vehicles. As shown in Table 15, this change would increase delay at this intersection from level of service B to level of service D.

Table 15. Weekday PM Peak Hour Operations and Evaluation (First Avenue/Washington Street)

Alternative	Scenario	Delay	Level of Service	Cost Estimate
No-build	Existing	19.5	B	\$0
	2040	20.1	C	
Protected Left-Turns	Existing	38.0	D	\$20,000
	2040	40.8	D	

PROJECT M11: CASCADE HIGHWAY SE/OR 22 WB RAMPS SIGNALIZATION

The intersection of Cascade Highway and OR 22 WB is currently two-way stop controlled. This results in conflicts as minor approach vehicles must wait for gaps in major approach traffic to proceed. From 2011 to 2015, all nine crashes occurring at this intersection involved angle or turning movements between a minor approach and major approach vehicle.

Improving this intersection's control from stop-controlled to signalized would eliminate many of these conflict points. As shown in Table 16,

it would also improve intersection operations. Based on existing vehicular volumes, this intersection meets signal warrants as prescribed in the Manual for Uniform Traffic Control Devices.

Table 16. Weekday PM Peak Hour Operations and Evaluation (Cascade Highway/OR 22 WB)

Alternative	Scenario	Delay	Level of Service
No-build	Existing	20.6	C
	2040	20.6	C
Signalized	Existing	5.6	A
	2040	5.6	A

PROJECT M12: RESTRICT LEFT-TURNS ONTO OR 22 AT FERN RIDGE ROAD & OLD MEHAMA ROAD

The intersections of Fern Ridge Road/OR 22 and Old Mehama Road/OR 22 are currently two-way stop controlled. When drivers approaching OR 22 from a minor approach make a left-turn or through movement, they must navigate conflicts from both major approaches, resulting in more conflict points and potential safety issues. At the intersection of Fern Ridge Road and OR 22, 11 of the 13 crashes occurring from 2011 to 2015 involved a minor approach left-turn or through movement and at the intersection of Old Mehama Road and OR 22, both crashes occurring from 2011 to 2015 involved a minor approach left-turn or through movement. Restricting these movements, and rerouting traffic through the Cascade Highway interchange, would eliminate conflict points that lead to these crashes.

Figure 14. N Tenth Avenue Roundabout





SECTION 7 OTHER TRAVEL MODES

OTHER TRAVEL MODES

This chapter summarizes the plans for other travel modes in Stayton such as rail, air, water, freight, and pipeline. This TSP does not identify projects for any of the travel modes described in this chapter.

FREIGHT TRANSPORTATION

OR 22 is designated as a statewide National Highway System freight route by the 1999 Oregon Highway Plan (OHP). Figure 15 shows Stayton's freight routes, which include the following roadways:

- Golf Club Road – Wilco Road between Washington Street and Highway 22
- First Avenue – Cascade Highway between Santiam River and Highway 22
- Washington Street – Sixth Avenue – Jefferson Street – Tenth Avenue – Santiam Street between City Limits and Highway 22
- Shaff Road – Fern Ridge Road between City Limits and Highway 22

RAIL TRANSPORTATION

An unused rail spur runs from the west side of the city along W Locust Street to the NORPAC facility. The last rail activity on this line was over five years ago, and NORPAC has not used the line in over twenty years. In 2018, Marion County conducted a feasibility analysis of reestablishing rail service and concluded that service was not feasible without either a subsidy to the operator or substantial additional demand.

AIR TRANSPORTATION

The City of Stayton does not have an airport. The nearest commercial airport is the Portland International Airport, located 75 miles north of Stayton. There are several other small airstrips within 20 miles of Stayton. One such location is the Salem Municipal Airport,

which does not operate commercial flights. There is also a helistop located at Santiam Hospital.



WATER TRANSPORTATION

Although the City of Stayton is situated along the North Santiam River, the river has not been used as a method of transportation, mainly due to the shallowness of the river. There are several boat ramps along the river; however, these are mostly used for small watercraft. The river is mainly used for recreation but is also a source of drinking water.

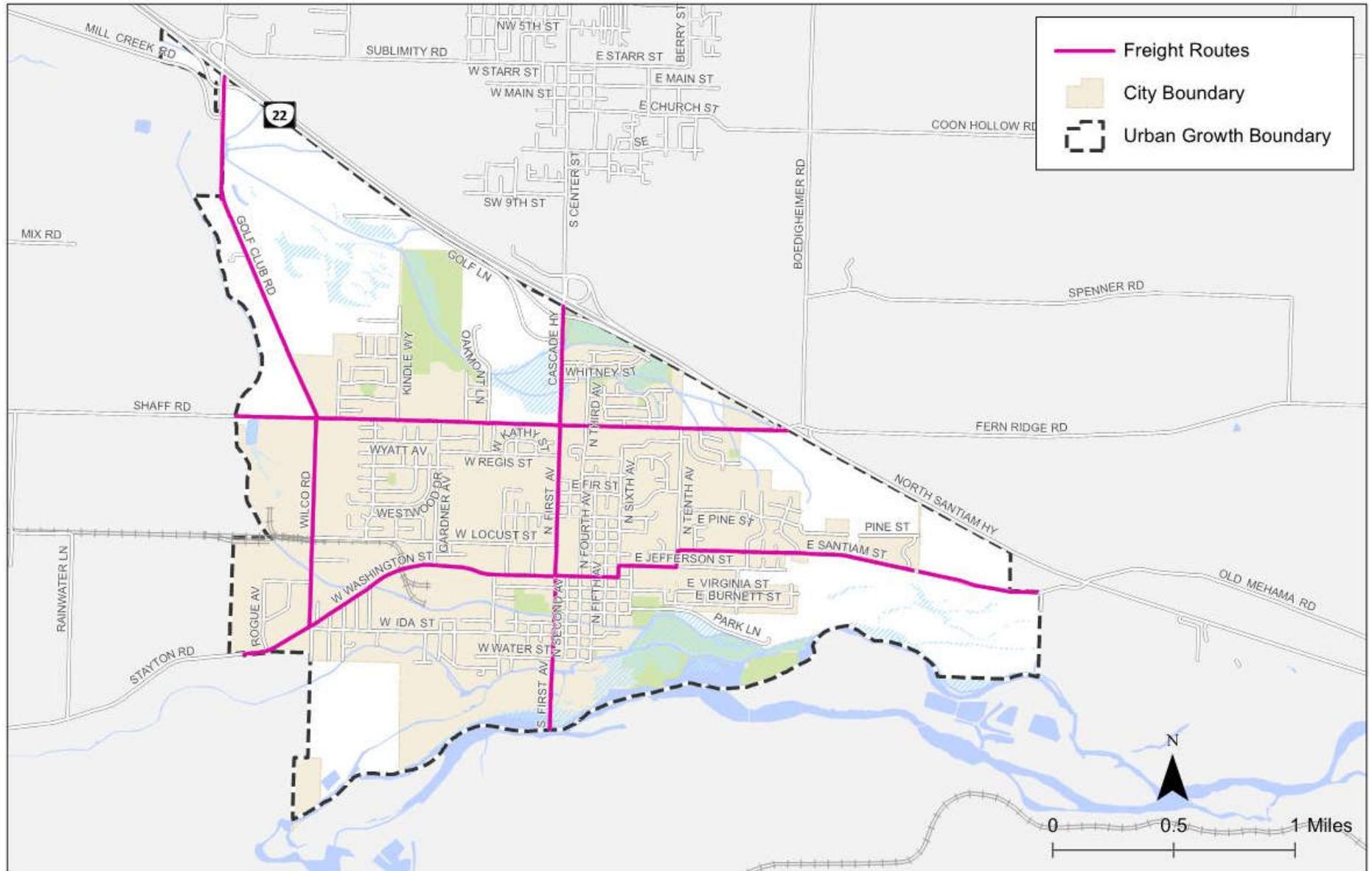
PIPELINE FACILITIES

The primary pipeline facilities in Stayton are associated with the city storm sewer, sanitary sewer, and water lines. Potable water is transported from the North Santiam River to Salem via two transmission mains that run through Stayton. There are no natural gas lines that are large enough to be classified as pipelines in the Stayton area.

PRIVATE TRANSPORTATION PROVIDERS

Uber and Lyft both operate in the City of Stayton. They provide on-demand taxi services through a mobile phone application.

Figure 15. Freight Routes





- Historical Revenue Sources
- Transportation Expenditures
- Projected Funding
- Planned System Costs
- Implementation

SECTION 8 FUNDING, IMPLEMENTATION, AND MONITORING

FUNDING, IMPLEMENTATION, AND MONITORING

This section documents the City's historical revenue sources and expenditures and identifies the projected transportation funding for implementation of the TSP.

HISTORICAL REVENUE SOURCES

Historical revenue sources that have contributed to transportation funding for Stayton include the state gas tax, ODOT's surface transportation program (STP), the City's street maintenance fee, System Development Charges (SDCs), and most recently, a local gas tax. Since the implementation of the local gas tax, total transportation revenue has risen. The FY 2019-2020 projected revenue from each source was projected out over the next 5-, 10-, and 21-year period to determine the total revenue that is estimated through 2040. Table 17 summarizes the potential cumulative funding for transportation through 2040.

Table 17. Cumulative Transportation Funding Projections

FY 19-20	5-Year	10-Year	2040
\$ 1,153,362	\$ 6,352,777	\$ 12,966,902	\$ 28,182,079

TRANSPORTATION EXPENDITURES

The City's transportation expenditures are summarized by five main categories including personnel services, materials and services, capital improvements, fund transfers, and contingencies. Transportation spending has increased steadily over the last five years with the exception of FY 2016-17. Table 19 shows the portions of the transportation expenditures that have been spent on street improvements and capital projects. Over time, these have averaged

approximately 44% of the transportation budget over seven years including the projected FY 2018-19.

PROJECTED FUNDING

As described in Table 17, approximately \$28 million dollars are anticipated to be available for transportation over the next 21 years. However, only a portion is assumed to be available for street improvements and capital projects (as opposed to street maintenance such as pavement preservation). STP Allocation, ODOT grants, and SDC funds are assumed to be used for street improvements and capital projects in the future along with a portion of state and local gas tax based on past transportation spending which averaged approximately 42% of gas taxes supporting street improvements (as opposed to street maintenance).

FUNDING AVAILABILITY

Depending upon street maintenance needs, between \$6.7 and \$14.3 million could be available for street improvements and capital projects over the next 21 years

Table 20 illustrates the projected revenues for street improvements and capital projects over FY 2019-2020 and the next 5-, 10-, and 21-year periods. Three scenarios are provided that vary in the assumed portion of gas taxes that could go towards these projects from the historical rate of 42%, 20% and 0%. As shown, depending upon street maintenance needs, between \$6.7 and \$14.3 million could be available for street improvements and capital projects over the next 21 years.

Table 18. City of Stayton Transportation Expenditures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Personnel Service	\$ 86,275	\$ 84,096	\$ 84,470	\$ 85,460	\$ 88,600	\$ 95,600	\$ 189,600
Materials and Services	\$ 196,030	\$ 262,030	\$ 232,780	\$ 232,780	\$ 201,900	\$ 206,300	\$ 228,000
Street Improvements	\$ 100,000	\$ 180,000	\$ 350,000	\$ 425,000	\$ 300,000	\$ 399,000	\$ 625,000
Transportation System Plan Update						\$ 135,000	\$ 100,000
Miscellaneous		\$ 10,000	\$ 10,000	\$ 10,000			
Transfer to Capital Projects (Tenth Ave Fund)	\$ 476,500						
Transfer to General Fund	\$ 13,900	\$ 14,180	\$ 14,180	\$ 14,605	\$ 50,000	\$ 53,500	\$ 65,000
Transfer to PW Admin Fund	\$ 65,000	\$ 65,000	\$ 65,000	\$ 66,950	\$ 76,400	\$ 78,200	\$ 80,000
Transfer to Facility Maintenance	\$ 4,922	\$ 4,922	\$ 4,922	\$ 4,922	\$ 4,700	\$ 2,500	\$ 2,500
Transfer to Vehicle Replacement Fund	\$ 34,835	\$ 38,835	\$ 38,835	\$ 38,835			
Miscellaneous				\$ 75,000			
Total Transportation Expenditures	\$ 977,462	\$ 659,063	\$ 800,187	\$ 878,552	\$ 721,600	\$ 970,100	\$ 1,290,100
Total Spent on Street Improvements and Capital Projects	\$ 576,500	\$ 180,000	\$ 350,000	\$ 425,000	\$ 300,000	\$ 399,000	\$ 625,000
% Spent on Street Improvements and Capital Projects	59%	27%	44%	48%	42%	41%	48%

Table 19. Potential Cumulative Funding for Street Improvements and Capital Projects

	FY 19-20	5-Year	10-Year	Through 2040
State Gas Tax	\$ 562,368	\$ 2,867,520	\$ 5,904,307	\$ 13,080,123
Local Gas Tax	\$ 217,150	\$ 1,107,250	\$ 2,279,860	\$ 5,050,694
STP Allocation/ ODOT Grants	\$ 85,000	\$ 925,000	\$ 1,850,000	\$ 3,785,000
Transfer In Street SDC Fund	\$ 138,000	\$ 690,000	\$ 1,380,000	\$ 2,898,000
Estimated Revenues for Street Improvements and Capital Projects (42% of gas tax)	\$ 550,398	\$ 3,284,403	\$ 6,667,350	\$ 14,297,943
Estimated Revenues for Street Improvements and Capital Projects (20% of gas tax)	\$ 378,904	\$ 2,409,954	\$ 4,866,833	\$ 10,309,163
Estimated Revenues for Street Improvements and Capital Projects (0% of gas tax)	\$ 223,000	\$ 1,615,000	\$ 3,230,000	\$ 6,683,000

PLANNED SYSTEM COSTS

Table 21 and Table 22 summarize the full cost of the planned transportation system. As shown, the full cost of the planned system is approximately \$52M over the next 21-year period, including \$16M high-priority projects, \$21M medium-priority projects, and \$15M low-priority projects. Based on the anticipated funds available for the

capital improvement projects, **the financially-constrained plan includes all the high priority projects.** Assuming 42% of the gas tax is used for street improvements and capital projects, this leaves a deficit of approximately \$27K in funding for the City to complete medium- and low-priority projects over the 21-year period, to contribute to projects on ODOT facilities, or to provide matching funds for grants.

Table 20. Planned Transportation System Cost Summary

Project Type	Project	Cost	Priority
Pedestrian	Tier I Projects	\$1,075,000	High
	Tier II Projects	\$3,515,000	Medium
	Tier III Projects	\$9,065,000	Medium
	Tier IV Projects	\$5,690,000	Low
Bicycle	Tier I Projects	\$3,590,000	High
	Tier II Projects	\$8,480,000	Medium
	Tier III Projects	\$1,180,000	Medium
	Tier IV Projects	\$9,590,000	Low
Motor Vehicle	Golf Club Road / Shaff Road Roundabout (M1)	\$2,590,000	High
	Stayton Road / Wilco Road – Roundabout (M2)	\$1,640,000	High
	Realign Golf Lane (M3)	\$3,320,000	High
	Sixth Street S-Curves – All-Way Stop Control (M4)	\$630,000	High
	Tenth Street S-Curves – Mini-Roundabout (M5)	\$1,460,000	High
Safety Projects	First Avenue / Washington Street Protected Lefts (M6)	\$20,000	High
	Cascade Highway SE / OR 22 EB Ramps Signalization (M11)	-	N/A
	OR 22 / Fern Ridge Road and Old Mehama Road Access Restrictions (M12)	-	N/A
New Roadway Projects	Golf Lane Extension (M7)	\$8,245,000	Low
	Kindle Way Extension (M8)	\$1,425,000	Low
	Dawn Drive Extension (M9)	\$8,395,000	Low
	Highland Drive Extension (M10)	\$1,090,000	Low

Table 21. Transportation Improvement Prioritization Summary

Mode	High Priority (Financially-Constrained Plan Projects)	Medium Priority	Low Priority	Total
Pedestrian	\$1,075,000	\$12,580,000	\$5,690,000	\$19,345,000
Bicycle	\$3,590,000	\$9,660,000	\$9,590,000	\$22,840,000
Motor Vehicle	\$9,640,000	\$0	\$0	\$9,640,000
Safety	\$20,000	\$0	\$0	\$20,000
New Roadways	\$0	\$0	\$19,155,000	\$19,155,000
Total	\$14,325,000	\$22,240,000	\$34,435,000	\$71,000,000

IMPLEMENTATION

The Transportation Planning Rule (TPR), as codified in Oregon Administrative Rules (OAR) 660-012-0045, requires that local jurisdictions identify and adopt land use regulations and code amendments needed to implement the TSP. The land use regulations and code amendments are provided under separate cover in the staff report.



SECTION 9 GLOSSARY OF TERMS

GLOSSARY OF TERMS

The following terms are applicable only to the Stayton Transportation System Plan and shall be construed as defined herein:

Access Management: Refers to measures regulating access to streets, roads and highways from public roads and private driveways. Measures may include but are not limited to restrictions on the type and amount of access to roadways and use of physical controls such as signals and channelization including raised medians, to reduce impacts of approach road traffic on the main facility.

American Association of State Highway Transportation Officials (AASHTO): The American Association of State Highway and Transportation Officials (AASHTO) is a standards-setting body which publishes specifications, test protocols and guidelines which are used in highway design and construction throughout the United States.

Americans with Disabilities Act (ADA): A civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

Arterial (Street): A street designated in the functional class system as providing the highest amount of connectivity and mostly uninterrupted traffic flow through an urban area.

Average Annual Daily Traffic (AADT): A measure used primarily in transportation planning and traffic engineering that represents the total volume of vehicular traffic on a highway or roadway for a year divided by 365 days.

Average Daily Traffic (ADT): This is the measurement of the average number of vehicles passing a certain point each day on a highway, road or street.

Bicycle Facility: Any facility provided for the benefit of bicycle travel, including bikeways and parking facilities.

Bicycle Network: A system of connected bikeways that provide access to and from local and regional destinations.

Bicycle Boulevard: Lower-order, lower-volume streets with various treatments to promote safe and convenient bicycle travel. Usually accommodates bicyclists and motorists in the same travel lanes, often with no specific vehicle or bike lane delineation. Assigns higher priority to through bicyclists, with secondary priority assigned to motorists. Also includes treatments to slow vehicle traffic to enhance the bicycling environment.

Bike Lane: Area within street right-of-way designated specifically for bicycle use.

Capital Improvement Plan (CIP): A community planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period.

Capacity: The maximum number of vehicles or individuals that can traverse a given segment of a transportation facility with prevailing roadway and traffic conditions.

Central Business District (CBD): This is the traditional downtown area, and is usually characterized by slow traffic speeds, on-street parking and a compact grid system.

Citizen Advisory Committee (CAC): An advisory committee consisting of volunteer citizens from the community they represent.

Collector (Street): A street designated in the functional class system that provides connectivity between local and neighborhood streets with the arterial streets serving the urban area. Usually shorter in

distance than arterials, designed with lower traffic speeds and has more traffic control devices than the arterial classification.

Crosswalk: Portion of a roadway designated for pedestrian crossing and can be either marked or unmarked. Unmarked crosswalks are the national extension of the shoulder, curb line or sidewalk.

Department of Land Conservation and Development (DLCD): A public agency that helps communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life.

Driveway (DWY): A short road leading from a public road to a private business or residence.

Eastbound (EB): Leading or traveling toward the east.

Fiscal Year (FY): A year as reckoned for taxing or accounting purposes.

Geographic Information Systems (GIS): A system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

Grade: A measure of the steepness of a roadway, bikeway or walkway, usually expressed in a percentage form of the ratio between vertical rise to horizontal distance, (e.g. a 5% grade means that the facility rises 5 feet in height over 100 feet in length.)

Grade Separation: The vertical separation of conflicting travelways.

Green Street: A street designed to reduce or redirect stormwater runoff quantity and/or to improve stormwater runoff quality. Green street design generally involves using rain gardens, vegetated swales and/or pervious materials (porous pavement or permeable paving) as an alternative to conventional stormwater facilities.

Impervious Surfaces: Hard surfaces that do not allow water to soak into the ground, increasing the amount of stormwater running into the drainage system.

Intelligent Transportation Systems (ITS): the application of advanced technologies and proven management techniques to relieve congestion, enhance safety, provide services to travelers and assist transportation system operators in implementing suitable traffic management strategies.

Level of Service (LOS): A qualitative measure describing the perception of operation conditions within a traffic stream by motorists and or passengers. An LOS rating of "A" to "F" describes the traffic flow on streets and at intersections, ranging from LOS A, representing virtually free flow conditions and no impedance to LOS F representing forced flow conditions and congestion.

Local (Street): A street designated in the functional class system that's primary purpose is to provide access to land use as opposed to enhancing mobility. These streets typically have low volumes and are very short in relation to collectors and arterials.

Manual on Uniform Traffic Control Devices (MUTCD): A document issued by the Federal Highway Administration (FHWA) of the United States Department of Transportation (USDOT) to specify the standards by which traffic signs, road surface markings, and signals are designed, installed, and used.

Multi-Modal: Involving several modes of transportation including bus, rail, bicycle, motor vehicle etc.

Multi-Use Path: Off-street route (typically recreationally focused) that can be used by several transportation modes, including bicycles, pedestrians and other non-motorized modes (i.e. skateboards, roller blades, etc.)

National Highway System (NHS): The National Highway System is interconnected urban and rural principal arterial and highways that serve major population centers, ports, airports and other major travel destinations, meet national defense requirements and serve interstate and interregional travel.

Neighborhood Route (Street): A street designated in the functional class system that's primary purpose is to provide access to land use but provides more mobility than a local street. These streets typically have moderate volumes and are shorter in relation to collectors and arterials.

Northbound (NB): Traveling or leading toward the north.

Oregon Administrative Rules (OAR): The official compilation of rules and regulations having the force of law in the U.S. state of Oregon. It is the regulatory and administrative corollary to Oregon Revised Statutes and is published pursuant to ORS 183.360 (3).

Oregon Highway Plan (OHP): The document that establishes long range policies and investment strategies for the state highway system in Oregon.

Oregon Revised Statutes (ORS): The codified body of statutory law governing the U.S. state of Oregon, as enacted by the Oregon Legislative Assembly, and occasionally by citizen initiative. The statutes are subordinate to the Oregon Constitution.

Peak Period or Peak Hour: The period of the day with the highest number of travelers. This is normally between 4:00 p.m. to 6:00 p.m. on weekdays.

Pedestrian Connection: A continuous, unobstructed, reasonable direct route between two points that is intended and suitable for pedestrian use. These connections could include sidewalks, walkways, accessways, stairways and pedestrian bridges.

Pedestrian Facility: A facility provided for the benefit of pedestrian travel, including walkways, crosswalks, signs, signals and benches.

Right-Of-Way (ROW or R/W): A general term denoting publicly-owned land or property upon which public facilities and infrastructure is placed.

Safety Priority Index System (SPIS): An indexing system used by Oregon Department of Transportation to prioritize safety improvements based on crash frequency and severity on state facilities.

Safe Routes to School (SRTS): Federal, state, and local programs that create safe, convenient, and fun opportunities for children to bicycle and walk to and from schools.

Shared Roadway: Roadways where bicyclists and autos share the same travel lane. May include a wider outside lane and/or bicycle boulevard treatment (priority to through bikes on local streets).

Single-Occupancy Vehicle or Single-Occupant Vehicle (SOV): A vehicle containing only a single occupant, the driver.

Southbound (SB): Traveling or leading toward the south.

Statewide Transportation Improvement Plan (STIP): The capital improvement program that identifies funding and schedule of statewide projects.

System Development Charge (SDC): Fees that are collected when new development occurs in the city and are used to fund a portion of new streets, sanitary sewers, parks and water.

Technical Advisory Committee (TAC): An advisory committee consisting of state, county, and city staff that review and provide feedback on technical memorandums.

Traffic Control Devices: Signs, signals or other fixtures placed on or adjacent to a travelway that regulates, warns or guides traffic. Can be either permanent or temporary.

Transportation Analysis Zone (TAZ): A geographic sub-area used to assess travel demands using a travel demand forecasting model. Often defined by the transportation network and US Census blocks.

Transportation Planning Rule (TPR): A series of Oregon Administrative Rules intended to coordinate land use and transportation planning efforts to ensure that the planned transportation system supports a pattern of travel and land use in urban areas that will avoid the air pollution, traffic and livability problems faced by other large urban areas of the country through measures designed to increase transportation choices and make more efficient use of the existing transportation system.

Transportation System Plan (TSP): Is a comprehensive plan that is developed to provide a coordinated, seamless integration of continuity between modes at the local level as well as integration with the regional transportation system.

Two-Way Stop Control (TWSC): An intersection, where one or more approaches is stop controlled and must yield the right-of-way to one or more approaches that are not stop controlled.

Urban Area: The area immediately surrounding an incorporated city or rural community that is urban in character, regardless of size.

Urban Growth Boundary (UGB): A regional boundary, set in an attempt to control urban sprawl by mandating that the area inside the boundary be used for higher density urban development and the area outside be used for lower density development.

Vehicle Miles Traveled (VMT): The cumulative distance a vehicle travels, regardless of number of occupants.

Volume to Capacity Ratio (V/C): A measure that reflects mobility and quality of travel of a roadway or section of a roadways. It compares roadway demand (vehicle volumes) with roadway supply (carrying capacity).

Westbound (WB): Leading or traveling toward the west.



CITY OF STAYTON
M E M O R A N D U M

TO: Mayor Henry A. Porter and the Stayton City Council
FROM: Alissa Angelo, Deputy City Recorder
DATE: June 17, 2019
SUBJECT: Resolution No. 993, Adopting Fees and Charges for Various City Services for the 2019-20 Fiscal Year

BACKGROUND INFORMATION

Enclosed you will find Resolution No. 993, which includes recommended changes to the fee schedule. Annually, the City reviews and updates its fees and fines schedule to reflect actual costs.

For the upcoming fiscal year, Public Records have been broken out into their own section within the fee schedule. The number of public record requests processed by staff over the past several years continues to grow. As we began to research our actual costs for processing these requests, it was discovered they had not been updated since at least 1988. The proposed fees account for staff time spent on public record requests.

FISCAL IMPACT

As allowed by State Statute, the fee schedule assists the City to recover our costs when providing these services.

OPTIONS AND MOTIONS

1. Adopt Resolution No. 993 as presented.

Move to adopt Resolution No. 993, adopting fees and charges for various City Services as presented.

2. Adopt Resolution No. 993 with amendments.

Move to adopt Resolution No. 993, adopting fees and charges for various City Services as amended.

3. Take no action.

No motion necessary.



Fiscal Year 2019/20 Fees and Charges

ADMINISTRATIVE/CITY-WIDE

Copies	2019-20 Fee	Unit
8.5 X 11 or 8.5 X 14	\$0.25	Per side
11 X 17	\$0.25	Per side
Large Format	\$10.00	Per copy
Audio/Digital Recording	\$15.00	Per CD
Actual if outsourced + admin fee	\$5.00	Per request
Video Tapes		
Actual if outsources + admin fee	\$5.00	Per request
Digital Photos	\$1.00	Per Photo
Additional pages	\$5.00	
Lien Search	\$5.00	Per search
Fax Transmittals	\$0.25	Per page
Additional pages	\$0.00	Per page
Returned Checks/Items or Autopay	\$25.00	Per item
Billing Administrative Fee	10%	
Invoice Late Fee	10%9%	
Mailing cost, cost of item +10%	\$2.50	Minimum
All other services not Identified	Actual Cost	

PUBLIC RECORDS

	2019-20 Fee	Unit	Notes
<u>Printing / Copies – 8.5x11, 8.5x14, 11x17</u>	<u>\$0.10</u>	<u>Per page</u>	
<u>Printing / Copies – Large Format</u>	<u>\$10.00</u>	<u>Per page</u>	
<u>Digital Copies (PDF)</u>	<u>\$0.10</u>	<u>Per page</u>	
<u>Certified Copies</u>	<u>\$5.00</u>	<u>Each</u>	

<u>Copies of Digital Photos</u>	<u>\$1.00</u>	<u>Per photo</u>	
<u>CD of Digital Photos</u>	<u>\$10.00</u>	<u>Each</u>	
<u>Audio CD, DVD, or other media</u>	<u>\$15.00</u>	<u>Each</u>	
<u>Postage</u>		<u>Per transaction</u>	<u>Actual cost of postage</u>
<u>Open Records check</u>	<u>\$15.00</u>	<u>Each</u>	
<u>Police Reports (fewer than 25 pages)</u>	<u>\$20.00</u>	<u>Per report</u>	<u>Includes staff research and retrieval time of up to 30 minutes, over 30 minutes will be charged additionally. \$10 non-refundable search fee included. No charge for victim for first copy.</u>
<u>Police Reports (between 25 and 50 pages)</u>	<u>\$30.00</u>	<u>Per report</u>	<u>Includes staff research and retrieval time of up to 30 minutes, over 30 minutes will be charged additionally. \$10 non-refundable search fee included. No charge for victim for first copy.</u>
<u>Police Reports (over 50 pages)</u>	<u>\$50.00</u>	<u>Per report</u>	<u>Includes staff research and retrieval time of up to 30 minutes, over 30 minutes will be charged additionally. \$10 non-refundable search fee included. No charge for victim for first copy.</u>
<u>Staff Research</u>		<u>Per transaction</u>	<u>Charge based on salary and fringe benefits of employee(s) charged with task, converted to an hourly rate. Charged in 15-minute increments with a 15-minute minimum.</u>

POLICE

	2019-20 Fees & Fines	Unit
<u>Open Records check</u>	<u>\$15.00</u>	
<u>Copies of Police Reports; 1st 10 pages</u>	<u>\$10.00</u>	
<u>Per page thereafter</u>	<u>\$.25</u>	
<u>Copies of Digital Photos</u>	<u>\$1.00</u>	<u>Per Page</u>
<u>CD of digital photos</u>	<u>\$5.00</u>	<u>Each CD</u>
<u>Visa Letter</u>	<u>\$40.00</u>	<u>Each</u>
<u>Record Check Letter</u>	<u>\$15.00</u>	<u>Per letter</u>
<u>Appeal of Exclusion Notice</u>	<u>\$50.00</u>	<u>Per appeal</u>
Carnival, Amusement Park & Concession	\$300.00	Per year
Promotional/Processional Event (SMC 5.44; SMC 10.36)	\$50.00	Per event Per event

Recurring Events		\$25.00	Per event
Event Street Marking Deposit		\$200.00	Per event
Camping Permit		\$0.00	Each
Solicitor		\$150.00	Per year
Each Additional Employee		\$25.00	Per year
Renewal of Solicitor License		\$25.00	Per year
OLCC / OHA License			
Processing Fee		\$100.00	Per application
Change of Ownership		\$75.00	Per application
License Privilege Change		\$75.00	Per application
OLCC / OHA Background and Renewal		\$35.00	Per year
Temporary		\$35.00	Per application
Temp. for OLCC Licensed Business		\$15.00	Per application
Junk Dealers / Second Hand		\$50.00	Per year
Police Ordinance Bail for Violations			
Business Regulations	SMC 5.08	\$1,000.00	
Medical Marijuana Facilities	SMC 5.12	\$1,000.00	
Pharmaceutical Disposal	SMC 5.50	\$500.00	Per month
Garage Sales	SMC 5.16	\$500.00	
Solicitors	SMC 5.20	\$1,000.00	
Private Security Enterprises	SMC 5.28	\$1,000.00	
Secondhand Dealers and Pawnbrokers	SMC 5.32	\$1,000.00	
Animal Control	SMC 6.04	\$500	Not to exceed
Nuisances	SMC 8.04	\$500 to \$1,000	Minimum Maximum
Alarms			
Alarm Permit	SMC 8.08	\$20.00	Each
Late Permit Fee	SMC 8.08	\$25.00	Each
False Alarm			
• First 5 Alarms		\$0.00	Each
• Alarms 6-15		\$25.00	Each

• Alarms 16+		\$50.00	Each
Any other Violation of SMC 8.08 Not listed previously	SMC 8.08	\$500.00	
Use of Public Parks, Public Property and Waterways	SMC 8.12	\$500.00	
Violation of Public Peace and Welfare	SMC 9	\$1,000.00	
Violation of Prohibited Parking Parking in Alley No Parking Zone	SMC 10.12.040 ORS 811.550	\$110.00	
Violation of Loading Zone	SMC 10.12.070	\$110.00	
Violation of Promotional / Processional / Event Permit	SMC 10.36	\$1,000.00	
Parking on a Sidewalk Damaging Sidewalks and Curbs	SMC 10.12.040 SMC 10.40.1040 ORS 811.570(1)	\$110.00 or actual cost of repairs	
Crossing Private Property	SMC 10.40.1010	\$110.00	
Violation of Truck Routes	SMC 10.40.1060	\$110.00	
Parking for Certain Purposes Prohibited Displaying a Vehicle for Sale Repairing a Vehicle Displaying Temporary Advertising Selling from a Vehicle	SMC 10.12.050	\$110.00	
Unlawful Storage on the Street	SMC 10.12.060	\$110.00	
Violation of Bus and Taxi SMC	SMC 10.12.080/ 10.12.090	\$110.00	
Skateboards, Skis, Toboggans, and Sleds	SMC 10.40.1030	\$25.00	
Violation of Bicycle SMC	SMC 10.28	\$25.00	
Violation of Pedestrian SMC	SMC 10.32	\$25.00	
Overtime Parking	SMC 10.12.040 SMC 10.12.100	\$25.00	
Parking Permit Violation	SMC 10.12.150	\$25.00	
Parking Spaces – Correct Use Required/Wrong Direction	SMC 10.12.020	\$25.00	
Violation of Prohibited Parking contrary to a parking control device	SMC 10.12.040(g)	\$25.00	

Other Violations of Title 10 Not Specifically Listed	SMC 10	\$25.00	
Impound Charge Per Day for City Owned Storage	SMC 10.16.430	\$50.00 + Tow Fees	
Impound Tow Fee		\$125.00	

PLANNING

	2019-20 Fees	Unit
Pre-Application Meeting	\$300.00	Each
Application that requires only Staff review	\$650.00	Deposit
Application requiring Planning Commission Hearing	\$1,350.00	Deposit
Applications Requiring Two Public Hearings		
Comprehensive Plan Map and Zone Map Amendment	\$1,500.00	Deposit
Subdivision, Master Plan Development, Site Plan Review that includes Annexation	\$1,800.00	Deposit
Major Annexation	\$4,500.00	Deposit
Other Planning Department Applications		
Sign Permits	\$25.00	Per Application
Temporary Sign	No Charge	Per Application
Change of Use Permits	\$25.00	Per Application
Appeals		
Of decisions made by Staff without a public hearing	\$250.00	Per Application
Of decisions made by the Planning Commission	\$400.00	Per Application
Vacation of Streets and Alleys	\$500.00	Per Application

MUNICIPAL COURT

	2019-20 Fees	Unit
Payment Agreement Fee	\$25.00	Each
License Reinstatement Fee	\$25.00	Each
Failure To Appear for Arraignment	\$10.00	Each
Failure to Appear Trial	\$100.00	Each
Trial Fee	\$30.00	Each

Warrant Fee	\$50.00	Each
Appeal Filing	\$50.00	Each
Translator Service	\$60.00	Each
Collection Fee	25%	Of Fine Assessed

LIBRARY

	2019-20 Fees	Unit
Printing - Black & White	\$0.10	Per page
Printing - Color	\$0.25	Per page
Overdue items		
Books - Adult	\$0.25	Per day
Books - Youth	\$0.10	Per day
DVD - Adult	\$0.25	Per day
DVD - Youth	\$0.10	Per day
Cultural Pass	\$5.00	Per day
Fees		
Interlibrary loan: mailing & loan cost	Actual cost + \$1.00	
Damage or lost materials	Actual cost + \$5.00 processing fee	
Lost or damaged DVD cases	\$1.50 <u>\$1.00</u>	Per item
Replaced Damaged AV Cover	\$2.00 <u>\$1.00</u>	Per cover
Replace Audiobook	Actual cost + \$5.00 processing fee	
Replace Audiobook Case	\$8.00 <u>\$3.00</u>	Per Case
Replace Cultural Pass	Price of membership	
Outside city of Stayton Library Card		
Non-Resident Full Service Card		
• Annual Household	\$60.00	
• 6 mo. household	\$30.00	
Outside of CCRLS District Card		
• Annual Household	\$70.00	
• 6 mo. family	\$35.00	

Outside of CCRLS Child Card		
• One Card	\$12.00	
• Two Cards	\$20.00	
• Three Cards	\$28.00	
E.G. Siegmund Room Rentals		
Cleaning fee (no food or beverage)	\$15.00	Each rental
Cleaning fee with food & beverage	\$25.00	Each rental
Fee for civic group, one side	\$15.00	Per hour
Fee for civic group, both sides	\$20.00	Per hour
Fee for Private group, one side	\$20.00	Per hour
Fee for Private group, both sides	\$25.00	Per hour
Fee for Commercial group, one side	\$25.00	Per hour
Fee for Commercial group, both sides	\$30.00	Per hour

PUBLIC WORKS

Site Development Permit: Engineering and Plan Review (for on-site and off-site public improvements) includes ROW permit. Prior to Permit issuance, actual plan review costs will be paid by Applicant. Inspection services will be paid for by Applicant after project completion and prior to Notice of Final Completion and Acceptance from the City.		
	2019-20 Fees	Unit
Water, sewer, storm drainage, and street improvements where excavation or utility cuts of pavement are required.	\$250.00	Deposit
Minor Partition (1 – 3 lots)	\$500.00 <u>\$750.00</u>	Deposit
Subdivision (4 – 10 lots)	\$2,500.00	Deposit
Subdivision (11+ lots) or Master Planned Development	\$4,500.00	Deposit
Water Quality and Detention Plan and Calculation Review (infill lots only)	\$100.00	Actual
Right of Way (ROW) Permits		
Type 1: Street tree replacement or installation	No Charge	
Type 2: Repair/replace sidewalk and/or driveway approach where no street cut is needed	\$65.00	
Type 3: Sidewalk, driveway approach and/or utilities where street cut is needed.	\$100.00	

Type 4: Franchise Utility (NW Natural, SCTC, PacifiCorp, etc.)	Per Franchise Agt. or \$40.00
Type 5: Encroachment Permit to use Public ROW (for a long term use: awning, billboard, structure, etc.)	\$65.00
Vehicles, per hour	FEMA rate
Water Service Deposit	\$75.00
Sewer Deposit	\$75.00
¾" Meter	Actual Costs (\$350.00 Minimum)
1" Meter or larger	Actual Costs
Late Fee	\$15.00
Delinquent Shut-off Fee for Non Payment of Bill	\$20.00
Water On/Off Service Fee	\$10.00
After Hours Call Out Service (after first annual customer visit)	\$100.00
Water Meter Installation	Actual Cost
Water	Resolution-858
Storm Water	Resolution-908
Street Maintenance Fee	Resolution-864
Sewer	Resolution-907
Building permits	Per Marion County fee schedule
Building Structural Permit Driveway/Sidewalk Inspections	\$100
System Development Charges	
Parks – per dwelling unit	\$3,178 <u>\$3,235</u>
Water – per 3/4" meter equivalent	\$3,308 <u>\$3,368</u>
Wastewater – per ¾" meter equivalent	\$2,465 <u>\$2,509</u>
Transportation – per peak hour trip in downtown area	\$368 <u>\$374</u>
per peak hour trip elsewhere	\$2,675 <u>\$2,723</u>
Stormwater	\$2,939 <u>\$2,992</u>

FACILITY RENTALS

	2019-20 Hourly Rate	2019-20 Cleaning Fee
Community Center		

Civic Organization		
• Entire Building	\$18.00	\$80.00
• South End	\$14.00	\$50.00
• North End	\$10.00	\$30.00
Private Individuals		
• Entire Building	\$23.00	\$100.00
• South End	\$18.00	\$65.00 <u>\$75.00</u>
• North End	\$13.00	\$35.00
Commercial		
• Entire Building	\$28.00	\$100.00
• South End	\$23.00	\$65.00 <u>\$75.00</u>
• North End	\$18.00	\$35.00
Meetings without food or drink	See above rates	\$15.00 <u>\$25.00</u>
Non-resident surcharge rent plus	+25%	Above rate
	2019-20 Fees	Unit
Jordan Bridge and Pioneer Park Concession Stand		
• First three hours	\$100.00	
• Each additional hour	\$20.00	Per hour
Other Facility Fees		
Community Center Key Deposit (cash or check only)	\$25.00	Per key
Jordan Bridge Electrical Panel Key/Bridge Closure Signs Deposit (cash or check only) Electrical Panel Key Deposit (cash only)	\$25.00	Per key <u>event</u>
Concession Stand Key Deposit (cash or check only)	\$25.00	Per key
Alcohol Beverage Service Permit	\$50.00	Each event
Alcohol Beverage Cleaning Fee (\$150 refundable if properly cleaned)	Each event	\$300.00
Security (3 hour Min.) (Per officer)	Per hour	\$28.00
Cancellation Fee	Each event	\$25.00

SWIMMING POOL

		2019-20	2019-20
		Resident	Non-Resident
Drop-In			
Adult	Per Visit	\$3.50 <u>\$3.85</u>	\$4.55 <u>\$5.00</u>
Youth, under 18	Per Visit	\$2.50 <u>\$2.75</u>	\$3.25 <u>\$3.60</u>
Disabled & Seniors (over 59)	Per Visit	\$2.50 <u>\$2.75</u>	\$3.25 <u>\$3.60</u>
Disabled & Senior Couples	Per Visit	\$3.50 <u>\$3.85</u>	\$4.55 <u>\$5.00</u>
Family	Per Visit	\$12.00 <u>\$13.20</u>	\$15.60 <u>\$17.20</u>
Monthly Memberships (auto-deduct)		Resident	Non-Resident
Adult	Per Month	\$35.00 <u>\$38.50</u>	\$45.50 <u>\$50.05</u>
Youth, under 18	Per Month	\$15.00 <u>\$16.50</u>	\$19.50 <u>\$21.45</u>
Disabled & Seniors (over 59)	Per Month	\$22.50 <u>\$24.75</u>	\$29.25 <u>\$32.20</u>
Disabled & Senior Couples	Per Month	\$35.00 <u>\$38.50</u>	\$45.50 <u>\$50.05</u>
Family	Per Month	\$45.00 <u>\$49.50</u>	\$58.50 <u>\$64.35</u>
Monthly Memberships (non-auto-deduct)		Resident	Non-Resident
Adult	Per Month	\$45.00 <u>\$49.50</u>	\$58.50 <u>\$64.35</u>
Youth, under 18	Per Month	\$22.50 <u>\$24.75</u>	\$29.25 <u>\$32.20</u>
Disabled & Seniors (over 59)	Per Month	\$30.00 <u>\$33.00</u>	\$39.00 <u>\$42.90</u>
Disabled & Senior Couples	Per Month	\$45.00 <u>\$49.50</u>	\$58.50 <u>\$64.30</u>
Family	Per Month	\$60.00 <u>\$66.00</u>	\$78.00 <u>\$85.80</u>
Annual Memberships		Resident	Non-Resident
Adult	Per Year	\$336.00 <u>\$369.60</u>	\$436.80 <u>\$479.60</u>
Youth, under 18	Per Year	\$144.00 <u>\$158.40</u>	\$187.20 <u>\$205.95</u>
Disabled & Seniors (over 59)	Per Year	\$216.00 <u>\$237.60</u>	\$280.80 <u>\$308.00</u>
Disabled & Senior Couples	Per Year	\$336.00 <u>\$369.60</u>	\$436.80 <u>\$480.50</u>
Family	Per Year	\$432.00 <u>\$475.20</u>	\$561.60 <u>\$617.10</u>
Punch Cards for 20 Visits		Resident	Non-Resident
Adult	Per Card	\$60.00 <u>\$66.00</u>	\$78.00 <u>\$85.80</u>
Youth, under 18	Per Card	\$50.00 <u>\$55.00</u>	\$65.00 <u>\$72.00</u>

Disabled & Seniors (over 59)	Per Card	\$50.00 <u>\$55.00</u>	\$65.00 <u>\$72.00</u>
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RESOLUTION NO. 993

**A RESOLUTION ADOPTING FEES AND CHARGES FOR VARIOUS CITY SERVICES
FOR THE 2019-20 FISCAL YEAR**

WHEREAS, the City of Stayton receives requests from citizens for administrative, police, municipal court, library, public works, planning, parks and facilities and services requiring the expenditure of personnel time and materials; and

WHEREAS, prudent use of the City's financial resources requires that the City charge fees sufficient to recover the cost in personnel time and materials to render the service requested.

NOW, THEREFORE, BE IT RESOLVED THAT:

SECTION 1. The fees and charges for Fiscal Year 2019-20 appended hereto, designated Exhibit A are hereby adopted.

SECTION 2. This resolution shall remain in effect until the Stayton City Council adopts a new resolution for the following fiscal year.

This Resolution shall become effective upon its adoption by the Stayton City Council.

ADOPTED BY THE STAYTON CITY COUNCIL THIS 17TH DAY OF JUNE, 2019.

CITY OF STAYTON

Signed: _____, 2019

By: _____
Mayor Henry A. Porter, Mayor

Signed: _____, 2019

ATTEST: _____
Keith D. Campbell, City Manager



Fiscal Year 2019/20 Fees and Charges

ADMINISTRATIVE

	2019-20 Fee	Unit
Lien Search	\$5.00	Per search
Returned Checks/Items or Autopay	\$25.00	Per item
Invoice Late Fee	10%	
All other services not Identified	Actual Cost	

PUBLIC RECORDS

	2019-20 Fee	Unit	Notes
Printing / Copies – 8.5x11, 8.5x14, 11x17	\$0.25	Per page	
Printing / Copies – Large Format	\$10.00	Per page	
Digital Copies (PDF)	\$0.10	Per page	
Certified Copies	\$5.00	Each	
Copies of Digital Photos	\$1.00	Per photo	
CD of Digital Photos	\$10.00	Each	
Audio CD, DVD, or other media	\$15.00	Each	
Postage		Per transaction	Actual cost of postage
Open Records check	\$15.00	Each	
Police Reports (fewer than 25 pages)	\$20.00	Per report	Includes staff research and retrieval time of up to 30 minutes, over 30 minutes will be charged additionally. \$10 non-refundable search fee included. No charge for victim for first copy.
Police Reports (between 25 and 50 pages)	\$30.00	Per report	Includes staff research and retrieval time of up to 30 minutes, over 30 minutes will be charged additionally. \$10 non-refundable search fee included. No charge for victim for first copy.
Police Reports (over 50 pages)	\$50.00	Per report	Includes staff research and retrieval time of up to 30 minutes, over 30 minutes will be charged additionally. \$10 non-refundable search fee included. No charge for victim for first copy.
Staff Research		Per transaction	Charge based on salary and fringe benefits of employee(s) charged with task, converted to an hourly rate. Charged in 15-minute increments with a 15-minute minimum.

POLICE

		2019-20 Fees & Fines	Unit
Visa Letter		\$40.00	Per letter
Record Check Letter		\$15.00	Per letter
Appeal of Exclusion Notice		\$50.00	Per appeal
Carnival, Amusement Park & Concession		\$300.00	Per year
Promotional/Processional Event (SMC 5.44; SMC 10.36)		\$50.00	Per event Per event
Recurring Events		\$25.00	Per event
Event Street Marking Deposit		\$200.00	Per event
Camping Permit		\$0.00	Each
Solicitor		\$150.00	Per year
Each Additional Employee		\$25.00	Per year
Renewal of Solicitor License		\$25.00	Per year
OLCC / OHA License			
Processing Fee		\$100.00	Per application
Change of Ownership		\$75.00	Per application
License Privilege Change		\$75.00	Per application
OLCC / OHA Background and Renewal		\$35.00	Per year
Temporary		\$35.00	Per application
Temp. for OLCC Licensed Business		\$15.00	Per application
Junk Dealers / Second Hand		\$50.00	Per year
Police Ordinance Bail for Violations			
Business Regulations	SMC 5.08	\$1,000.00	
Medical Marijuana Facilities	SMC 5.12	\$1,000.00	
Pharmaceutical Disposal	SMC 5.50	\$500.00	Per month
Garage Sales	SMC 5.16	\$500.00	
Solicitors	SMC 5.20	\$1,000.00	
Private Security Enterprises	SMC 5.28	\$1,000.00	
Secondhand Dealers and Pawnbrokers	SMC 5.32	\$1,000.00	
Animal Control	SMC 6.04	\$500.00	Not to exceed
Nuisances	SMC 8.04	\$500.00 minimum to \$1,000.00 maximum	Minimum Maximum

Alarms			
Alarm Permit	SMC 8.08	\$20.00	Each
Late Permit Fee	SMC 8.08	\$25.00	Each
False Alarm			
• First 5 Alarms		\$0.00	Each
• Alarms 6-15		\$25.00	Each
• Alarms 16+		\$50.00	Each
Any other Violation of SMC 8.08 Not listed previously	SMC 8.08	\$500.00	
Use of Public Parks, Public Property and Waterways	SMC 8.12	\$500.00	
Violation of Public Peace and Welfare	SMC 9	\$1,000.00	
Violation of Prohibited Parking Parking in Alley No Parking Zone	SMC 10.12.040 ORS 811.550	\$110.00	
Violation of Loading Zone	SMC 10.12.070	\$110.00	
Violation of Promotional / Processional / Event Permit	SMC 10.36	\$1,000.00	
Parking on a Sidewalk Damaging Sidewalks and Curbs	SMC 10.12.040 SMC 10.40.1040 ORS 811.570(1)	\$110.00 or actual cost of repairs	
Crossing Private Property	SMC 10.40.1010	\$110.00	
Violation of Truck Routes	SMC 10.40.1060	\$110.00	
Parking for Certain Purposes Prohibited Displaying a Vehicle for Sale Repairing a Vehicle Displaying Temporary Advertising Selling from a Vehicle	SMC 10.12.050	\$110.00	
Unlawful Storage on the Street	SMC 10.12.060	\$110.00	
Violation of Bus and Taxi SMC	SMC 10.12.080/ 10.12.090	\$110.00	
Skateboards, Skis, Toboggans, and Sleds	SMC 10.40.1030	\$25.00	
Violation of Bicycle SMC	SMC 10.28	\$25.00	
Violation of Pedestrian SMC	SMC 10.32	\$25.00	
Overtime Parking	SMC 10.12.040 SMC 10.12.100	\$25.00	
Parking Permit Violation	SMC 10.12.150	\$25.00	

Parking Spaces – Correct Use Required/Wrong Direction	SMC 10.12.020	\$25.00	
Violation of Prohibited Parking contrary to a parking control device	SMC 10.12.040(g)	\$25.00	
Other Violations of Title 10 Not Specifically Listed	SMC 10	\$25.00	
Impound Charge Per Day for City Owned Storage	SMC 10.16.430	\$50.00 + Tow Fees	
Impound Tow Fee		\$125.00	

PLANNING

	2019-20 Fees	Unit
Pre-Application Meeting	\$300.00	Each
Application that requires only Staff review	\$650.00	Deposit
Application requiring Planning Commission Hearing	\$1,350.00	Deposit
Applications Requiring Two Public Hearings		
Comprehensive Plan Map and Zone Map Amendment	\$1,500.00	Deposit
Subdivision, Master Plan Development, Site Plan Review that includes Annexation	\$1,800.00	Deposit
Major Annexation	\$4,500.00	Deposit
Other Planning Department Applications		
Sign Permits	\$25.00	Per Application
Temporary Sign	No Charge	Per Application
Change of Use Permits	\$25.00	Per Application
Appeals		
Of decisions made by Staff without a public hearing	\$250.00	Per Application
Of decisions made by the Planning Commission	\$400.00	Per Application
Vacation of Streets and Alleys	\$500.00	Per Application

MUNICIPAL COURT

	2019-20 Fees	Unit
Payment Agreement Fee	\$25.00	Each
License Reinstatement Fee	\$25.00	Each
Failure To Appear for Arraignment	\$10.00	Each
Failure to Appear Trial	\$100.00	Each
Trial Fee	\$30.00	Each
Warrant Fee	\$50.00	Each
Appeal Filing	\$50.00	Each
Translator Service	\$60.00	Each
Collection Fee	25%	Of Fine Assessed

LIBRARY

	2019-20 Fees	Unit
Printing - Black & White	\$0.10	Per page
Printing - Color	\$0.25	Per page
Overdue items		
Books - Adult	\$0.25	Per day
Books - Youth	\$0.10	Per day
DVD - Adult	\$0.25	Per day
DVD - Youth	\$0.10	Per day
Cultural Pass	\$5.00	Per day
Fees		
Interlibrary loan: mailing & loan cost	Actual cost	
Damage or lost materials	Actual cost + \$5.00 processing fee	
Lost or damaged DVD cases	\$ 1.00	Per item
Replaced Damaged AV Cover	\$ 1.00	Per cover
Replace Audiobook	Actual cost + \$5.00 processing fee	
Replace Audiobook Case	\$3.00	Per Case
Replace Cultural Pass	Price of membership	
Outside city of Stayton Library Card		
Non-Resident Full Service Card		
• Annual Household	\$60.00	
• 6 mo. household	\$30.00	
Outside of CCRLS District Card		
• Annual Household	\$70.00	
• 6 mo. family	\$35.00	
Outside of CCRLS Child Card		
• One Card	\$12.00	
• Two Cards	\$20.00	
• Three Cards	\$28.00	

E.G. Siegmund Room Rentals		
Cleaning fee (no food or beverage)	\$15.00	Each rental
Cleaning fee with food & beverage	\$25.00	Each rental
Fee for civic group, one side	\$15.00	Per hour
Fee for civic group, both sides	\$20.00	Per hour
Fee for Private group, one side	\$20.00	Per hour
Fee for Private group, both sides	\$25.00	Per hour
Fee for Commercial group, one side	\$25.00	Per hour
Fee for Commercial group, both sides	\$30.00	Per hour

PUBLIC WORKS

Site Development Permit: Engineering and Plan Review (for on-site and off-site public improvements) includes ROW permit. Prior to Permit issuance, actual plan review costs will be paid by Applicant. Inspection services will be paid for by Applicant after project completion and prior to Notice of Final Completion and Acceptance from the City.

	2019-20 Fees	Unit
Water, sewer, storm drainage, and street improvements where excavation or utility cuts of pavement are required.	\$250.00	Deposit
Minor Partition (1 – 3 lots)	\$750.00	Deposit
Subdivision (4 – 10 lots)	\$2,500.00	Deposit
Subdivision (11+ lots) or Master Planned Development	\$4,500.00	Deposit
Water Quality and Detention Plan and Calculation Review (infill lots only)	\$100.00	Actual
Right of Way (ROW) Permits		
Type 1: Street tree replacement or installation	No Charge	
Type 2: Repair/replace sidewalk and/or driveway approach where no street cut is needed	\$65.00	
Type 3: Sidewalk, driveway approach and/or utilities where street cut is needed.	\$100.00	
Type 4: Franchise Utility (NW Natural, SCTC, PacifiCorp, etc.)	Per Franchise Agt. or \$40.00	
Type 5: Encroachment Permit to use Public ROW (for a long term use: awning, billboard, structure, etc.)	\$65.00	
Vehicles, per hour	FEMA rate	
Water Service Deposit	\$75.00	
Sewer Deposit	\$75.00	
¾" Meter	Actual Costs (\$350.00 Minimum)	
1" Meter or larger	Actual Costs	
Late Fee	\$15.00	
Delinquent Shut-off Fee for Non Payment of Bill	\$20.00	
Water On/Off Service Fee	\$10.00	
After Hours Call Out Service (after first annual customer visit)	\$100.00	
Water Meter Installation	Actual Cost	
Water	Resolution-858	
Storm Water	Resolution-908	
Street Maintenance Fee	Resolution-864	

Sewer	Resolution-907
Building permits	Per Marion County fee schedule
Building Structural Permit Driveway/Sidewalk Inspections	\$100
System Development Charges	
Parks – per dwelling unit	\$3,235
Water – per 3/4” meter equivalent	\$3,368
Wastewater – per ¾” meter equivalent	\$2,509
Transportation – per peak hour trip in downtown area	\$374
per peak hour trip elsewhere	\$2,723
Stormwater	\$2,992

FACILITY RENTALS

	2019-20 Hourly Rate	2019-20 Cleaning Fee
Community Center		
Civic Organization		
• Entire Building	\$18.00	\$80.00
• South End	\$14.00	\$50.00
• North End	\$10.00	\$30.00
Private Individuals		
• Entire Building	\$23.00	\$100.00
• South End	\$18.00	\$75.00
• North End	\$13.00	\$35.00
Commercial		
• Entire Building	\$28.00	\$100.00
• South End	\$23.00	\$75.00
• North End	\$18.00	\$35.00
Meetings without food or drink	See above rates	\$25.00
Non-resident surcharge rent plus	+25%	Above rate
2019-20 Fees		Unit
Jordan Bridge and Pioneer Park Concession Stand		
• First three hours	\$100.00	
• Each additional hour	\$20.00	Per hour
Other Facility Fees		
Community Center Key Deposit (cash or check only)	\$25.00	Per key
Jordan Bridge Electrical Panel Key/Bridge Closure Signs Deposit (cash or check only)	\$25.00	Per event
Concession Stand Key Deposit (cash or check only)	\$25.00	Per key
Alcohol Beverage Service Permit	\$50.00	Each event
Alcohol Beverage Cleaning Fee (\$150 refundable if properly cleaned)	\$300.00	Each event
Cancellation Fee	\$25.00	Each event

SWIMMING POOL

	2019-20 Resident Fees	2019-20 Non-Resident Fees	Unit
Drop-In			
Adult	\$3.85	\$5.00	Per Visit
Youth, under 18	\$2.75	\$3.60	Per Visit
Disabled & Seniors (over 59)	\$2.75	\$3.60	Per Visit
Disabled & Senior Couples	\$3.85	\$5.00	Per Visit
Family	\$13.20	\$17.20	Per Visit
Monthly Memberships (auto-deduct)			
Adult	\$38.50	\$50.05	Per Month
Youth, under 18	\$16.50	\$21.45	Per Month
Disabled & Seniors (over 59)	\$24.75	\$32.20	Per Month
Disabled & Senior Couples	\$38.50	\$50.05	Per Month
Family	\$49.50	\$64.35	Per Month
Monthly Memberships (non-auto-deduct)			
Adult	\$49.50	\$64.35	Per Month
Youth, under 18	\$24.75	\$32.20	Per Month
Disabled & Seniors (over 59)	\$33.00	\$42.90	Per Month
Disabled & Senior Couples	\$49.50	\$64.30	Per Month
Family	\$66.00	\$85.80	Per Month
Annual Memberships			
Adult	\$369.60	\$479.60	Per Year
Youth, under 18	\$158.40	\$205.95	Per Year
Disabled & Seniors (over 59)	\$237.60	\$308.00	Per Year
Disabled & Senior Couples	\$369.60	\$480.50	Per Year
Family	\$475.20	\$617.10	Per Year
Punch Cards for 20 Visits			
Adult	\$66.00	\$85.80	Per card
Youth, under 18	\$55.00	\$72.00	Per card
Disabled & Seniors (over 59)	\$55.00	\$72.00	Per card



CITY OF STAYTON
M E M O R A N D U M

TO: Mayor Henry Porter and the Stayton City Council
FROM: Alissa Angelo, Deputy City Recorder
DATE: June 17, 2019
SUBJECT: Executive Recruitment Agencies – Request for Proposals

ISSUE

Staff is requesting guidance from the Mayor and City Council on the selection of a professional executive search firm for the City Manager recruitment.

ENCLOSURE(S)

- Peckham and McKenney Proposal
- Prothman Proposal
- The Novak Consulting Group Proposal

BACKGROUND INFORMATION

In March 2019, City Manager Keith Campbell notified the Mayor and City Council that he will not seek renewal of his contract this fall.

On April 1st, I began the process of soliciting proposals from several Executive Recruitment Agencies to lead the search for a new City Manager. An email request for proposals was sent to 14 agencies, and by the deadline on April 19th, a total of 7 proposals were received from the following agencies:

- Peckham and McKenney
- Prothman
- The Novak Consulting Group
- CPS HR Consulting
- Ralph Andersen and Associates
- Waldron HR
- Slavin Management Consultants

Upon receipt, I began a review of all the proposals screening them by answering the following questions:

- What is the firm’s expertise and / or experience in City Management searches, particularly in the northwest?
- Where and / or when did they most recently place a City Manager? And more specifically in a City with a population range similar to Stayton’s?
- What is the firm’s process for candidate evaluation capabilities and procedures? How do they evaluate a prospective candidate for possible presentation? How do they present these candidates? And how do they contribute to the City’s decision process?
- What are the sources used for recruitment beyond the internet?
- Demonstrated repeat business?
- Who will do what on the search (i.e. firm’s role vs. City staff) and what will be the anticipated pattern for discussion and consultation with the firm?

Based on this review, I was able to narrow down the proposals to three agencies which are:

- Peckham and McKenney
- Prothman
- The Novak Consulting Group

I ranked these agencies as my top three for several reasons, which include the agencies experience in the northwest and/or their experience with local governments similar in size to Stayton, their explanation of the recruitment timeline, how they will carry out the recruitment process and candidate screening. Additionally, I reached out to the references for the top three agencies.

FISCAL IMPACT

The Fiscal Year 2019-20 budget included \$35,000 of funding for the Executive Recruitment process. All proposals received were within this budgeted amount.

OPTIONS

- 1) The Council can choose to direct staff to schedule a City Council special session to hear presentations from the following executive recruitment agencies...
- 2) The Council can choose to award the Executive Recruitment to one of the agencies who submitted a proposal and direct staff to enter into a contract with the agency.
- 3) The Council can choose to take no action.

MOTION(S)

- 1) Motion to direct staff to schedule a City Council special session to hear presentations from the following executive recruitment agencies...
- 2) Motion to award the recruitment of a new City Manager to _____ and direct staff to enter into an agreement with the agency.



April 18, 2019

Mayor Henry Porter
City of Stayton
c/o Ms. Alissa Angelo
Deputy City Recorder
362 N. 3rd Avenue
Stayton, OR 97383

Dear Alissa:

It was good to talk with you and thank you for the opportunity to express our interest in assisting you and the City of Stayton in the recruitment of a new City Manager. Based on our experience conducting similar searches, we are fully prepared to team with the City of Stayton in order to ensure a successful outcome. It is my understanding that you are interested in a full recruitment and outreach process leading to the successful placement of a candidate that “fits” the organization and community well into the future.

Bringing over 24 years of experience in local government and executive search, I would serve as the City’s Recruiter. Since 2002, I have personally conducted hundreds of searches for executive level positions in local government agencies throughout the western United States. In spite of these numbers, I recognize that every agency and community is unique, and I take all the time necessary to become familiar with your needs in order to identify the best candidates. I will work to understand the organizational culture, actively recruit and then screen candidates accordingly, and recommend outstanding candidates for your consideration.

Probably the biggest key to our success is that we limit the number of searches we take on at any one point in time to insure our clients receive the personal attention they deserve. My capacity to take on additional work at this moment is good and I’d be honored to represent the City of Stayton on this important search process.

The attached proposal includes more detailed information regarding the firm, the search process and timeline, cost of services, our guarantee, and client references. I have also provided you a separate listing of the City Manager search processes completed by our firm for the last three years. I look forward to the opportunity to work with you on this important search process. Please feel free to call me toll-free at (866) 912-1919 if you have any questions.

Sincerely,

/s/ Phil McKenney

Phil McKenney, Chief Operating Officer
Peckham & McKenney, Inc.
www.peckhamandmckenney.com

Enclosures

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INTRODUCTION

Peckham & McKenney, Inc. provides executive search services to local government agencies throughout the Western United States and is headquartered in Roseville, California. The firm was established as a partnership in June 2004 and incorporated in 2014 by Bobbi Peckham and Phil McKenney, who serve as the firm's President and Chief Operating Officer, respectively. In addition, we have Executive Recruiters based in Colorado, Texas, and Southern California. We are supported by an Operations Manager, research specialists, a marketing and design professional, web technician, and distribution staff. Peckham & McKenney is the only executive search firm that offers a toll-free number (866-912-1919) for the convenience of our clients and candidates.

Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a "people" related industry and that attention to others' needs is the key to providing effective customer service. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us, which you can find on our web site at www.PeckhamAndMcKenney.com.

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients and candidates. As such, we serve as the Administrator for the Credentialed Government Leader program for the Municipal Management Associations of Northern & Southern California. We also actively support Women Leading Government as well as assist in the annual Women's Leadership Summit. In addition, we have provided numerous workshops and training sessions in California and Colorado to up-and-comers on resume and interview preparation and general career guidance.

Individual profiles of each of the Peckham & McKenney team follow.

Bobbi C. Peckham, President

Bobbi Peckham brings 30 years' experience as an Executive Recruiter as well as 6 years of local government experience. Ms. Peckham is sought out and retained due to her high ethics, integrity, hands-on customer service, and unique ability to identify candidates that "fit" her client agencies and communities.

Ms. Peckham began her career in local government in the City Manager's office of the City of Naperville, Illinois, where she became familiar with all aspects of local government in the nation's fastest growing community at that time. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region. In 2004, Ms. Peckham formed Peckham & McKenney, Inc. in partnership with Phil McKenney.

Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco. She is a contributing member of the International City/County Management Association, Cal-ICMA, Women Leading Government, League of Women in Government, and Municipal Management Associations of Northern & Southern California. Ms. Peckham serves on the Planning Committee for the annual *Women's Leadership Summit*, at which she coordinates and leads the highly regarded Executive Roundtable Discussions with over 30 female local government leaders. In addition, Ms. Peckham was instrumental in writing the ICMA's *Job Hunting Handbook*. Over the years, Ms. Peckham has actively supported her community, and she currently volunteers her time to the Sacramento Affiliate of *Dress for Success*, which works to empower women

to achieve economic independence by providing a network of support, professional attire, and the development tools to help women thrive in work and in life.

Phil McKenney, Chief Operating Officer ***

Phil McKenney has over 35 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts. Mr. McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Lake Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the Western United States.

Mr. McKenney began his career in executive recruitment in January 2003 and has since conducted hundreds of national recruitments throughout the Western states, including Colorado, Arizona, Idaho, Wyoming, Oregon, and California. Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

Andrew (Drew) Gorgey, Vice President, Western Region

Since joining Peckham & McKenney in 2016, Drew Gorgey has quickly established himself as a sought-after industry professional, completing dozens of major executive recruitments in Arizona, California, Colorado, Utah, and Washington. Mr. Gorgey is based in our Glenwood Springs office. Before joining the firm, Mr. Gorgey served in Colorado local government for nearly 20 years, including 11 years at the executive and management levels, making his first executive hire in 2004. Mr. Gorgey served as County Manager and County Attorney for Garfield County in Glenwood Springs, Colorado. Mr. Gorgey also served as First Assistant and Chief Deputy County Attorney in El Paso County in Colorado Springs, Colorado. In addition, he served as Acting City Manager for the City of Glenwood Springs. Mr. Gorgey continues to serve local government as General Counsel to the Garfield County FML District, a position he has held since June 2011. His strong skills in leadership, strategic planning, talent identification, recruitment, development and retention, and his commitment to excellence in the hiring process, have helped many diverse organizations advance, improve, and meet their strategic objectives quickly.

Moving to Colorado in 1987, Mr. Gorgey began his career in the resort and hospitality industry, serving as a Corporate Trainer for The Broadmoor, a Forbes Five-Star and AAA Five-Diamond Resort in Colorado Springs. He later served as Editor of *The Colorado Springs Business Journal*. Since his youth, Mr. Gorgey has been an enthusiastic student of leadership, dedicating substantial volunteer hours to leadership positions in various professional associations. The El Paso County Bar Association in Colorado Springs named Mr. Gorgey "Outstanding Young Lawyer" in 1999 and elected him one of the Association's youngest Presidents in 2003-04. Mr. Gorgey twice served the Colorado Bar Association as Vice President. He is also Past President of the Association of Colorado County Administrators. Mr. Gorgey has lectured on leadership at the American Bar Association's prestigious Bar Leadership Institute in Chicago, the Colorado Bar Association's Bar Leadership Training course (COBALT), and the Special District Association of Colorado's Leadership Academy, among others. He completed the International City/County Management Association's (ICMA's) Gettysburg

Leadership Institute in 2017. Mr. Gorgey has an undergraduate degree in English from the University of Colorado, as well as a Juris Doctor from the University of South Carolina School of Law.

Joshuah (Josh) Agnew, Executive Recruiter

Josh Agnew brings extensive experience in effective hiring practices and selection of key staff, customer service, management, and leadership. Prior to joining Peckham & McKenney, Mr. Agnew served in management roles for over 16 years in both the private and non-profit sectors. Mr. Agnew was selected in 2005 to open what has become Houston's most profitable and successful franchise in the nation. Over the course of 11 years, he grew the franchise to five times its size. His role in implementing strong systems for the hiring and development processes allowed Mr. Agnew to strategically and consistently identify, recruit, retain, and advance potential candidates and employees who were the right "fit" for the organization as a whole. Much of the management team Mr. Agnew put in place remain in those same positions or have moved into new leadership roles within the company.

Mr. Agnew then transitioned into the non-profit sector and served in various roles including direct oversight of staff, volunteers, and community groups; budgeting; facilities; and vision and mission. Mr. Agnew again focused on "fit" when hiring staff and coordinating volunteers and community groups and their leadership. Mr. Agnew is passionate about people, dedicating substantial amounts of time and support to the betterment of individuals throughout the local community. He serves on the Board of Directors for *The Refugee Project*, which equips and trains refugees relocated by the United Nations to Houston to lead meaningful and productive lives, and for *Hope Beyond Bridges*, which is dedicated to building relationships with the homeless by providing nutritious meals, hygiene kits, clothing and other assistance.

Ellen Volmert, Executive Recruiter

Ms. Volmert recently began her encore career in executive recruitment for cities after 36 years of local government management experience in California and Oregon. She has served as City Manager with the City of La Palma, California, Assistant City Manager with the City of Corvallis, Oregon and previous to that as Assistant to the City Manager in Baldwin Park, California and as Management Analyst in West Covina, California. Ms. Volmert brings extensive experience in executive recruitment, labor relations, human resources, risk management, communications, diversity, budgeting, and intergovernmental relations.

Ms. Volmert both leads recruitment assignments, including all assignments in the state of Oregon, and provides team support. She is a graduate of UCLA and has a Master's degree in Public Administration from Cal State Fullerton as well as maintaining credentialed city manager status from ICMA.

Joyce Johnson, Operations Manager ***

Ms. Johnson joined Peckham & McKenney in 2005 and serves as the firm's Office Manager. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two separate national management consulting and executive recruitment firms. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. Ms. Johnson holds an Associate of Arts degree from American River College.

Cathy West-Packard, Marketing & Design Specialist ***

Ms. West-Packard has provided her design and marketing skills to Peckham & McKenney Recruiters for over 25 years. She is the firm's "go-to" professional for all advertising and brochure design and creation.

Kevin Johnson, Research Assistant ***

Mr. Johnson has been a member of the team since 2009 and currently serves as a Research Assistant. He

supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

Joyce Masterson, Research Assistant ***

Ms. Masterson brings nearly 30 years' experience working in the City Manager's office and as Director of Economic Development & Community Relations with the City of Escondido. She brings Peckham & McKenney extensive experience in general government administration, media relations, public information, and customer service. She has been active in various organizations over the years including the Municipal Management Assistants of Southern California and California Association of Public Information Officials. Ms. Masterson holds a Bachelor of Arts degree in Telecommunications from Brooklyn College, NY.

*** "Team Stayton"

THE SEARCH PROCESS

While it is our intent to customize the search and project schedule to fit your specific needs, the search process typically includes the following key actions:

Project Organization – Prior to beginning the recruitment, we will be available via conference call to discuss the process, listen to specific desires and expectations, and respond to any questions or concerns. We will discuss expected parameters of the search, the search timeline, and schedule future meeting dates. At this time, you will also determine the extent of involvement of other individuals and/or the community in the search process.

Development of Candidate Profile (on-site meeting #1) – This phase provides for the development of a detailed Candidate Profile. We will meet with you and the other individuals identified in the Project Organization phase to discuss the current and future issues and opportunities facing the City. The desired background and experience, leadership style and personality traits, skills and abilities of the ideal candidate will be discussed. We will also discuss expectations, goals, and objectives that will lead to the success of the new City Manager.

Recruitment – Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Full information on the position will be posted on our firm's web site as well as the City's site. In addition, an attractive brochure will be prepared to market the organization and position to potential candidates. This brochure will be distributed to 300-400 industry professionals nationally, and it will also be available on our firm's web site. Copies of the brochure will also be sent to you.

The main focus of our outreach, however, will be direct phone contact with quality potential candidates. With over 50 combined years of executive search experience, we have developed an extensive candidate database (including LinkedIn) that is continuously updated and utilized. Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development phase. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, we will regularly notify you of the status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, we will "team" with you to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating "surprises" once the resume filing deadline has occurred.

As resumes are received, they will be promptly acknowledged, and we will personally respond to all inquiries. Once the resume filing deadline has passed, you will once again be updated on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews – As resumes are received, supplemental questionnaires will be sent to candidates who appear to meet the Candidate Profile. Following the resume filing deadline and a thorough review of the resumes and questionnaires received, we will conduct preliminary interviews with those individuals most closely matching the Candidate Profile. An Internet search will also be conducted.

Recommendation of Finalists (on-site meeting #2) – A written recommendation of finalists will be personally presented to the Mayor and City Council in a one- to two-hour executive session. In advance of this meeting, you will receive a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration.

Once the Mayor and City Council have selected a group of finalists, all candidates will be notified of their status. We will prepare a finalist interview schedule and notify finalist candidates accordingly. If necessary, finalists will

make their own travel plans and reservations. It is customary that the City reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews. We will confirm this with you at our meeting to recommend finalists.

Final Interviews/Selection (on-site meeting #3) – During this phase, finalists will be interviewed by the Mayor and City Council and others that you determine and I will provide on-site advice and facilitation assistance during the final interview process. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided for everyone’s convenience.

An orientation session will be held with those involved prior to the finalist interviews, and I will work with the panel through a ranking process and discussion of the finalists at the end of the day. We will assist you in coming to consensus on the leading two to three finalists for further consideration, and we will provide recommendations on next steps, including additional meetings with each finalist to learn more of the “fit” they may bring.

Qualification – Once the final candidate has been selected and a contingent offer has been made by the City, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions, the world’s largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. We encourage our clients to consider further vetting the candidate through a Department of Justice LiveScan in order to ensure that all known criminal history records (beyond seven years) are investigated.

Professional references will also be contacted, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided if requested.

Our ultimate goal is to exceed your expectations and successfully place a candidate who “fits” your organization’s and community’s needs now and into the future.

SEARCH SCHEDULE

This sample schedule anticipates a 14-week process. In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible. We ask that our clients work with us to identify future meeting dates, which will be published within the Candidate Profile. This will ensure that the momentum of the search process is consistent and that all parties are available in order to lead to a successful result.

Allowing for a full 14-week process increases the success rate of the recruitment process tremendously. Your desire to have a new City Manager in place by July 1, 2019 is most likely not possible, but a start date soon thereafter is.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization <ul style="list-style-type: none">• Conference call discussion of recruitment process• Formalize project schedule	Pre-Recruitment
II. Development of Candidate Profile <ul style="list-style-type: none">• On-site meeting with City representatives to discuss Candidate Profile• Develop Candidate Profile/Marketing Brochure and obtain approval from City• Develop advertising and recruiting plan	Two Weeks
III. Recruitment <ul style="list-style-type: none">• Advertise, network, and electronically post in appropriate venues• Send Candidate Profile to 300-400 industry professionals• Post opportunity on firm's web site as well as City's site• Search for/identify/recruit individuals within the parameters of the Candidate Profile• Respond to all inquiries and acknowledge all resumes received in a timely manner	Six Weeks
IV. Preliminary Interviews/Recommendation <ul style="list-style-type: none">• Review resumes and supplemental questionnaires• Conduct preliminary interviews with leading candidates• Conduct Internet research• Present written recommendation of finalists to Mayor and City Council• Notify all candidates of search status	Three Weeks
V. Final Interviews/Selection <ul style="list-style-type: none">• Schedule finalist interviews• Design process and facilitate finalist interviews with (client)• Assist City throughout process and provide recommendations• Mayor and City Council select the leading candidate or leading 2-3 candidates for further consideration• Mayor and City Council conduct second interview process.	Two Weeks
VI. Qualification <ul style="list-style-type: none">• Conduct thorough background and reference checks on leading candidate• Negotiation assistance• Exceed expectations and successfully place candidate who "fits."	One Week

PROFESSIONAL FEE AND EXPENSES

Cost of Services

Our all-inclusive fee to conduct the search process for your next City Manager is \$26,000. One-third of this fee is due as a retainer upon execution of the agreement. The remainder of the fee will be divided and billed in two separate, monthly invoices.

The all-inclusive fee includes professional fees and expenses. Expenses include out-of-pocket costs associated with administrative support/printing/copying/postage/materials, consultant travel, advertising, telephone/technology, and background checks (partial checks on recommended candidates; full background check on selected candidate). Additional expenses incurred due to requested additional meetings as well as full background checks on more than one candidate would be billed accordingly.

Additional Placement

If an additional candidate from this recruitment process is selected for another position within your organization within one year of the close of this recruitment, a fee of \$5,000 will be due to Peckham & McKenney.

Insurance

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is Wells Fargo Insurance, Inc., Charlotte, NC, and our coverage is provided by Sentinel Insurance Company and Hiscox Insurance Co. Limited.

CLIENT REFERENCES

Please feel free to contact any of the following current and recent clients to inquire about their experience with Peckham & McKenney. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in the Attachment.

City of Hood River, OR – City Manager

Mayor Paul Blackburn and/or City Manager Rachel Fuller
(541) 436-0654, paul.blackburn@cityofhoodriver.com
(541) 386-1488, r.fuller@cityofhoodriver.com

City of Canby, OR – City Administrator – current search

Amanda Zeiber, Assistant City Administrator
(503) 266-0635, zeibera@canbyoregon.gov

City of Port Townsend, WA – City Manager – current search

Nora Mitchell, Director of Administrative Services and Finance
(360) 379-4403, nmitchell@cityofpt.us

City of Bothell, WA – Assistant City Manager, Human Resources Director, Fire Chief, Community Development Director, Parks and Recreation Director, Chief Economic Development Officer, and Finance Director – current search

City Manager Jennifer Phillips
(714) 697-6838 (cell), Jennifer.phillips@bothellwa.gov

PLACEMENT GUARANTEE AND ETHICS

Placement Guarantee

Our placement record is particularly strong in that 80% of the candidates we have placed since 2010 continue in those positions today. In the unlikely event, however, that a candidate recruited and recommended by our firm leaves your employment *for any reason within the first year* (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Ethics

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted, even to the extent of informing them as to who was eventually selected.
- As recruitment professionals, we do not recruit our placements -- *ever*. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor (Council member or Manager) to alert them of their intent.
- During an active engagement, we do not recruit staff from our client agencies for another recruitment. Nor do we "parallel process" a candidate, thereby pitting one client against another for the same candidate.
- We do not misrepresent our client list. Only those searches that we personally conducted appear on our list.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we *always* represent and speak of our clients in a positive manner; during the recruitment engagement as well as years after.

DIVERSITY STATEMENT

Peckham & McKenney, Inc., is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

Our average for female and minority placements since 2004 is approximately 34%.

Also, for over 30 years, firm principal and founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government, succeeding in the field as few other women have. As a “minority” owner of her own firm, Ms. Peckham and her partner and co-founder, Phil McKenney, have gone to great lengths to support the management profession, women, minorities, and all involved in the recruitment and hiring processes.

In collaboration with the International City/County Management Association (ICMA), and its state chapters in California, Colorado, Arizona, Oregon, and Washington, for years Peckham & McKenney has been an active participant in women’s issues through the Women Leading Government program, and the annual Women’s Leadership Summit in California. Ms. Peckham is a frequent speaker on women’s issues at local government conferences. The firm provides workshops and training in Arizona, California, Colorado, and Washington to up-and-comers on resume and interview preparation and general career guidance.

In addition to all other outreach methods, our firm utilizes the National Diversity Network, which ensures placement of your opportunity in the following venues:

- *africanamericanjobnetwork.com;*
- *asianjobnetwork.com;*
- *disabilityjobnetwork.com;*
- *latinojobnetwork.com;*
- *lgbtjobnetwork.com;*
- *veteranjobnetwork.net;*
- *retirementjobnetwork.com;*
- *womensjobnetwork.com.*

EXECUTIVE SEARCHES CONDUCTED (2004 to PRESENT*)

(* 100's of additional searches were conducted from 1987-2004)

City/County Manager, Executive Director, and Related

Alameda County Waste Management Authority, CA	Executive Director
American Canyon, CA	City Manager
Anderson, CA	City Manager
Antioch, CA	City Manager
Arroyo Grande, CA	City Manager
Ashland, OR	City Administrator
Auburn, CA	City Manager
Azusa, CA	City Manager
Basalt, CO	City Manager
Bell, CA	City Manager
Belmont, CA	City Manager
Belvedere, CA	City Manager
Benicia, CA	City Manager
Big Bear Lake, CA	City Manager
Brentwood, CA	City Manager
Brookings Economic Development Agency, SD	Executive Director
Buellton, CA	City Manager
Burbank, CA	City Manager
Burlingame, CA	City Manager
Calistoga, CA	City Manager
Campbell, CA	City Manager (2011 & 2016)
Carmel-by-the-Sea, CA	City Administrator
Centennial, CO	City Manager (2007 & 2017)
Cordillera Metropolitan District, CO	General Manager
Corvallis, OR	City Manager
Cupertino, CA	City Manager
Del Mar, CA	City Manager
Douglas County, NV	County Manager
Durango, CO	City Manager
Eagle County, CO	County Manager
El Dorado Hills Community Services District, CA	General Manager
Encinitas, CA	City Manager
Escondido, CA	City Manager
Eureka, CA	City Manager
Exeter, CA	City Administrator
Foothills Park & Recreation District, CO	Executive Director
Fort Bragg, CA	City Manager
Fort Lupton, CO	City Administrator
Galt, CA	City Manager
Garfield County, CO	County Manager
Gilroy, CA	City Administrator (2007 & 2016)
Glendora, CA	City Manager
Grand Junction, CO	City Manager
Greeley, CO	City Manager
Gustine, CA	City Manager
Hayward, CA	City Manager
Hood River, OR	City Manager
Hughson, CA	City Manager
Indian Wells, CA	City Manager
Incline Village General Improvement District, NV	General Manager
Ketchum, ID	City Administrator

La Plata County, CO	County Manager
La Quinta, CA	City Manager
La Palma, CA	City Manager
Lone Tree, CO	City Manager
Loveland Downtown Partnership/DDA, CO	Executive Director
Manitou Springs Chamber of Commerce, CO	Chief Operating Officer
Martinez, CA	City Manager
McCall, ID	City Manager
Midpeninsula Regional Open Space District, Los Altos, CA	General Manager
Mill Valley, CA	City Manager
Milpitas, CA	City Manager
Moraga, CA	Town Manager (2011, 2013, & 2017)
Mountain House Community Services District, CA	General Manager
Mountain Village, CO	Town Manager
Napa County, CA	County Executive Officer
North Lake Tahoe Public Utility District, CA	General Manager (2004 & 2007)
Novato, CA	City Manager
Orinda, CA	City Manager
Pacifica, CA	City Manager
Palmdale, CA	City Manager (2011 & 2015)
Palos Verdes Estates, CA	City Manager (2007 & 2013)
Park City Municipal Corporation, UT	City Manager
Piedmont, CA	City Administrator
Placer County, CA	County Executive Officer
Placer County, CA	Asst. County Administrator
Pleasant Hill, CA	City Manager
Point Arena, CA	City Manager
Portola Valley, CA	Town Manager
Public Agency Risk Sharing Authority of California	General Manager/CEO (2004 & 2016)
Rancho Murieta Community Services District, CA	General Manager
Rancho Santa Fe Association, CA	Chief Administrative Officer
Redlands, CA	City Manager
Redwood City, CA	City Manager
Redwood Empire Joint Powers Insurance Authority, CA	Executive Director
Rohnert Park, CA	City Manager
San Clemente, CA	City Manager
San Diego Local Agency Formation Commission, CA	Executive Officer
San Mateo County, CA	County Manager
Santa Clara, CA	City Manager
Santa Clara County Open Space Authority, San Jose, CA	General Manager
Santa Cruz County, CA	County Administrative Officer
Sea Ranch Association, CA	Community Manager
Sedona, AZ	City Manager (2008 & 2014)
Sierra Madre, CA	City Manager
Snowmass Village, CO	Town Manager (2006 & 2013)
Solana Beach, CA	City Manager
Sonoma, CA	City Manager
South Pasadena, CA	City Manager
South Suburban Parks & Recreation District, CO	Executive Director
St. Helena, CA	City Manager
Steamboat Springs, CO	City Manager (2005 & 2008)
Summit County, CO	Assistant County Manager
Sunnyvale, CA	City Manager
Telluride, CO	City Manager
Teton County, WY	County Administrator
Tracy, CA	City Manager (2007 & 2014)

Truckee, CA
Tulare, CA
Ventura, CA
Walnut Creek, CA
Waterford, CA
West Sacramento, CA
Western Eagle County Metropolitan Recreation District, CO
Windsor, CO
Winter Park, CO
Woodside, CA
Yakima Regional Clean Air Authority, WA
Yolo County, CA

Town Manager (1992 & 2017)
City Manager (2005 & 2011)
City Manager
City Manager
City Administrator
City Manager
Executive Director
Town Manager
Town Manager
Town Manager
Executive Director/Air Pollution Contl Officer
County Administrator

Assistant City/County Manager and Deputy Manager

Arvada, CO
Atherton, CA
Bothell, WA
Carlsbad, CA
Concord, CA
Contra Costa County, CA
Daly City, CA
Douglas County, CO
Douglas County, NV
Escondido, CA
Foster City, CA
Fremont, CA
Gilroy, CA
Glendale, AZ
Hayward, CA
Hayward, CA
Midpeninsula Regional Open Space District, Los Altos, CA
Oceanside, CA
Pacifica, CA
Palo Alto, CA
Porterville, CA
Sacramento County, CA
San Clemente, CA
San Pablo, CA
San Rafael, CA
South Lake Tahoe, CA
Tracy, CA

Deputy City Manager
Assistant City Manager
Assistant City Manager
Assistant City Manager
Assistant City Manager
Chief Assistant County Administrator (2 Positions)
Assistant City Manager
Deputy County Manager
Assistant County Manager
Assistant City Administrator
Assistant City Manager
Deputy City Manager
Assistant City Manager (2006, 2010 & 2016)
Assistant General Manager (2 Positions)
Assistant City Manager, Development Services
Assistant City Manager
Assistant City Manager
Deputy City Manager
Assistant County Administrator
Assistant City Manager
Assistant City Manager
Assistant City Manager (2006 & 2015)
Assistant City Manager
Assistant City Manager (2007 & 2015)

City Attorney/Legal Counsel

Antioch, CA
Archuleta County, CO
Ashland, OR
Bellevue, WA
Brighton, CO
Brisbane, CA
Burlingame, CA
Eureka, CA
Garfield County, CO
Hayward, CA
Mesa County, CO
Midpeninsula Regional Open Space District, Los Altos, CA

City Attorney (2005 & 2015)
County Attorney
City Attorney
City Attorney
City Attorney
City Attorney (contract services)
City Attorney (2008 & 2012)
City Attorney
County Attorney
City Attorney
County Attorney
General Counsel

Milpitas, CA
Mountain Village, CO
Pittsburg, CA
Pleasanton, CA
Redwood City, CA
Richmond, CA
San Bruno, CA
San Pablo, CA
Simi Valley, CA
South Lake Tahoe, CA
South San Joaquin Irrigation District, CA
Yolo County, CA

Assistant City Attorney
Town Attorney
City Attorney
General Counsel
County Counsel

Community Development/Planning/Economic Development

Alameda, CA
Alhambra, CA
Ashland, OR
Bell, CA
Beverly Hills, CA
Bothell, WA
Bothell, WA
Burbank, CA
Concord, CA
Dana Point, CA
Delano, CA
Elk Grove, CA
Fremont, CA
Fremont, CA
Glendale, AZ
Hayward, CA
Hayward, CA
Jefferson County, CO
Laguna Niguel, CA
Livermore, CA
Long Beach, CA
Long Beach, CA
Martinez, CA
Milpitas, CA
Mountain Village, CO
North Tahoe Public Utility District, CA
Novato, CA
Oceanside, CA
Pacifica, CA
Pacific Grove, CA
Palo Alto, CA
Pittsburg, CA
Placer County, CA
Rancho Palos Verdes, CA
Rancho Santa Margarita, CA
Reno, NV
San Bernardino, CA
San Bruno, CA
San Clemente, CA
San Clemente, CA
San Clemente, CA
San Clemente, CA

Economic Development Manager
Director of Development Services
Community Development Director
Community Development Director
Community Development Director
Community Development Director
Chief Economic Development Officer
Community Development Director
Principal Planner
Community Development Director
Economic Development Manager
Economic Development Director
Deputy Director of Community Development
Deputy Redevelopment Agency Director, Housing
Planning Director
Community Development Director
Economic Development Manager
Planning & Development Director
Director of Community Development
Economic Development Director
Deputy Director, Development Services
Planning Bureau Manager, Development Services
Community Development Director
Director of Planning & Neighborhood Services
Director of Community Development & Housing
Planning & Engineering Manager
Community Development Director
Development Services Director
Planning Director
Community/Economic Development Director
Development Services Director
Community Development Director/City Engineer
Community Development Resources Agency Director
Senior Planner
Development Services Director
Redevelopment Administrator
Director of Housing & Economic Development
Community Development Director
Community Development Director
Economic Development & Housing Director
City Planner
Deputy Community Development Director

San Mateo, CA
San Miguel County, CO
San Pablo, CA
San Rafael, CA
Santa Clara County, CA
Santa Rosa, CA
Seaside, CA
Seaside, CA
Sebastopol, CA
South Lake Tahoe, CA
St. Helena, CA
Stockton, CA
Stockton, CA
Stockton, CA
Stockton, CA
Teton County, CO
Vail, CO
Walnut Creek, CA
Walnut Creek, CA
Windsor, CA
Winters, CA
Yuba City, CA
Yuba City, CA

Economic Development Manager
Planning Director
Asst. to the City Manager, Economic Development
Community Development Director
Director, Planning & Development
Planning & Economic Development Director
Planning Services Manager
Redevelopment Services Manager
Planning Director
Development Services Director
Planning & Community Improvement Director
Community Development Director
Asst. Director of Community Development
Dep. CDD-Planning and Engineering
Deputy Building Official
Planning & Development Director
Director of Community Development
Economic Development Manager
Planning Manager
Community Development Director
Community Development Director
Development Services Director
Planning Manager

Public Works/Engineering and Related

Ashland, OR
Aurora Water, CO
Benicia, CA
Benicia, CA
Big Bear Lake, CA
Carlsbad, CA
Concord, CA
Concord, CA
Fremont, CA
Galt, CA
Gilroy, CA
Gonzales, CA
Greeley, CO
Greeley, CO
Greenfield, CA
Hayward, CA
Hayward, CA
Jefferson County, CO
Louisville, CO
Mariposa County, CA
Millbrae, CA
Millbrae, CA
Milpitas, CA
Morgan Hill, CA
Pacifica, CA
Pacifica, CA
Port San Luis Harbor District, CA
Rancho Palos Verdes, CA
Rancho Palos Verdes, CA
Rancho Palos Verdes, CA
Sacramento County, CA

Public Works Director
Director of Water
Land Use & Engineering Manager
Public Works Director
Assistant General Manager, Dept. of Water & Power
Deputy Public Works Director
Infrastructure Maintenance Manager
Transportation Manager
Manager of Maintenance Operations
Public Works Director
Building Field Services Manager
Public Works Director
Public Works Director
Water & Sewer Director
Public Works Director
Director of Public Works
Deputy Director of Public Works
Airport Manager
Public Works Director
Public Works Director
Deputy Public Works Director/Operations
Development Services Engineer
Public Works Director/City Engineer
Engineering & Utilities Director
Deputy Director, Public Works
Deputy Director, Wastewater Treatment
Facilities Manager
Director of Public Works
Dep. Director of Public Works
Senior Engineer
Associate Civil Engineer

Salt Lake City Corporation, UT
Salt Lake City Corporation, UT
San Bernardino Water Dept., CA
San Jose, CA
San Leandro, CA
San Pablo, CA
San Pablo, CA
San Rafael, CA
Santa Clara, CA
South Lake Tahoe, CA
Steamboat Springs, CO
Suisun City, CA

Transportation Director
City Engineer
General Manager
General Services Director
Engineering & Transportation Director
City Engineer
Public Works Director
Public Works Director
Assistant Director of Water/Sewer Utilities
Public Works Director
Public Works Director
Public Works Director

Finance Director/Controller/Treasurer

Alhambra, CA
American Canyon, CA
Arvada, CO
Atherton, CA
Aurora, CO
Azusa, CA
Bell, CA
Brentwood, CA
Concord, CA
Daly City, CA
Durango, CO
Encinitas, CA
Fairfield, CA
Fairfield, CA
Greeley, CO
Hayward, CA
Hayward Area Recreation District, CA
La Quinta, CA
Marin County, CA
Milpitas, CA
Modesto, CA
Oceanside, CA
Orange County Fire Authority, CA
Orange County Fire Authority, CA
Pacific Grove, CA
Pasadena, CA
Pittsburg, CA
Rancho Cordova, CA
Reno, NV
San Mateo, CA
San Mateo, CA
Santa Clara, CA
Santa Clarita, CA
Seaside, CA
Silverthorne, CO
Sonoma, CA
South Lake Tahoe, CA
Steamboat Springs, CO
San Mateo County, Office of Superior Court, CA
Winter Park, CO

Finance Director
Administrative Services Director
Director of Finance
Finance Director
Finance Director
Director of Finance
Finance Director
City Treasurer/Administrative Services Director
Budget Officer
Director of Finance
Finance Director
Finance Director
Director of Finance
Assistant Director of Finance
Finance Director
Director of Finance/CFO (2006 & 2017)
Administrative Services Director
Finance Director
Assistant Director of Finance
Finance Director
Director of Finance
Director of Finance
Assistant Chief, Business Services
Treasurer
Finance Director
Accounting Manager
Finance Director
Assistant Finance Director
Finance Director
Deputy Director of Finance
Accounting Division Manager
Finance Manager
Financial Services Manager
Director of Finance/Administrative Services
Finance Director
Administrative Services Director
Finance Director
Finance Director
Finance Director

Human Resources/Personnel

Anaheim, CA
Beaverton, OR
Belmont, CA
Benicia, CA
Bothell, WA
Brentwood, CA
Brookings, SD
Concord, CA
Eagle County, CO
Emeryville, CA
Encinitas, CA
Folsom, CA
Hayward, CA
Hayward Area Recreation & Parks District, CA
Jefferson County, CO
Lakewood, CO
Manhattan Beach, CA
Mariposa County, CA
Midpeninsula Regional Open Space District, CA
Oceanside, CA
Pacific Grove, CA
Palo Alto, CA
Parker, CO
Porterville, CA
Rancho Cucamonga, CA
Rancho Santa Margarita, CA
Redwood City, CA
San Bruno, CA
San Clemente, CA
San Rafael, CA
Santa Barbara County, CA
Seaside, CA
Silverthorne, CO
South Lake Tahoe, CA
Stockton, CA

Human Resources Director
Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Human Resources Director
Director of Human Resources
Human Resources Director
Director of Human Resources
Human Resources Director
Human Resources Manager
Human Resources Director
Human Resources Director
Administrative Services Director
Human Resources Director
Employee Relations Director
Human Resources Director
Human Resources Director/Risk Manager
Manager of Administration/Human Resources
Human Resources Director
Human Resources Manager
Chief People Officer
Human Resources Director
Administrative Services Manager
Director of Human Resources
Human Resources/Risk Management Administrator
Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Asst. Director of Human Resources
Personnel Services Manager
Human Resources Director
Human Resources Manager
Director of Human Resources

Public Safety/Law Enforcement

Alhambra, CA
Alhambra, CA
Antioch, CA
Atherton, CA
Benicia, CA
Bell, CA
Beverly Hills, CA
Bothell, WA
Contra Costa County, CA
El Centro, CA
Eureka, CA
Galt, CA
Gilroy, CA
Hayward, CA
Lone Tree, CO
Lone Tree, CO
Los Altos, CA

Chief of Police
Fire Chief
Police Chief
Police Chief
Fire Chief
Police Chief
Police Chief
Fire Chief
Chief Probation Officer
Police Chief
Police Chief
Police Chief
Fire Chief
Fire Chief
Patrol Operations Commander
Police Chief
Police Captain

Menlo Park, CA
Milpitas, CA
Oceanside, CA
Piedmont, CA
Porterville, CA
San Pablo, CA
San Pablo, CA
San Rafael, CA
Santa Monica, CA
Severance, CO
Silverthorne, CO
Sonoma Valley Fire & Rescue District, CA
Springfield, OR
Vail, CO
Yuba City, CA

Police Chief
Police Chief
Fire Chief
Fire Chief
Chief of Police
Police Chief
Police Commander
Chief of Police
Police Chief
Police Chief
Police Chief
Fire Chief
Police Chief
Fire Chief
Asst. Fire Chief

Parks & Recreation

Anaheim, CA
Bell, CA
Bothell, WA
Hayward Area Recreation & Park District, CA
Hayward Area Recreation & Park District, CA
Lafayette, CA
Oxnard, CA
Pacifica, CA
Palo Alto, CA
Piedmont, CA
Pleasanton, CA
Roseville, CA
San Clemente, CA
Tracy, CA

Director of Community Services
Community Services Director
Director of Parks & Recreation
Parks & Facilities Maintenance Director
Rec., Arts & Community Services Director
Director of Parks & Recreation
Cultural & Community Services Director
Director of Parks, Beaches & Recreation
Community Services Director
Recreation Director
Director of Parks & Community Services
Parks, Recreation & Libraries Director
Director of Beaches, Parks & Recreation
Parks & Community Services Director

City/County Clerk

Beverly Hills, CA
Hayward, CA
Long Beach, CA
Midpeninsula Regional Open Space District, CA
Midpeninsula Regional Open Space District, CA
Mountain View, CA
Palo Alto, CA
Rancho Santa Margarita, CA
Redwood City, CA
San Mateo, CA
Walnut Creek, CA

City Clerk
City Clerk
City Clerk
Clerk of the Board
Public Affairs Manager
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk

Library Director

Beaverton, OR
Boulder, CO
Hayward, CA
Huntington Beach, CA
Pacific Grove, CA
Palo Alto, CA

Library Director
Library Director
Library Director
Library Director
Library Director
Library Director

Information Technology

Fremont, CA
Jefferson County, CO
San Mateo County, Office of Superior Court, CA
San Mateo County, Office of Superior Court, CA

Information Services Technology Director
Information Technology Director
Information Technology Director
Court Information Technology Manager

Human Services

Douglas County, CO
Eagle County, CO
Mariposa County, CA
Washington County, OR

Human Services Director
Director of Human Services
Public Health Officer
Director of Health & Human Services



CITY MANAGER PLACEMENTS (2016 – PRESENT)

<u>CITY/TOWN/STATE</u>	<u>YEAR</u>	<u>RECRUITER</u>
American Canyon, CA	2018	Bobbi Peckham
Azusa, CA	2018	Bobbi Peckham
Barstow, CA	2019	Andrew Gorgey
Basalt, CO	2017	Phil McKenney
Brentwood, CA	2016	Bobbi Peckham
Canby, OR – current	2019	Phil McKenney
Campbell, CA	2016	Bobbi Peckham
Calistoga, CA	2016	Bobbi Peckham
Centennial, CO	2107	Phil McKenney
Escondido, CA	2017	Bobbi Peckham
Flagstaff, AZ – current	2019	Andrew Gorgey
Fort Bragg, CA	2018	Phil McKenney
Galt, CA	2016	Phil McKenney
Gilroy, CA	2016	Bobbi Peckham
Glendale, AZ	2018	Andrew Gorgey
Glendora, CA	2018	Bobbi Peckham
Gustine, CA	2017	Phil McKenney
Hood River, OR	2018	Phil McKenney
McCall, ID	2017	Phil McKenney
Menlo Park, CA	2019	Bobbi Peckham

Mill Creek, WA – current	2019	Andrew Gorgey
Moraga, CA	2018	Bobbi Peckham
Orinda, CA	2017	Bobbi Peckham
Pacifica, CA	2017	Bobbi Peckham
Palmdale, CA	2016	Bobbi Peckham
Port Townsend, WA – current	2019	Phil McKenney
Portola Valley, CA	2016	Bobbi Peckham
Rio Rancho, NM – current	2019	Andrew Gorgey
Sierra Madre, CA	2107	Bobbi Peckham
Sonoma, CA	2017	Bobbi Peckham
South Pasadena, CA	2017	Bobbi Peckham
Sunnyvale, CA	2018	Bobbi Peckham
Telluride, CO	2018	Andrew Gorgey
Truckee, CA	2017	Phil McKenney
Turlock, CA	2018	Andrew Gorgey
Ventura, CA	2018	Bobbi Peckham
Walnut Creek, CA	2017	Bobbi Peckham
Windsor, CO	2018	Andrew Gorgey
Winter Park, CO	2017	Andrew Gorgey

*** Of note: out of these 39 placements, only two (both placed in 2016) have recently left those positions.**

Photo Credit: Jim Semlor



City Manager HOOD RIVER, OREGON



Peckham & McKenney
All about fit



Photo Credit: Seth Miller

THE COMMUNITY

Renowned for its spectacular setting in the heart of the Columbia River Gorge National Scenic Area, Hood River is one of the most picturesque cities in Oregon. Located at the convergence of the Hood River and the Columbia River, the city offers stunning views of rivers, lush forests, deep gorges, and the fruit orchards of the Hood River Valley. Serving as a magnificent backdrop to the city is Oregon's tallest peak, Mt. Hood, whose majestic 11,235-foot snow-capped summit is just 30 miles away. Oregon's largest city, Portland, lies 60 miles to the west. The Hood River toll bridge spans the Columbia River and connects the city with the communities of White Salmon and Bingen in the state of Washington.

Founded in 1858, Hood River encompasses 3.39 square miles and is the county seat for Hood River County. Major local industries include agriculture (primarily pears, cherries, and apples), healthcare, engineering and technology, tourism, recreation, and timber. Since the city's inception, downtown Hood River has served as the commercial and cultural center of the county. It has retained its small-town charm with the restoration of many historic buildings and a diverse mix of restaurants, bakeries, pubs, shops, and galleries. Hood River is home to multiple micro-breweries and a growing wine industry, as well as frequent festivals, concerts, and special events.

Hood River's 7,955 residents enjoy an exceptional quality of life with its wide range of outdoor activities, highly ranked schools, low crime, excellent health care, and thriving economy. In 2014 Livability.com named Hood River the fourth best small town in the nation in which to live. Residents are committed to the protection of natural areas and a clean and healthy environment. It is a safe, caring community where neighbors support each other and where families grow and prosper. Hood River Valley School District has four public elementary schools (two within the City), two middle schools (one within the City), and a high school, along with several private schools. Providence Hood River Memorial Hospital is in the center of the city and is the only hospital in the county.

Thanks to a moderate climate with mild winters and warm summers, residents can enjoy an active lifestyle with many opportunities for outdoor recreation, including: windsurfing/kiteboarding, mountain and road biking, kayaking, fishing, hiking, skiing, and much more. The consistent high winds channeling through the Columbia River Gorge have made Hood River an ideal spot for kiteboarding and windsurfing, earning the city the nickname of "The Windsurfing Capitol of the World". The City owns and maintains 16 parks and open spaces totaling over 73 acres. Additional parks in the community are operated by the Hood River Valley Parks and Recreation District, the County of Hood River, and the Port of Hood River.



Photo Credit: Touya Colson

Within this context, there are opportunities for improvement. There is a strong desire to increase the availability of attainable housing, be more inclusive of our Latino community, creatively manage the summer season congestion, and ensure that the City grows in a smart way.

To learn more about the City of Hood River, please visit <http://ci.hood-river.or.us>, and <http://hoodriver.org/>.

THE ORGANIZATION

Incorporated in 1895, Hood River became a Charter City in 1991 and operates under the Council/Manager form of government. The City Council is comprised of 6 council members and the Mayor who are elected-at-large. The council members serve four-year terms, while the Mayor is elected to a two-year term. The City Council appoints a City Manager, City Attorney, and City Judge. The City Manager serves as the chief administrative officer of the city, and as the Urban Renewal Administrator. The City currently contracts with an outside attorney for city prosecutor services and an outside legal firm for city attorney services. The City Council has identified a variety of goals for Fiscal Year 2017-18 around the broad topics of affordable housing, planning for growth, and urban renewal.

With a staff of 64 full-time equivalent employees, the City provides core urban services, including: police, fire and emergency medical transport, public works (streets, water, sewer, stormwater, and parks), municipal planning, and the necessary support services of legal, finance, and general management.

The General Fund budget for Fiscal Year 2017-18 is \$7 million, while the total of all funds is \$35.8 million. The Urban Renewal Agency budget is \$3.8 million.

THE POSITION

The City Council is seeking a replacement for the current City Manager who will be retiring in July 2018. The City Manager reports to and serves at the pleasure of the City Council and is responsible for implementing the vision, policies, and goals set by the City Council. To be effective, the position requires a close, trusting working relationship with the Council, City staff, and the community-at-large.

The new City Manager is responsible for performing the various duties outlined in the City of Hood River Charter, various chapters of the Hood River Municipal Code, and acts as the City Budget Officer.

The City Manager also appoints the department heads of the City's five operating departments (Finance, Fire, Planning, Police, and Public Works) and is responsible for assuring that City services are performed in accordance with City Council policies and within the City's resources.

THE IDEAL CANDIDATE

The City Council is seeking a pragmatic leader with high ethics and an unquestionable sense of integrity, who embraces open government and transparency, as well as having a broad command of management, finance, budgeting, intergovernmental relations, capital improvement planning, and organizational skills. It is expected that the new City Manager will treat all fairly, equally, honestly, and respectfully and will provide reasoned and sound recommendations for the Council's consideration. The City Manager will provide strategic leadership,

focus, and direction to the Mayor, City Council, and the staff, as well as, in a broad sense, to the community as a whole.



Photo Credit: Michael Peterson

Staff training, coaching, and leadership is a must. He/she must support the City Council and its direction as the number one priority. Excellent listening skills, as well as clear and open communications are needed to be successful in this position.

The new City Manager will be responsible for applying for and administering federal, state, and private grant funds, as well as acting as the liaison with state and federal government, local civic and business entities, and interested members of the public. She/he will facilitate the flow and understanding of ideas and information between and among elected officials, other agencies, employees, and citizens.

He/she must also be visible, involved in, and accessible to the Mayor and City Council, the staff, and the entire community. The new City Manager will be politically aware, yet completely apolitical and will team with the Mayor, City Council, and staff in providing open, responsive, and customer-oriented service to the community. She/he will have an inclusive management style with a willingness to delegate appropriately to professional staff.

Crucial success factors for the new City Manager, along with the listening and communication skills mentioned above, will center on protecting the financial stability of the City, collaboration and consensus building at the City Council level, innovative problem solving, and the innate ability to manage the day-to-day operations of the City,



Photo Credit: Rountree Rouse

while at the same time looking out over the horizon to see what might impact the City of Hood River in the future. He/she will ensure fiscal responsibility and modern accounting and financial reporting, will have experience facilitating and administering creative and collaborative service agreements with other jurisdictions, and will assure compliance with relevant federal and state laws and regulations.

The City of Hood River needs a proactive administrator, someone who is confident and able to provide the leadership necessary, in collaboration with the Council's direction, to help the City shape its future and move it forward. An open, friendly style with a calm, even disposition and a sense of humor will serve the ideal candidate well as



Photo Credit: Rountree Rouse

this is considered a 24/7/365 type of position in an engaged, caring community. It is also hoped that the selected candidate will take advantage of and thrive in this outdoor-oriented community.

EDUCATION/EXPERIENCE

Minimum qualifications include graduation from an accredited four-year college or university; advanced degree in public administration desired but not required; and a minimum of five years of public sector, senior level experience such as city/county manager, assistant city manager, department director, or a similar applicable position.

Considerable knowledge of modern public administration theory, principles, and practices; working knowledge of municipal finance, land use planning, human resources, public safety, public works, and community development is also required. The ability to communicate effectively orally and in writing and knowledge of urban renewal statutes, urban renewal

financing and Oregon land use law are also desired. Spanish language skills are desired.

THE COMPENSATION

The salary range for this position is from \$125,000 to \$145,000 depending on qualifications and experience with excellent benefits including but not limited to:

- Medical/Dental/Vision – City pays 90% for employee and dependents
- Life Insurance & Workers Compensation – City pays 100% of premium
- Cell phone allowance
- Retirement – City pays retirement benefits through PERS
- Vacation – 2 weeks/year
- Sick Leave – Accrues at 8 hrs/month, no limit
- 12 paid holidays
- 5 paid administration days off
- Professional development and training – City pays subject to Council approval



Photo Credit: Wet Planet Rafting

SEARCH SCHEDULE

- Filing DeadlineJune 4, 2018
- Preliminary InterviewsJune 6 through June 20, 2018
- Recommendation of CandidatesJune 25, 2018
- Finalist Interview Process.....July 10, 2018

These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

THE RECRUITMENT PROCESS

To apply please visit www.peckhamandmckenney.com

Resumes are acknowledged within two business days. Please do not hesitate to contact Phil McKenney toll-free at (866) 912-1919, if you have any questions regarding these positions or the recruitment process.



www.peckhamandmckenney.com

**Proposal to provide
recruitment services for
the City of Stayton's next
City Manager**



Leadership is Key to the Sustainability of Any Organization

Professionalism, character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.

Finding great leaders is what we do!



Executive Recruitment

Interim Staffing. Application Software. Job Board.

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Prothman specializes in providing national and regional executive recruitment services to cities, counties, districts and other governmental agencies throughout the western United States. Founded in 2001, Prothman has become an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 550 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

Firsthand Knowledge of Local Government: Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

OUR PROVEN PROCESS

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community, as well.

OUR GUARANTEE

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

CONTACT INFORMATION

Sonja Prothman - sonja@prothman.com, 206.368.0050
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027
www.prothman.com
www.prothman-jobboard.com

Submittal Date: April 19, 2019

COMMITMENT TO PROVIDE SERVICE

Prothman looks forward to working with the City of Stayton and commits to performing all services represented in this proposal.

STATEMENT OF QUALIFICATIONS - EXPERIENCE

Current Recruitments

City of Roseburg, OR – *City Manager*
Clatsop County, OR – *County Manager*
Mono County, CA – *County Administrative Officer*
City of Salem, OR – *Deputy City Attorney*
City of Salem, OR – *Chief Financial Officer*
City of Astoria, OR – *Community Development Director*
City of Astoria, OR – *City Planner*
Deschutes County, OR – *Finance Director*
Deschutes County, OR – *Fair & Expo Director*
Jefferson County, OR – *Community Development Director*
Humboldt County, NV – *Public Works Director*
King County, WA (2.19 million pop.) – *Director of Adult & Juvenile Detention*
Deschutes Valley Water District, OR – *General Manager*
Front Range Fire & Rescue, CO – *Fire Chief*
Ben Franklin Transit, WA – *Administrative Services Director*
Valley Transit, WA – *General Manager*
City of Pasco, WA – *Police Chief*
Lebanon Fire District, OR – *Fire Chief*

References/Recruitments

City of Roseburg, OR - City Manager, City Recorder
Contact - HR Director, John VanWinkle - 541.492.6866
jvanwinkle@cityofroseburg.org

League of Oregon Cities, OR - Legislative Director
Contact - General Counsel, Patty Mulvihill - 503.588.6550; pmulvihill@orcities.org
Executive Director, Mike Cully - mcully@orcities.org

Jefferson County, OR - Community Development Director (*in progress*), Health Director,
Public Works Director
Contact - County Administrative Officer, Jeff Rasmussen - 541.475.2449
jeff.rasmussen@co.jefferson.or.us

City of Vancouver, WA - Asst. City Manager, Human Resources Director,
Parks & Recreation Director, Budget Manager
Contact - Deputy City Manager, Lenda Crawford - 360.487.8615
lenda.crawford@cityofvancouver.us

2013 - 2018 Completed Manager/Administrator Recruitments

Tualatin Valley Water District, OR - *CEO*
City of Clyde Hill, WA - *City Administrator*
Island Transit, WA - *Executive Director*
Snohomish County PUD, WA - *Asst. Gen. Mgr.*
Inyo County, CA - *Deputy County Administrator*
City of South Lake Tahoe, CA - *City Manager*
City of Umatilla, OR - *City Manager*
City of Emeryville, CA - *City Manager*
City of Gig Harbor, WA - *City Administrator*
Lewis County, WA - *County Manager*
Inyo County, CA - *County Administrator*
Curry County, OR - *County Administrator*
Eagle County, CO - *County Manager*
City of Renton, WA - *Chief Admin. Officer*
Twin Transit, WA - *General Manager*
City of Lewiston, ID - *City Manager*
City of Minot, ND - *City Manager*
City of Gladstone, OR - *City Administrator*
City of Fircrest, WA - *City Manager*
City of Yakima, WA - *Asst. City Manager*
City & Borough of Sitka, AK - *Municipal Admin.*
City of Sheridan, WY - *City Administrator*
City of West Linn, OR - *City Manager*
City of Yachats, OR - *City Manager*
City of Chehalis, WA - *City Manager*
San Juan County, WA - *County Manager*
Snohomish County, WA - *Executive Director*
Lane County, OR - *County Administrator*
Hood River County, OR - *County Administrator*
Town of W. Yellowstone, MT - *Town Manager*
City of Coburg, OR - *City Administrator*
WSRMP, WA - *Executive Director*
City of Monroe, WA - *City Administrator*
Spokane Reg. Transp. Council, WA - *Exec. Dir.*
City of Troutdale, OR - *City Manager*
City of Drain, OR - *City Administrator*
City of Lake Stevens, WA - *City Administrator*
City of Bandon, OR - *City Manager*
City of Chelan, WA - *City Administrator*
City of Yelm, WA - *City Administrator*
City of Yakima, WA - *City Manager*
City of College Place, WA - *City Administrator*
City of Shelton, WA - *City Administrator*
City of Canby, OR - *City Administrator*
City of McMinnville, OR - *City Manager*
City of Hood River, OR - *City Manager*
City of Woodinville, WA - *City Manager*
City of Stevenson, WA - *City Administrator*
City of Hermiston, OR - *City Manager*
City of Othello, WA - *City Administrator*
City of Lynden, WA - *City Administrator*
City of Puyallup, WA - *City Manager*
City of Covington, WA - *City Manager*
Summit County, UT - *County Manager*
Clatsop County, OR - *County Manager*
Deschutes County, OR - *County Administrator*
City of Belgrade, MT - *City Manager*
WA Assoc. of County Officials, WA - *Director*
City of Gillette, WY - *City Administrator*
City of Lincoln City, OR - *City Manager*
City of Scappoose, OR - *City Manager*
City of Pasco, WA - *City Manager*
City of Stanwood, WA - *City Administrator*
City of Waldport, OR - *City Manager*
City of Issaquah, WA - *Deputy City Admin.*
City of Duvall, WA - *City Administrator*
City of Kenmore, WA - *City Manager*
City of Lake Forest Park, WA - *City Admin.*
City of Fife, WA - *City Manager*
City of Bothell, WA - *Asst. City Manager*
City of Lakewood, WA - *City Manager*
City of Lake Oswego, OR - *City Manager*
SW Clean Air Agency, WA - *Executive Director*
eCityGov Alliance, WA - *Executive Director*
City of Lebanon, OR - *City Manager*
City of Polson, MT - *City Manager*
City of Port Angeles, WA - *City Manager*
City of Ridgefield, WA - *City Manager*
MRSC, WA - *Executive Director*
City of White Salmon, WA - *City Administrator*
City of Milwaukie, OR - *City Manager*
City of Lacey, WA - *City Manager*
City of Riverton, WY - *City Administrator*
City of Shoreline, WA - *City Manager*
City of Issaquah, WA - *City Administrator*
City of Newcastle, WA - *City Manager*

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

STEVE WORTHINGTON - PROJECT LEAD

Steve is a senior consultant for Prothman and brings over 25 years of successful leadership in local government and is currently serving his second 4-year term as a Council Member for the City of University Place, WA. Prior to retirement after 6 years as the City Manager for the City of Fife, WA, Steve served as Community Development Director for six years in Fife and for nine years for the City of Cheney, WA. Steve was also an economic development specialist for the Spokane WA Economic Development Council, a member of the Association of Washington Cities Legislative Task Force, and an Economic Development Board Tacoma/Pierce County Trustee. Steve has a Bachelor of Arts degree in Speech Communications from the University of Washington, and a Master of Public Administration degree from Eastern Washington University.

SONJA PROTHMAN - PROJECT SUPPORT

As Vice President, Sonja directs the day-to-day operations of the Prothman Company and has over 12 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the “elected official” side of government – a vital perspective for understanding our clients’ needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor’s degree in Communications from the University of Washington.

JOHN HODGSON - PROJECT SUPPORT

John is a senior consultant for Prothman and brings 33 years of municipal service including, most recently, 7 ½ years as City Administrator/Chief Administrative Officer for the City of Kent, the sixth largest city in the state of Washington. Prior to that, John had 26 years in parks and recreation management for the City of Vancouver, WA, the Metropolitan Park District of Tacoma, and he was Director of Parks, Recreation & Community Services for the City of Kent from 1994-2005. John served as president of the Kiwanis Club of Kent, president of the Washington Recreation & Parks Association (WRPA), president of the Regional Council of the National Recreation & Parks Association (NRPA) and is founder and current president of the Kent Parks Foundation. John has a Bachelor of Science degree in Parks & Recreation Management from the University of Oregon and he completed the Cascade Management Series from the University of Washington Graduate School of Public Affairs.

BARRY GASKINS - PROJECT SUPPORT

Barry is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor’s degree from California State University in Los Angeles.

JARED ECKHARDT - PROJECT SUPPORT

Jared is responsible for profile development and candidate outreach. Jared works one-on-one with the client for the profile development and works with Sonja and the lead consultant on each client’s outreach strategies. Jared graduated from the University of Washington, earning his BA in Communications.

AVAILABILITY, COMMUNICATION & SCHEDULE

We are ready to start when you are!

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

SAMPLE SCHEDULE

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of April 29 & May 6, 2019	Gather information for position profile, send profile for review and travel to Stayton for stakeholder interviews
May 13, 2019	Post Profile and Start Advertising
May 22, 2019	Send Direct Mail
June 23, 2019	Application Closing Date
Weeks of June 24 & July 1, 2019	Prothman screens applications & interviews top 8 - 15 candidates
Week of July 8 - 12, 2019	Work Session to review semifinalists and pick finalists, and design final interviews
Week of July 22 or 29, 2019	Final Interview Process, usually includes an evening reception and next day interviews

EXECUTIVE SUMMARY

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 17 years. We have worked for small organizations like Yachats, Oregon, pop. 800, to Astoria, Oregon, pop. 9,400, to large counties like King County, Washington, pop. 2+ million. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right "fit" for our clients.

Our strategy is to cast the widest net possible to ensure a diverse, qualified applicant pool. We have an aggressive national advertising campaign and our extensive databases allow us to mail the job announcement directly to employees in every city, county, and district in the US. Our recruitment process emphasizes "fit" and we take as much time as needed to meet with your team so that we can learn and understand the experience, qualities and personality traits required for candidates to be successful within your unique organization and community.

PROPOSED SCOPE OF WORK

1. Develop a Tailored Recruitment Strategy

Project Review

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

Information Gathering and Research (*Soliciting Input*)

We will travel to Stayton and spend as much time as it takes to learn everything we can about your organization. Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next City Manager. We will:

- ◆ Meet with the Mayor and Council Members
- ◆ Meet with Department Directors and Staff, as directed
- ◆ Meet with other stakeholders, as directed
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
 - Years of related experience
 - Ideal personality traits
- ◆ **Organization-specific information**
 - Description of the organization, position and key responsibilities
 - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

2. Identify, Target, and Recruit Viable Candidates

Outreach and Advertising Strategy (*Locating Qualified Candidates*)

We recognize that often the best candidates are not actively looking for a new position--*this is the person we want to reach and recruit*. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Targeted Direct Mail Brochures** sent directly to hundreds of highly qualified city/county management professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach and Networking** via over 7,500 ICMA registered managers and emails and phone calls from our database of potential candidates.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

3. Conduct Preliminary Screening

Candidate Screening (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 12 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

Candidate Presentation (*Choosing the Finalists*)

We will prepare and send to you a detailed summary report for the semifinalist candidates and binders which include each candidate's application materials, including resume, cover letter, and supplemental question responses, and the results of the personal interviews and publication search. **We will travel to Stayton** and discuss with you what we have learned throughout our screening process. We will review with you the candidates' qualifications and experience, the results of the semifinal interviews and the candidates' strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 5 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting after the finalist candidates have been agreed upon.

4. Prepare Final Interview Process and Materials

Final Interview Process (*Selecting the Right Candidate*)

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**
 - **Deciding on the Structure of the Interviews**
We will tailor the interview process to fit your needs. It may involve using various interview panels and an evening reception.
 - **Deciding on Candidate Travel Expenses**
We will help you identify which expenses your organization wishes to cover.
 - **Identifying Interview Panel Participants & Panel Facilitators**
We will work with you to identify the participants of different interview panels.
- ◆ **Background Checks**
Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:
 - **References**
We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.
 - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
We contract with Sterling for all background checks.
- ◆ **Candidate Travel Coordination**
After you have identified the expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Binders**
The Final Interview Binders include suggested interview questions, as well as the candidates' applications, supplemental question responses, and resumes, and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **Final Interviews with Candidates**
We will travel to Stayton and facilitate the interviews. The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- ◆ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.
- ◆ **Candidate Evaluation Session:** After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a City Manager recruitment with a one-year guarantee is \$16,500, with a contract not-to-exceed of \$24,800, not including candidate travel expenses. The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all correspondence and (3) on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion.

Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Stayton will be responsible for reimbursing expenses Prothman incurs on your behalf. **Expenses will be capped at \$8,300 and include:**

- Newspaper, trade journal, websites and other advertising (approx. \$1,600 - 1,800)
- Direct mail announcements (approx. \$1,700 - 1,900)
- Interview Binders & printing of materials (approx. \$400 - 600)
- Delivery expenses for Interview Binders (approx. \$175 - 400)
- Consultant travel: Mileage at IRS rate or airfare/rental car, travel time at \$40 per hour, lodging (approx. \$800 - 950 per trip)
- Background checks performed by Sterling (approx. \$150 per candidate)

The cap for expenses includes three trips to the City of Stayton. Should the City request more than three meetings or services beyond the scope of services and above expenses, the City will be responsible for reimbursing Prothman for the added expenses. Expenses are billed monthly.

Other Expenses

Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

Warranty

Repeat the Recruitment: If you follow our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

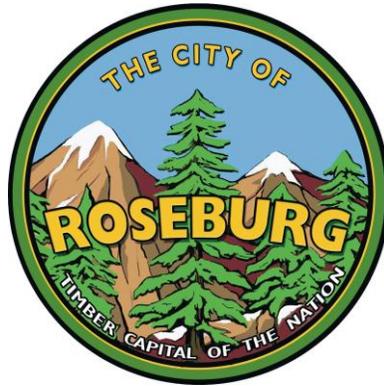
Guarantee

If you follow our process and the selected finalist is terminated for cause or resigns within one year from the employment date, we will conduct a replacement search with no additional professional fee, the only cost to you would be the expenses.

Cancellation

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

EXAMPLE OF POSITION PROFILE



OREGON

CITY MANAGER

\$130,000 - \$160,000

Plus Excellent Benefits

Apply by

February 10, 2019

(First Review, Open Until Filled)

PROTHMAN



WHY APPLY?



Situated at the heart of the Hundred Valleys of the Umpqua in scenic, Southwestern Oregon, the City of Roseburg is 67 miles south of the state's second largest city, Eugene, and 123 miles

north of the California border along Interstate 5. The Hundred Valleys of the Umpqua have been compared geographically and climatologically with Italy and Southern France, where Fall is pleasant and crisp, Winter is cool without much freezing, and Spring and Summer are vibrant and warm.

If you are an experienced public-sector management professional looking to work with a team of dynamic staff dedicated to providing excellent services to a close-knit community in an area abundant with amenities and beauty, this is the right position for you!



THE COMMUNITY

Located in the beautiful “Heart of the Land of Umpqua” region in Southwestern Oregon, the City covers 10.9 square miles, and is easily accessible from Interstate 5, 67 miles south of Eugene, 97 miles north of Medford, 80 miles east of the Oregon Coast and 80 miles west of Diamond Lake at the summit of the Oregon Cascades. Home to 24,015 residents and an urban daytime population of approximately 50,000, Roseburg is the county seat and largest city in Douglas County, Oregon. The City of Roseburg is a growing, vital community that enjoys a high quality of life in a semi-rural setting, and is the hub of retail, government activity and medical services for Central Douglas County.



Known as the “Timber Capital of the Nation”, Roseburg’s economy has diversified in recent years while still retaining strong ties to its natural resource base. Efforts to bring clean industries and new jobs to the area have been fruitful and are continuing with a professional staff person supported by a coalition of government agencies and funding. Surrounded by unmatched natural beauty in the North Umpqua River, two dozen waterfalls including the 272-foot Watson Falls, and hundreds of trails, reservoirs, lakes and rivers, year-round outdoor recreation abounds. Whether it is mountain biking, boating, fishing, hiking, rock climbing, white-water rafting, tennis, or golf, residents love the outdoor life that Roseburg affords them.

When it comes to entertainment, Roseburg has far more than just outdoor recreation. Various community events, including Graffiti Week, Art and Wine Festivals and Music on the Half Shell, among others, are held throughout the year for residents and tourists alike. With countless art galleries, annual music events, unique shops, world-class dining and nationally recognized breweries, wineries and wine tasting bars, there’s something for every taste and preference.

The City is served by Roseburg School District #4, which has an excellent reputation and community support. Umpqua Community College is 5 miles north of the City and offers a diverse curriculum with extensive adult education and community-oriented classes. The college has multiple locations available for cultural activities, as well as a thriving community theater group with their own venue in a Roseburg City park. Umpqua Community College also established the Southern Oregon Wine Institute, which holds winery classes, training and activities to prepare students for jobs in the industry and to function as a research resource for all of Southern Oregon.

THE CITY

Incorporated in 1872, the City of Roseburg utilizes the Council-Manager form of government. Roseburg is divided into four wards, with two Council members per ward. The Mayor, who presides at the Council meetings, is elected at large for a two-year term, while Council members serve four-year terms with one Council position in each ward being up for election every two years. The Mayor and Council are non-salaried, volunteer positions, elected by citizens who live within the Roseburg City limits.

Roseburg is a full-service municipality with operations including Administration, Airport, Community Development, Finance, Fire, Library, Municipal Court, Parks & Recreation, Police, and Public Works. The City has 167 FTEs, a 2018-2019 budget of more than \$69 million and a general fund of \$29 million.

Roseburg is the Douglas County Seat and is a hub for federal and state agencies in the region. The City also interacts regularly with the Cow Creek Band of the Umpqua Tribe of Indians, the regional VA Medical Center and other government partners. A Manager with a history of successful tribal and intergovernmental relations experience is desired. The ideal candidate will be skilled at fostering positive relationships and agreements with these and other local stakeholders.



THE POSITION & DEPARTMENT

Working under the guidance and direction of the Mayor and eight City Council members, the City Manager is the Chief Executive Officer of the City of Roseburg.



The City Manager supervises and manages all administrative and business affairs of the City, is responsible for ensuring applicable laws and ordinances are enforced and that City department heads and employees are performing their assigned duties. The City Manager is also the budget officer, coordinating the budget process to assure the City meets all legal requirements and reflects Council priorities.

The City Manager Department includes the City Manager, City Recorder, Human Resources Director and two Staff assistants responsible for administrative support and operates on a 2018-19 budget of just over \$1 million. In addition to the specific duties of each position, the City Manager Department works with all employees and acts as a resource to all City Departments as well as elected officials.

The City Manager is expected to exercise the highest degree of tact, patience and professional courtesy in contacts with City stakeholders in order to maintain the highest standard of public service. The City Manager needs to set the example for other employees to ensure the City organization is open and available to the public and that citizens are listened to and helped to understand City government.

The City Manager is required to reside within the city limits promptly after acceptance of the position and throughout the term of employment.

OPPORTUNITIES & CHALLENGES

1. In July of 2018, the Roseburg City Council approved an ordinance establishing the Diamond Lake Urban Renewal district. By improving infrastructure and making aesthetic improvements, the City Manager will have the opportunity to help attract business and housing developments to the area.
2. The Manager is expected to continue to find and implement alternatives to timber dependent funding for the City.
3. The City Manager will have the challenge of working to increase affordable housing opportunities in the Roseburg area.
4. The successful candidate will continue to provide creative solutions to services discontinued at the Federal, State and regional levels.



IDEAL CANDIDATE

Education & Experience:

A bachelor's degree in business administration, public administration or a related field, plus five (5) years of experience as a chief executive or department head in a local government organization or equivalent level experience in a private sector business or industry, and at least five (5) years of experience managing and supervising employees is required. A post graduate degree or certificate, or a master's degree in business, public administration or related field is preferred.

Necessary Knowledge, Skills & Abilities:

- Thorough knowledge of the organization and functions of City government, state and local laws, rules and regulations pertaining to Council proceedings, State Public Records and Meetings Law and parliamentary procedures.

- Considerable knowledge of State and Federal privacy and security laws related to public records.
- Skill in analyzing and resolving problems in a logical and effective manner, and the skill and ability to perform research, compile and analyze data, and write clear and accurate reports on complex subjects.
- Ability to communicate effectively, both orally and in writing, and to secure cooperation of others in difficult work situations.
- Ability to deal with a wide variety of complex issues, perform under stress and prioritize work load, focusing on Council goals and essential City functions.
- Ability to coordinate and oversee the budget process and monitor expenditures, including managing important and complex records and the ability to deal with the public and City officials with diplomacy and tact.
- The City Council is looking for a dynamic, visionary leader and team player with a strong ability to facilitate relationships with the Mayor and Council Members, city staff, the community and the region.
- This is a key position within the City government environment and it is essential for the successful candidate to have a proven record implementing an organization's long-term vision.
- The Council is seeking a candidate with excellent oral and written skills who can communicate collaboratively with citizens, businesses, other governmental organizations, staff and the City Council.
- The ability to work well under pressure, and focus on the big picture, while looking for opportunities to implement the Council's goals.
- The ability to motivate people and build a team atmosphere through effective delegation and follow-up. The City Manager must be committed to relaying the City Council's policy direction to staff to facilitate implementation of their decisions.
- The ability to provide coaching to subordinate employees and allow for training and professional development opportunities.
- Excellent technical skills and the ability to help the City move forward with improving its web resources and increase its social media presence. Excellent public relations and marketing skills are desired.
- Ability to develop financial plans that are based on sustainable service and funding levels that will ensure ongoing expenses are supported by ongoing revenues.

- A candidate who understands tax increment financing and can oversee the successful implementation of the City's Urban Renewal Plan is desired.
- Experience in grant development and administration to assist the City staff with successfully researching and applying for a variety of grant opportunities.
- Roseburg has three bargaining units. The ideal candidate should have experience negotiating with and supervising within a union environment.
- The City Manager is expected to be a coalition builder who works with the community to develop productive relationships and must be receptive to receiving input from citizens and be committed to following through on solutions.
- The ability to get involved and become a visible presence in the community, developing personal credibility and trust with citizens.
- The Council is looking for a City Manager who will be their partner, keeping them informed on critical issues in a timely manner and provide timely and effective support for Council questions and requests.
- Experience working as a member of the regional and community economic development team, and experience in Urban Renewal, business recruitment and retention, job development, tourism and chamber coordination is desired.
- The City Manager will be involved in and become a leader in City and regional efforts to create a business-friendly atmosphere in order to attract quality, living-wage employers to the valley. The Manager will work to enhance housing options at all levels, including a focus on moderate and low-income solutions.

Candidates may possess any combination of relevant education and experience that demonstrates their ability to perform the essential duties and responsibilities. The ideal candidate will be committed to excellent customer service.

COMPENSATION & BENEFITS

- **\$130,000 - \$160,000 DOQ**
- Medical, Dental, and Vision
- Life/AD&D
- Supplemental Voluntary Life/AD&D
- Long Term Disability
- City HRA Contribution
- Access to Flexible Spending Account program
- Retirement benefits through the Oregon Public Employee Retirement System. City currently contributes 6% pickup
- 457b Deferred Compensation program
- Voluntary supplemental benefits through AFLAC
- Generous accrual of sick, vacation and paid administrative leave.

Please visit:
www.cityofroseburg.org



The City of Roseburg is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **February 10, 2019** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to www.prothman.com and click on "submit your application" and follow the directions provided. Resumes, cover letters and supplemental questions can be uploaded once you have logged in. If you are a veteran and wish to request veterans' preference credit, please indicate that in your cover letter, and complete and submit the veterans' preference form posted on the website as instructed on the form.



www.prothman.com

371 NE Gilman Blvd., Suite 310
Issaquah, WA 98027
206.368.0050

EXAMPLE OF INVITE LETTER



DEPUTY CITY ATTORNEY

\$104,291 - \$140,171

First Review: **March 31, 2019** (Open Until Filled)

Apply at www.prothman.com

Dear Colleague,

Prothman is currently recruiting for the **Deputy City Attorney - Civil Litigation** position for the **City of Salem, Oregon**. We invite you to review the position details on the back page, and if you find that this position isn't right for you, could you please pass this on to other legal professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

The Prothman Company

PROTHMAN



WHY APPLY?



Salem is one of the most beautiful and livable areas of the Pacific Northwest. Located in the lush Willamette River valley in central Oregon, Salem is just an hour away from the Cascade mountains to the east and the ocean beaches to the west. Salem offers year-round outdoor recreation, sports, music, theater, and arts, and is supported by a diverse economy, including agriculture, education, manufacturing, technology, recreation, and tourism.

Salem offers the right law professional a challenging and rewarding career opportunity in an amazingly beautiful place to live!



THE COMMUNITY

Salem is Oregon's capital city, located in the mid-Willamette Valley. Salem covers over 49 square miles and is home to over 170,000 residents. The Salem/Keizer metropolitan area has a population of over 400,000. Salem is the employment and retail center for surrounding communities in Marion and Polk Counties. Large employers include state and county government, Salem Hospital, Willamette University, and Salem-Keizer School District. Major industries include value-added agriculture, food processing, high-tech manufacturing, and light manufacturing.

Salem provides a great environment for families, with affordable housing, an excellent transportation system, health care services, and an award-winning K-12 school system. Over 13 public or private universities and colleges are located within a 70-mile radius, providing opportunities for both undergraduate and graduate degrees.

Salem has easy access to the Oregon coast, Oregon Cascades, and the Portland metropolitan area. In addition, Salem provides excellent outdoor, urban, cultural, and recreational activities. Salem residents have a strong culture of volunteerism and have a demonstrated commitment to community improvement.

THE CITY

Operating under the council/manager form of government, the Salem City Council is made up of eight unpaid City Councilors, and a Mayor, who is elected at-large by voters throughout the City. The City Manager is the administrative head of the city and is responsible for managing city operations. The City operates on a 2018-2019 fiscal year total city budget of \$687.7 million, with 1,236 employees and five collective bargaining groups. Salem also has an active Urban Renewal Agency and a Housing Authority.

THE DEPARTMENT & POSITION

Salem's Legal Department is comprised of the City Attorney's office and City Recorder. The department operates on a FY 18-19 budget of \$2.3 million with 16 full-time employees including 8 attorneys and 8 staff. Salem's Legal Department provides comprehensive legal services to the City of Salem, Urban Renewal Agency, and Salem Housing Authority and maintains official records documenting the work of the City government. The Legal Department also provides general counsel and civil litigation services to City departments and prosecutes misdemeanors under the City's code and State of Oregon traffic laws.

This is a civil litigation position which represents the City and Urban Renewal Agency in defense of a wide-variety of claims, including use of force, personal injury, employment and negligence. In addition, the civil litigator may prosecute claims under eminent domain and contract. The civil litigator is also responsible for serving as general counsel to City departments, such as police and risk management. The civil litigator works as the lead within the litigation team, comprised of a paralegal, legal assistant, and other city attorneys who assist with case preparation and prosecution.

Please visit www.prothman.com to review the detailed position profile and compensation package.

Also visit the **Prothman Job Board** at prothman-jobboard.com for this and other great opportunities!

City of Stayton

Executive Search Services

City Manager

April 19, 2019





April 19, 2019

Alissa Angelo, Deputy City Recorder
City of Stayton
362 N. 3rd Avenue
Stayton, OR 97383

Dear Ms. Angelo:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local governments and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for Executive Search Firm Services for the City Manager recruitment to the City of Stayton. Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 140 searches and has had significant success working with organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national, women-owned firm, with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the City of Stayton. Please contact Catherine Tuck Parrish, our executive search practice leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

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Attachment A – Recruitment Timeline

Introduction to The Novak Consulting Group

For nearly a decade, a highly-respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years, the firm's founding partners built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built upon Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. Her company meets a wider range of needs, consulting with governments in the areas of public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Organizational Assessment
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local governments and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we offer exceptional service from senior-level consultants.

The Novak Consulting Group is staffed with local government professionals, including seven full-time associates and six subject matter specialists. The firm is headquartered in Cincinnati, Ohio with employees based in Washington, D.C, California, Kansas, New Hampshire, North Carolina, Tennessee, and Wisconsin, in addition to Ohio. We are a women-owned firm led by President Julia Novak.

Executive Search Strategy

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services comprises three key phases.

1. Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the International Hispanic Network (IHN). In our recruitments, highly qualified women and minorities earn placement, with 37% of our searches resulting in female hires and 23% of our searches resulting in minority hires. We also work to identify qualified veterans and qualified candidates with disabilities. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3. Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have afforded us the opportunity to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we can identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

Experience

The Novak Consulting Group is uniquely positioned to perform this recruitment because of our knowledge of local government and extensive network across the nation. Included with this proposal is a list of all our executive recruitment clients. The following table lists a few comparable recruitments we have recently conducted and references for each of them.

Jurisdiction	Contact Information
<p>City of Shoreline, Washington</p> <ul style="list-style-type: none"> Administrative Services Director (2011) City Manager (2013) Director of Human Resources and Organizational Development (2018) 	<p>Debra Tarry, City Manager 17500 Midvale Avenue N Shoreline, WA 98133 (206) 801-2213 dtarry@shorelinewa.gov</p>
<p>Lane County, Oregon</p> <ul style="list-style-type: none"> Public Works Director (2016) 	<p>Steve Mokrohisky, County Administrator 125 East 8th Avenue Eugene, OR 97401 (541) 682-4062 CountyAdministrator@co.lane.or.us</p>
<p>Town of Clarkdale, Arizona</p> <ul style="list-style-type: none"> Town Manager – in process 	<p>Gayle Mabery, Town Manager 39 N. Ninth Street Clarkdale, AZ 86324 (928) 639-2415 Gayle.Mabery@clarkdale.az.gov</p>
<p>City of Cottonwood, Arizona</p> <ul style="list-style-type: none"> City Manager (2018) 	<p>Amanda Wilber, Human Resources/Risk Manager (928) 340-2713 awilber@cottonwoodaz.gov</p> <p>Tim Elinski, Mayor (928) 340-2727 telinski@cottonwoodaz.gov</p> <p>816 N. Main Street Cottonwood, AZ 86326</p>
<p>City of Louisville, Colorado</p> <ul style="list-style-type: none"> City Manager (2017) Parks, Recreation, and Open Space Director (2018) Planning and Building Safety Director (2016) 	<p>Bob Muckle, Mayor (303) 981-0697 BobM@Louisvilleco.gov</p> <p>Kathleen Hix, Human Resources Director (303) 335-4720 KathleenH@Louisvilleco.gov</p> <p>749 Main Street Louisville, CO 80027</p>

Jurisdiction	Contact Information
City of Lafayette, Colorado <ul style="list-style-type: none"> City Administrator (2018) 	Fritz Sprague, City Administrator 1290 S. Public Road Lafayette, CO 80026 (303) 661-1226 Fritz.Sprague@cityoflafayette.com

In addition to the references above, the following table lists each of our Chief Administrative Officer recruitments.

Client	Client Type	Position	Project Lead
Ashland	VA Town	Town Manager	Catherine Tuck Parrish
Baldwin City	KS City	City Administrative Officer	Catherine Tuck Parrish
Batavia	NY City	City Manager	Catherine Tuck Parrish
Bedford County	VA County	County Administrator	Catherine Tuck Parrish
Berwyn Heights	MD Town	Town Administrator	Catherine Tuck Parrish
Cambridge	MD City	City Manager	Catherine Tuck Parrish
Centerville	OH City	City Manager	Catherine Tuck Parrish
Chesterfield	MO City	City Administrator	Catherine Tuck Parrish
Chevy Chase Village	MD Village	Village Administrator	Catherine Tuck Parrish
Clarkdale - in process	AZ Town	Town Manager	Jenn Reichelt
Cleveland Heights	OH City	City Manager	Catherine Tuck Parrish
Cottonwood	AZ City	City Manager	Jenn Reichelt
Dublin	OH City	City Manager	Catherine Tuck Parrish
Fairfax	VA City	City Manager	Catherine Tuck Parrish
Fairfax County	VA County	County Executive	Catherine Tuck Parrish
Garrett Park	MD Town	Town Manager	Catherine Tuck Parrish
Granville	OH Village	Village Manager	Catherine Tuck Parrish
Greenwich	CT Town	Town Administrator	Catherine Tuck Parrish
Harrisonburg	VA City	City Manager	Catherine Tuck Parrish
Helena	MT City	City Manager	Jenn Reichelt
Hudson	OH City	City Manager	Catherine Tuck Parrish
Jackson Township	OH Township	Township Administrator	Jenn Reichelt
Keene	NH City	City Manager	Catherine Tuck Parrish
La Plata	MD Town	Town Manager	Catherine Tuck Parrish
Lafayette	CO City	City Administrator	Catherine Tuck Parrish
Louisville	CO City	City Manager	Catherine Tuck Parrish
Mansfield	CT Town	Town Manager	Catherine Tuck Parrish
Mequon	WI City	City Administrator	Catherine Tuck Parrish
Meriden	CT City	City Manager	Catherine Tuck Parrish
Miami Township	OH Township	Township Administrator	Catherine Tuck Parrish

Client	Client Type		Position	Project Lead
Milford	DE	City	City Manager	Catherine Tuck Parrish
Milton	DE	Town	Town Manager	Catherine Tuck Parrish
Moraine	OH	City	City Manager	Catherine Tuck Parrish
Mt. Rainier	MD	City	City Manager	Catherine Tuck Parrish
New Carrollton	MD	City	City Administrative Officer	Catherine Tuck Parrish
Oneonta	NY	City	City Manager	Catherine Tuck Parrish
Portsmouth	OH	City	City Manager	Catherine Tuck Parrish
Prairie Township	OH	Township	Township Administrator	Catherine Tuck Parrish
Rehoboth Beach	DE	City	City Manager	Catherine Tuck Parrish
Riverdale Park	MD	Town	Town Manager	Catherine Tuck Parrish
Rockville	MD	City	City Manager	Catherine Tuck Parrish
Sandusky	OH	City	City Manager	Catherine Tuck Parrish
Shoreline	WA	City	City Manager	Catherine Tuck Parrish
Sykesville	MD	Town	Town Manager	Catherine Tuck Parrish
Tonganoxie	KS	City	City Manager	Catherine Tuck Parrish
Union County	OH	County	County Administrator (partial)	Catherine Tuck Parrish
Warrenton - in process	VA	Town	Town Manager	Catherine Tuck Parrish
Washington Township	OH	Township	Township Administrator	Catherine Tuck Parrish
West Chester Township	OH	Township	Township Administrator	Catherine Tuck Parrish

Recruitment Team

Executive Search Practice Leader Catherine Tuck Parrish – Catherine has more than 25 years of experience serving local governments, in direct service or as a consultant. Catherine leads our search practice and has conducted over 140 searches for city manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country. Catherine was the deputy city manager in Rockville, Maryland where she oversaw approximately half of the City's 500+ employees. She is also familiar with large organizations since she worked in the County Executive's Office in Fairfax County, Virginia and previously served as ICMA's Ethics Advisor.

Senior Associate Jenn Reichelt – Jenn joined The Novak Consulting Group in 2016 following 16 years of direct service to local governments in Glendale, Arizona and Great Falls, Montana. Jenn brings extensive experience in the areas of human resources management, employee and community engagement, tourism and branding, and public information. In her roles, she has overseen several municipal operations including a human resources department, City Clerk's Office, Civic Center, performing arts center, visitor center, Convention and Visitors Bureau, and animal shelter. As deputy city manager, she was directly involved in the selecting, hiring, and onboarding of key personnel including department directors and also oversaw collective bargaining, mediation, conflict resolution, employee counseling, and discipline issues. Jenn assists with both the organizational assessment and executive search practice areas of the firm. She has supported or led national searches for city managers, fire and police chiefs, and department directors.

Recruitment Specialist Morgan Daniel – Morgan serves The Novak Consulting Group as a Recruitment Specialist. In this role, she develops content for recruitment materials, strategizes targeted outreach, conducts research, and analyzes data. Prior to coming to The Novak Consulting Group, she was an intern to the assistant city manager in Miamisburg, Ohio where she had the opportunity to work directly with several city departments. Morgan has a bachelor's degree in crime and justice studies from Wright State University and is working on her master's in public administration.

Their complete resumes follow.

Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 25 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads The Novak Consulting Group's executive search practice. She has conducted over 140 searches for manager/ administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Prior to joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia working on change management issues including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the cities of Denton and University Park, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resource topics, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and the MCCMA.

EDUCATION

- Master of Public Administration, University of Kansas
- Bachelor of Arts, University of Kansas

INDUSTRY TENURE

- 28 years
- Consulting, 9 years
- Local Government, 19 years

Jenn Reichelt, Senior Associate

Jenn has 18 years of management experience in local government and is currently a senior associate with The Novak Consulting Group. She joined the firm in 2016 and works in both the organizational assessment and executive search practice areas.

Jenn has assisted with 14 organizational and department reviews. While the assessments often examine all core services, Jenn's area of expertise include analysis of organizational structure, human resources, tourism/special events, and community development. Notable projects include a GoTriangle organizational assessment; a feasibility study for DuPage County that looked at combining the Election Commission and County Clerk's Office; and a review of the Lee's Summit Human Resources Department.

Jenn is actively involved in the firm's executive search practice area. She has conducted searches for city manager/administrator; police chief; directors of public works, finance, human resources, planning, economic development, and human services; and many other key positions in local governments across the country.

She has a background in community engagement, public outreach, and media relations, as well as crisis and emergency management. Jenn has experience working with diverse stakeholders and helping groups reach consensus. Throughout her career, she has developed and implemented successful citizen outreach and communication plans for several community-wide initiatives.

Jenn has a wealth of knowledge in the areas of human resources management, employee counseling, conflict resolution, and labor relations. She is adept in the collective bargaining, mediation, fact-finding, and arbitration processes.

Before joining The Novak Consulting Group in 2016, she served as deputy city manager for the City of Great Falls, Montana where she oversaw all human resources activities, including labor relations. She served as the City's primary public information officer and managed the City's five Tax Increment Financing Districts.

Prior to her tenure in Great Falls, she worked in Glendale, Arizona where she served as the deputy marketing and communications director. She led the City's downtown redevelopment efforts, helped create the City's first Convention and Visitor's Bureau, and assisted in the development of Glendale's Sports and Entertainment District. Jenn served as a city spokesperson and oversaw the City's tourism, sports marketing, and branding campaigns.

Jenn earned a bachelor's degree in business administration and a master's degree in public administration from Northern Arizona University. She is an International City/County Management Association (ICMA) Credentialed Local Government Manager and a graduate of Leadership ICMA and the Weldon Cooper Center for Public Service Senior Executive Institute.

EDUCATION

- Master of Public Administration, Northern Arizona University
- Bachelor of Science, Northern Arizona University

PROFESSIONAL CERTIFICATIONS

- Certified Professional Manager, International City/County Management Association
- Lean Certification

INDUSTRY TENURE

- 18 years
- Consulting, 2 years
- Local Government, 16 years

Morgan Daniel, Recruitment Specialist

Morgan joined The Novak Consulting Group as a Recruitment Specialist in 2018. In this role, she develops content for recruitment materials, strategizes targeted outreach, conducts research, and analyzes data. Morgan also interacts directly with potential candidates and reviews applications for minimum and preferred qualifications.

Before coming to The Novak Consulting Group, she was an intern to the assistant city manager in Miamisburg, Ohio where she had the opportunity to work directly with several city departments.

In Miamisburg, one of her main projects was to update the city's website content to ensure that it was up-to-date and that citizens could easily find information. She also redesigned the city's volunteer application form and eliminated unnecessary questions. Morgan researched and organized information for the city's upcoming Charter Review Committee and helped prepare benefit materials for new employees.

Morgan has a bachelor's degree in crime and justice studies from Wright State University. She is pursuing a master's degree in public administration from the University of Nebraska and is an active member of ICMA.

EDUCATION

- Bachelor of Arts, Crime & Justice Studies, Wright State University
- Master of Public Administration, University of Nebraska (in progress)

INDUSTRY TENURE

- 1 year
- Local Government, 1 year

Work Plan

The following provides a detailed description of our work plan for recruitment services for the City Manager.

Activity 1 – Development Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for City Manager. We will begin by speaking with the Mayor and Councilors. We will also talk to department directors, staff in the department, and any other key stakeholders. In addition, we would facilitate a focus group or provide an online mechanism to gather input from the community. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Oregon and the nation. We will prepare a position profile that is unique to Stayton. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what they want the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Council. Modifications will be made as necessary before recruitment begins.

Activity 1 Deliverables: Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals.

Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify individuals and jurisdictions to target directly through phone and email contacts. We have found that this combination is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Stayton. The Novak Consulting Group will prepare and place advertisements in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

As soon as the profile and advertisements have been completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify networks, organizations, and publications, such as International City/County Management Association (ICMA), the League of Oregon Cities, the League of Women in Government, the National Forum for Black Public Administrators (NFBPA), and state and regional municipal assistants organizations. We will also ask the City for names of individuals who might make outstanding candidates for the position.

As applications are received, we will acknowledge each one and keep prospective applicants aware of the status of the process.

The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City Council to review the entire list, as well as the top candidates who have the requisite skills and qualities needed for success in the position. Based on our conversation, we will finalize a list of four to six candidates to invite for in-person interviews.

Activity 2 Deliverables: Final recruitment plan, placement of ads, and candidate review materials including screening results

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will plan and facilitate a multi-step interview process specific to the City Manager position. The process could include writing and role play exercises and/or a community reception. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will work with the City to arrange travel logistics for each candidate. Expenses for the candidates will be borne by the City.

The City will select the top candidate. The Novak Consulting Group can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary history. We will keep candidates apprised of their status and release them at the appropriate time.

Activity 3 Deliverables: Interview book materials including results of internet search, references and background checks

Recruitment Timeline

Included as Attachment A is a draft timeline. We expect to review this with the City Council during Activity 1 and adjust it as necessary as we develop the recruitment plan. We understand that the City wishes the new City Manager to start in October or November 2019.

Cost for Services

The total fixed fee to complete the City Manager recruitment as outlined in this proposal is \$22,900. This includes all professional fees and expenses for The Novak Consulting Group.

We estimate the following additional costs to the City which would be direct billed at cost.

- Approximately \$1,000-\$1,500 for advertising
- Background checks for the top finalists estimated at \$175-\$500/finalist
- Travel for finalists' interviews will also be borne by the City.

The fixed fee would be invoiced as follows:

- One-third upon contract execution
- One-third after the candidate review meeting
- One-third after the interviews

Advertising and background checks will be invoiced as completed.

Attachment A – Recruitment Timeline

Schedule																	
City of Stayton, Oregon																	
City Manager Recruitment		start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
		7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19	8/26	9/2	9/9	9/16	9/23	9/30	10/7	
Activity 1 - Develop Candidate Profile																	
1.1	Meet with City Council to identify desired traits and experiences for the City Manager; discuss timeline and process																
1.2	Gather input from department directors and other key staff; facilitate focus group or online survey to gather input from other key stakeholders, if desired																
1.3	Develop recruitment materials and recruitment strategy																
1.4	Identify first-year goals for the position																
1.5	Finalize recruitment plan, position profile, and first-year goals																
Activity 2 - Conduct Active Recruitment and Screening		7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19	8/26	9/2	9/9	9/16	9/23	9/30	10/7	
2.1	Develop and place ads																
2.2	Direct outreach to develop and cultivate candidates																
2.3	Receive application materials																
2.4	Communicate with candidates																
2.5	Conduct pre-screening of candidates to develop semi-finalists																
2.6	Review applicant pool and semi-finalists' materials with City Council; facilitate City Council selection of interview group																
Activity 3 - Support Interviews and Selection		7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19	8/26	9/2	9/9	9/16	9/23	9/30	10/7	
3.1	Conduct reference and background checks																
3.2	Facilitate interview process																
3.3	Assist with negotiations, as desired																
3.4	Inform all applicants of final outcome																