



CITY COUNCIL GOALS
2023- 2025

APRIL
2023

TABLE OF CONTENTS

3	Introduction
4	Stayton Team
5	Team Vision + Values
6 - 10	Environmental Scan
11 - 18	2023 - 2025 City Council Goals
19	Team Building + Expectations
20	Implementation + Progress Reporting

INTRODUCTION

On March 11, 2023, the City Council and the City's Management Team participated in a goal-setting workshop to recognize recent city accomplishments, establish a shared understanding of the current community context, and develop a focused list of goals and supporting actions to guide the organization in their service delivery to the community over the next two years.

The new Council and staff built on the work of previous team, starting with updates from the Council's 2019 goals. This process resulted in refined, actionable goals and supporting actions to provide clear direction to staff as the City works to address the most pressing issues of the community and organization. The goals are reflective of current community and organizational needs, and they will guide the work of the organization over the next two years.

The City contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide the team through their discussion. Prior to the workshop, SSW conducted outreach with the Council and Management Team to understand current community challenges, opportunities, and priorities on the horizon. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- **Develop clear, tangible goals aligned with resources.**
- **Build a shared understanding of the current environment.**
- **Develop a cohesive team with clear roles and responsibilities to advance the goals**

The City Council and staff are committed to serving the Stayton community and look forward to working together with community members and partner organizations to implement the goals.

OUR TEAM

CITY COUNCIL

Brian Quigley

Mayor

David Giglio

Councilor

Ben McDonald

Councilor

Jordan Ohrt

Councilor

David Patty

Councilor

Stephen Sims

Councilor

CITY TEAMMATES

Julia Hajduk

City Manager

Alissa Angelo

Assistant City Manager

Dan Fleishman

Director of Planning and Development

Gwen Johns

Police Chief

Lance Ludwick

Public Works Director

Janna Moser

Library Director

CONSULTANT/FACILITATION TEAM

Sara Singer Wilson

Principal/Owner

Ashley Sonoff

Associate

Sasha Konell

Communications and Engagement Strategist

ENVIRONMENTAL SCAN

The purpose of the environmental scan is to establish a shared understanding of the current community and organization context to inform the goal-setting process. The exercise is an important component of setting goals as the group discussion provides information on factors that will affect the community and organization in the future, including the economic climate, political factors, community needs, organizational needs/trends, technology factors, and uncertainties. Additionally, the environmental scan includes a review of current work underway to provide essential City services and advance Council priorities in alignment with available resources and organizational capacity. As a result, the information gathered allows the team to proactively respond to the most pressing challenges and issues facing the community and organization by setting clear and actionable goals.

2021–2023 Accomplishments

The Council and staff began the environmental scan by sharing significant accomplishments from the past two years. Acknowledging and celebrating successes together highlights the dedication and resiliency of staff in serving the community during an exceptionally challenging time and offers important recognition of their work. Maintaining daily operations and continuing high-quality services through the complexities of a global pandemic is an accomplishment in and of itself. Staff have persevered to deliver core services, advance strategic priorities, and implement innovative programs to serve the Stayton community during such an unprecedented time. Additionally, celebrating collective achievements brings the team together and sets a tone of future success as staff works to advance Council goals and provide essential City services to the community. Next are a few highlights and themes from the discussion:

Accomplishments

- Purchased Mill Creek Park
- New housing developments
- Passed Library and Park Levies
- Innovative library programs to serve community
- Translation of City documents – Council agendas, newsletters, website, and more
- Partnerships with other governmental agencies and enhanced representation politically
- Improved affordable housing
- Downtown economic development
- Building relationships and trust within organization
- Teen Center contract renewal
- Secondary water supply – grant funding
- County partnerships for road maintenance
- Increased community engagement
- Streamlined and improved the utility billing process
- Completing the Pavement Condition Index (PCI) study
- Increased number of businesses in community
- Streamlined and improved the utility billing process
- Strong interdepartmental team
- GFOA Budget Award
- Successful transition to new city manager
- Grant funded projects - ASR, Sand Filter Beds, Safety and Security
- COVID service adaptations
- Over \$1 million dollars in grants and for downtown
- 190 new rental units
- Economic development strategies adopted
- Surface water award
- DUI Enforcement

Accomplishment themes

- Housing
- Downtown
- Innovative
- Partnerships
- Strong Team
- Communication and Engagement

Current Environment: 2019–2023 Goal Progress + Work Underway

Staff shared updates from City departments to illustrate current work underway to provide essential City services and advance Council priorities. Below is a summarized list of some of the projects and initiatives currently underway in the organization.

FINANCE

- Interviews for new finance director
- Working on the budget process
- Implementing Caselle Advantage to update software

LIBRARY

- Imagining and developing new ways to deliver service and programs
- Grant funded hot spots
- (CCRLS) Regional group requires responsibility of staff
- Dolly Parton Library
- Summer Reading

MANAGEMENT + ADMINISTRATION

- Homelessness Task Force
- Utility Rate Study
- Franchise agreement discussions (utilities)
- Complete the facilities project
- HR - recruitments underway; changed the process
- Updates to the employee handbook

PLANNING + DEVELOPMENT

- Code enforcement position is vacant and will be recruiting
- New grant opportunity to ready vacant industrial lands for development - working with property owners for grant application
- Working on code amendments coming to Council in coming months

POLICE

- Retirements - working on entry level hiring and supervisor hiring
- Hiring process is time intensive for Police - keep it moving
- Training and preparing new employees to go solo
- Working with school district - SRO discussion

PUBLIC WORKS

- Roundabout design
- Stormwater Master Plan
- Aquifer Storage Recovery
- Utility Rate Study
- Paving project readiness

Other Context Considerations

To complete the environmental scan the team discussed other contextual factors of importance. The context map is an external view of all the factors impacting the organization, including the economic climate, political factors, community needs, and organizational trends. Below are some highlights from the discussion:

<p style="text-align: center;">ECONOMIC CLIMATE</p> <ul style="list-style-type: none"> • Inflation and Consumer Price Index (CPI) rate - impacts on price of goods and services, staff/labor contracts, cost of living adjustments (COLAs) • Wage growth in the community in comparison to inflation is currently stagnant • Labor shortage • Rising interest rates • All of these things impact the appetite for public support of funding 	<p style="text-align: center;">POLITICAL FACTORS</p> <ul style="list-style-type: none"> • State mandates: homelessness, home rule diminished, rules for cities that reach 10K in population, etc. • Public awareness of state mandates • Police academy is operated through the State - 6 month wait and impacts training • Potential issue with water rights re: Hillsboro • Potential for funding sources if the projects get funded (sewer line, etc.)
<p style="text-align: center;">COMMUNITY NEEDS</p> <ul style="list-style-type: none"> • Housing costs are increasing • Local jobs - losing the cannery meant losing jobs, labor shortage • Infrastructure - streets, sidewalks, sewer, water, storm • Public growth perception • Economic development with the cannery - how can this help alleviate pressure • Communication - what we're doing and why we are doing it • Partnerships • Safety and quality of life - concerns for all community members, impacts of homelessness, traffic enforcement, impacts of new housing development on services • We have a lot more families that need support than we have before • Expand our town halls - we need to break through the misconceptions and do a better job of telling our story 	<p style="text-align: center;">ORGANIZATION NEEDS/ TRENDS</p> <ul style="list-style-type: none"> • Labor shortage impacts wages for city employees • Organization needs to be in a position of expansion- lots of things the community and Council wants - what we need and can afford to do are two different things. The organization has not grown in recent years to align with community growth • Need to continue to grow community partnerships • Need for staffing to meet community needs and growth • Need for more technologies for staff and services
<p style="text-align: center;">TECHNOLOGY FACTORS</p> <ul style="list-style-type: none"> • Cybersecurity - contract with Keizer for IT but we were down for 3 days this past summer - lack of redundancy • Council Meeting - there have been some issues with Zoom - opportunities to improve technology with meetings • Need to promote the needs for technology • We have great internet service in town - this is a great asset 	<p style="text-align: center;">UNCERTAINTIES</p> <ul style="list-style-type: none"> • Workforce availability

2023 - 2025 GOALS

The team worked in small groups to complete a brainstorming exercise to refine existing goals flagged during the environmental scan to address current community and organization needs as well as develop idea proposals for new priorities. The groups shared the results of their brainstorming exercise with the larger group and the ideas were categorized according to themes. The team reviewed the problem and/or challenge being addressed and clarified the intent for each goal area to provide clear direction and focus for the supporting actions to ensure alignment with desired outcomes. The team worked to streamline the goals to focus on the most critical issues and provide clear direction to staff to shift focus as needed.

Following the retreat, City staff further refined the actions to reflect the team discussion. Additionally, staff assigned project sponsors and leads for each action and developed implementation timelines based on Council priorities, available resources, staff capacity, and workflows.

These goals will be implemented in addition to maintaining high-quality essential City services and continued implementation of the City's master plans.



GOAL

INFRASTRUCTURE

IMPROVE THE CITY’S INFRASTRUCTURE AND SUPPORT MAINTENANCE WITH SUSTAINABLE FUNDING

OUTCOMES

- Well-maintained City infrastructure
- Stability in the funding of the City’s infrastructure
- Fiscally responsible

OBJECTIVES	STAFF LEAD	PROJECT STATUS	TIMELINE
1.1 Develop five-year Capital Improvement Plan to include all capital investments	PW, Admin + Finance	Update once '22-'23 Utility Rate Study concludes	FY23-24
1.2 Complete analysis of the aquatic facility to understand capital and operational needs for the future	Admin + Finance	TBD	Dec '23 - Dec '24
1.3 Complete current facilities study and prioritize minor facility improvements	Admin	TBD	June '23+
1.4 Complete utility rate analysis	Admin, PW + Finance	TBD	PH 1 June '23 PH 2 June '24
1.5 Explore opportunities for alternative funding sources to address infrastructure needs	Finance	Ongoing	TBD
1.6 Complete construction of the aquifer storage and recovery (ASR) system at Mill Creek Park	PW	Ongoing	PH 1 Sept '24 PH 2 Dec '25
1.7 Complete infrastructure master plans	PW	TBD	FY24-26
1.8 Complete the update of the emergency operations plan	Admin	TBD	FY23-24

GOAL

HOUSING

ALIGN HOUSING POLICIES WITH THE COMMUNITY'S NEEDS

OUTCOMES

- Understand housing inventory/availability and potential needs
- Understand and maintain local control of our growth

OBJECTIVES

STAFF LEAD

PROJECT STATUS

TIMELINE

2.1 Complete the update of the housing needs analysis and prioritize recommendations

Planning

TBD

TBD

2.2 Evaluate and update policies, procedures, and standards for annexation to ensure the growth is within community values

Planning

TBD

TBD



GOAL

COMMUNICATIONS + ENGAGEMENT

INCREASE COMMUNICATION, ENGAGEMENT AND TRANSPARENCY

- OUTCOMES**
- Increase community involvement and support
 - Increased transparency
 - Create community infrastructure to understand current community needs
 - Accountability to the public

OBJECTIVES	STAFF LEAD	PROJECT STATUS	TIMELINE
3.1 Align resources to support increased engagement	Admin	FY23-24 will include proposals	June '23
3.2 Increase two-way public engagement to build awareness around infrastructure master plans	Admin	TBD	Jan '24
3.3 Update the City's website to improve navigation and ease of use	Admin	TBD	June '24
3.4 Establish guidelines and criteria for community fund to support community-driven projects	Admin	TBD	Dec '23



GOAL

ECONOMIC DEVELOPMENT

FOSTER A DIVERSE AND BALANCED ECONOMY TO SUPPORT A VIBRANT AND PROSPEROUS COMMUNITY

OUTCOMES

- Diverse and balanced economy to support livability
- Provide employment opportunities for residents
- Support a vibrant and prosperous community

OBJECTIVES

STAFF LEAD

PROJECT STATUS

TIMELINE

4.1 Reevaluate and prioritize economic development strategies

Planning

TBD

April '24 - Nov '24



GOAL GOVERNANCE

IMPLEMENT MODERN GOVERNANCE SYSTEMS THAT IMPROVE SERVICE TO THE COMMUNITY

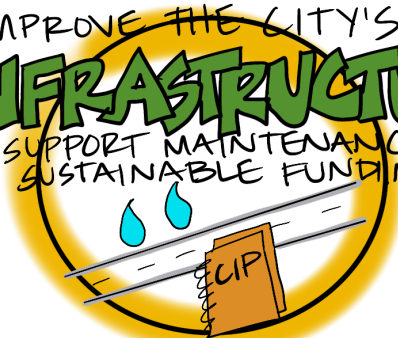
- OUTCOMES**
- Modern governance that meets community needs
 - Complies with state laws

OBJECTIVES	STAFF LEAD	PROJECT STATUS	TIMELINE
5.1 Complete Charter Review	Admin	TBD	April '24 – Aug '24 Election Nov '24
5.2 Update City Council Rules	Admin	TBD	June '23 – Dec '23

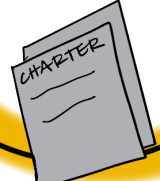


2023 - 2025 CITY COUNCIL GOALS

IMPROVE THE CITY'S
INFRASTRUCTURE
+ SUPPORT MAINTENANCE WITH
SUSTAINABLE FUNDING



IMPLEMENT MODERN
GOVERNANCE
SYSTEMS THAT IMPROVE
SERVICE TO THE COMMUNITY



STAYTON 2023 - 2025 CITY COUNCIL GOALS


ALIGN
HOUSING
POLICIES WITH THE
COMMUNITY'S NEEDS



**ECONOMIC
DEVELOPMENT**
FOSTER A DIVERSE + BALANCED
ECONOMY TO SUPPORT A VIBRANT
+ PROSPEROUS COMMUNITY



INCREASE
**COMMUNICATIONS
+
ENGAGEMENT**
+ TRANSPARENCY



TEAM AGREEMENT

The team reviewed background information on the history and purpose of the Council-Manager form of government. As part of this process, the team identified and explored the roles and expectations of Council and staff in the shared partnership to serve the Stayton community. The team discussed how Council and staff interact and support each other to advance the goals and foster an efficient and effective government. This discussion provided context for the goal-setting process as well as assisted the team in thinking about how they will work together to advance the goals.

SUPPORTIVE PARTNERSHIP

We are committed to building and maintaining trust amongst the team. We will assume positive intent and be respectful of one another. If questions or conflict arises, we will address the situation directly through respectful and open dialogue.

BE PREPARED

We are committed to sharing and listening to all voices in the community. We will come prepared to meetings with the necessary background information to ask informed questions, be an active part of the process, and be prepared to make decisions to provide policy direction to the organization.

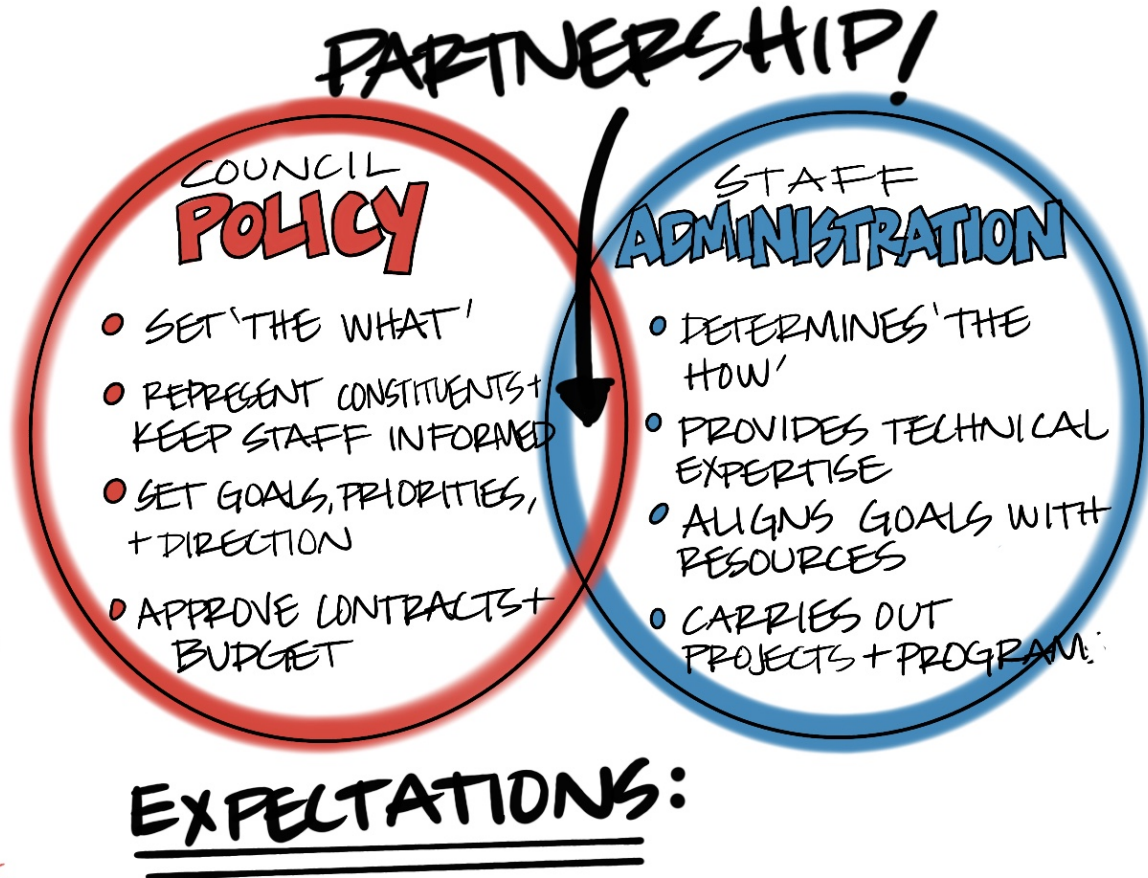
ACT AS ONE BODY

We are committed to listening and valuing all perspectives in the decision-making process. If there are differences of opinion in the deliberation process, we can respectfully disagree and remember that each teammate has Stayton's best interests in mind. Once a decision is made, we commit to moving forward as one team and supporting the majority decision. In the case of dissenting decisions, we will respectfully state our dissent while including a statement of why Council made their decision.

ENGAGEMENT AND COMMUNICATION

We are committed to serving the whole Stayton community and providing excellent service to all. We will engage regularly with our constituents to listen to all voices. We agree to provide timely communication to keep staff informed of community sentiments, concerns, questions, and priorities.

TEAM AGREEMENT



- Follow up on communication/information from community
 - Supportive partnership
 - Assume good intent
 - Articulate Council intent
 - Support Council direction
 - Neutral Advice
 - Provide recommendations where appropriate
 - Be open to alternative solutions
 - Provide Council with options
 - Provide professional and technical expertise in a way the public can understand
 - Be responsive
 - Support a high-performing organization
 - Progress updates
- Be prepared + ask questions - show up, be part of the process
 - Supportive partnership
 - Assume good intent
 - Mutual trust + respect
 - Communicate what is out there in the community
 - Make decisions
 - Act as one body - authority of the group lies with the group, not individuals
 - Provide clear direction

PROGRESS REPORTING

The Council and staff developing the following process to support accountability and transparency in the implementation of the goals and actions,

City staff will present semi-annual updates to City Council on the goals and actions. These updates will include any progress to advance the goals, reporting on success measures, challenges to be addressed, and areas needing clarification and/or further direction from Council. Additionally, staff will highlight any goals and actions in relevant staff report. Staff will continue to provide real-time updates to Council on relevant projects and include any pertinent developments in weekly updates to Council. The team will revisit the goals again in two years to assess progress on the goals, refine existing goals as needed, and develop new goals to reflect community and organization priorities.

City of
Stayton
OREGON



503-769-3425



29799 Town Center Loop E