

CITY OF STAYTON

2026–2028 CITY COUNCIL GOALS + ACTION PLAN



SSW CONSULTING



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Introduction

The City of Stayton is pleased to present the summary of the 2025 Council Retreat.

On February 8, 2025, the City Council and Leadership Team gathered to assess the status of the existing Council Goals adopted in 2023, refine the existing goals as needed, and develop any new goals to respond to needs and opportunities in the community. The 2026-2028 Council Goals will be adopted in March 2025 and will guide the work of the organization in serving the Stayton community over the next two years.

To guide this process, the City engaged SSW Consulting, a professional facilitation and strategic planning firm. The retreat aimed to achieve the following outcomes:

- Refine the Council goals to be tangible and measurable to guide the Council and organization in 2026-2028 and demonstrate progress along the way
- Build a shared understanding of the current context to inform goal refinement
- Build unity and ownership in the goals to create a shared vision together
- Review roles to strengthen staff and Council partnership to advance the Council's goals

In advance of the retreat, SSW Consulting conducted individual outreach interviews with the Mayor, City Councilors, and the Leadership Team to gather input on desired outcomes for the retreat, progress on the existing Council Goals, priorities for the future, and any opportunities and challenges that should be considered in the goal refinement process.

During the retreat, Council worked with staff to refine the goals to be responsive and relevant to the developments within the community and Council's shared vision for the future. They collaborated to assess current factors, trends, and considerations within the community and organization to develop clear and measurable goals to guide the work of the City. Staff will develop the biennial budget to align with the Council's goals and support implementation.

In addition to setting the Council's goals, the Council retreat is an opportunity to foster a cohesive team amongst Council and with staff. This shared partnership supports the effective advancement of the goals to ultimately improve and enhance prosperity, resiliency, and enjoyment for all in Stayton.



Stayton Team

CITY COUNCIL

Brian Quigley, Mayor

Stephen Sims, Council President

Luke Bauer, Councilor

Ken Carey, Councilor

Jordan Ohrt, Councilor

David Patty, Councilor

CITY LEADERSHIP TEAM

Julia Hajduk, City Manager

Alissa Angelo, Assistant City Manager

Jennifer Siciliano, Community & Econ. Dev. Director

James Brand, Finance Director

Janna Moser, Library Director

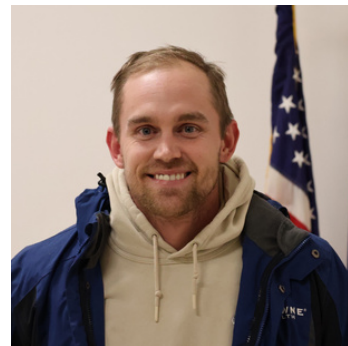
Gwen Johns, Police Chief



Mayor Brian Quigley



Stephen Sims
Council President



Luke Bauer
Councilor



Ken Carey
Councilor



Jordan Ohrt
Councilor

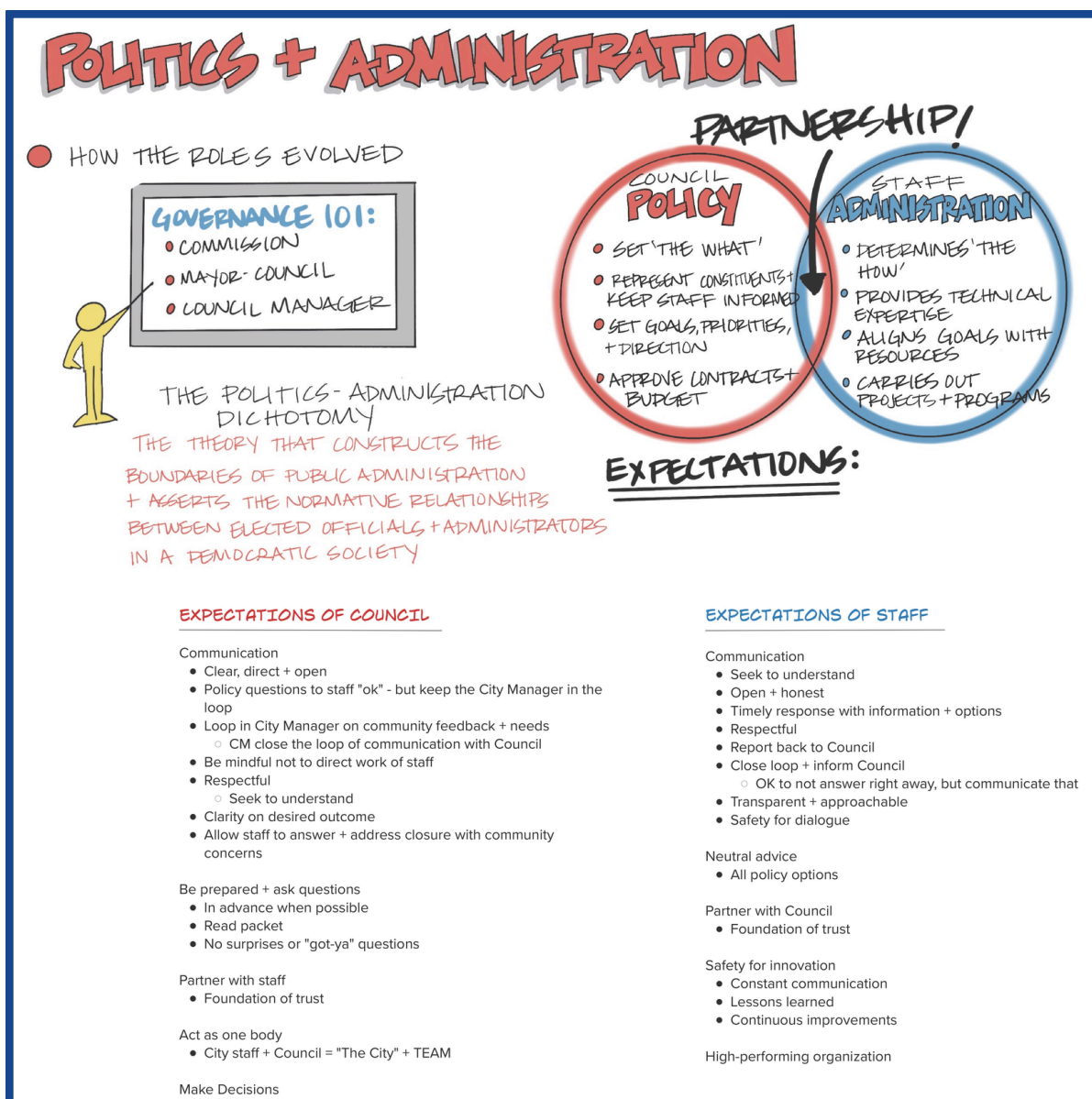


David Patty
Councilor

Partnership + Communication

Roles of Policy + Administration

Council and staff received an overview of the Council-Manager form of government and the roles of Council as policymakers and staff to carry out the Council's direction. The team discussed how these two bodies work together to best serve the Stayton community and expectations for a successful partnership. Using the graphic below as a guide, they identified their expectations for staff and Council.



Expectations of Council

- Communication
 - Clear, direct + open
- Policy questions to staff "ok" - but keep the City Manager in the loop
- Loop in City Manager on community feedback + needs
 - CM close the loop of communication with Council
- Be mindful not to direct work of staff
- Respectful
 - Seek to understand
- Clarity on desired outcome
- Make Decisions
- Allow staff to answer + address closure with community concerns
- Be prepared + ask questions
 - In advance when possible
 - Read packet
 - No surprises or "got-ya" questions
- Partner with staff
 - Foundation of trust
- Act as one body
 - City staff + Council = "The City" + TEAM

Expectations of Staff

- Communication
 - Seek to understand
 - Open + honest
 - Timely response with information + options
 - Respectful
 - Report back to Council
 - Close loop + inform Council
 - OK to not answer right away, but communicate that
 - Transparent + approachable
- Safety for dialogue
- Neutral advice
 - All policy options
- Partner with Council
 - Foundation of trust
- Safety for innovation
 - Constant communication
 - Lessons learned
 - Continuous improvements
- High-performing organization

Team Agreements for Partnership

The policy and administration roles and expectations discussion resulted in some key takeaways for the team to support a strong partnership. The graphic on the following page outlines Council's vision for the next two years, shared values they will embody as they work together, and the team's commitment to building a culture of trust, transparency, respect, and collaboration.



CITY OF STAYTON

TEAM AGREEMENT

Our Vision: Stayton is a vibrant, connected community where people come first, growth is intentional, and every resident has the opportunity to thrive.

WE VALUE

Intentionality

We act with purpose, ensuring that our decisions and actions align with the best interests of our community, fostering trust and meaningful impact.

Collaboration

We work together, across teams and with our community, recognizing that collective effort leads to stronger solutions and a more connected Stayton.

Stewardship

We are responsible stewards of public resources, time, and trust, ensuring sustainability and accountability in everything we do.

Engagement

We listen with intention, value diverse perspectives, and create space for residents to be heard, shaping a future that reflects their needs and aspirations.

Progress

We move forward with integrity and innovation, always seeking solutions that strengthen our community and organization for generations to come.

OUR COMMUNICATION COMMITMENT

Building a culture of trust, transparency, respect, and collaboration

1. Be Clear, Direct & Open

- Communicate in a straightforward, transparent manner
- Ensure clarity on desired outcomes before discussions

2. Keep the City Manager in the Loop

- Council may direct policy-related questions and community feedback to City Manager or staff, but City Manager needs to stay in the loop on all communications
- The City Manager is responsible for closing communication loops with the Council

3. Respect Boundaries & Roles

- Council members should not direct the work of staff— staff should execute their responsibilities under direction of City Manager
- Staff provides neutral, well-rounded policy options without bias to Council so they can make decisions and give policy direction.

4. Foster a Culture of Respect & Understanding

- Always seek to understand before responding
- Maintain a respectful tone, even when there are disagreements
- Create a safe space for dialogue where all perspectives are valued

5. Ensure Timely & Transparent Communication

- Staff will respond to inquiries with timely information and options
- If an immediate answer isn't possible, staff will communicate when a response can be expected

6. No Surprises

- Council should prepare for meetings by reading materials provided by staff and asking questions in advance when possible
- Staff will do their best to answer Council questions in a timely manner and share responses with all members

7. Partner as One Team

- Staff and Council operate as "The City"—a unified team working toward shared goals
- Trust is the foundation of effective collaboration

8. Encourage Innovation & Continuous Improvement

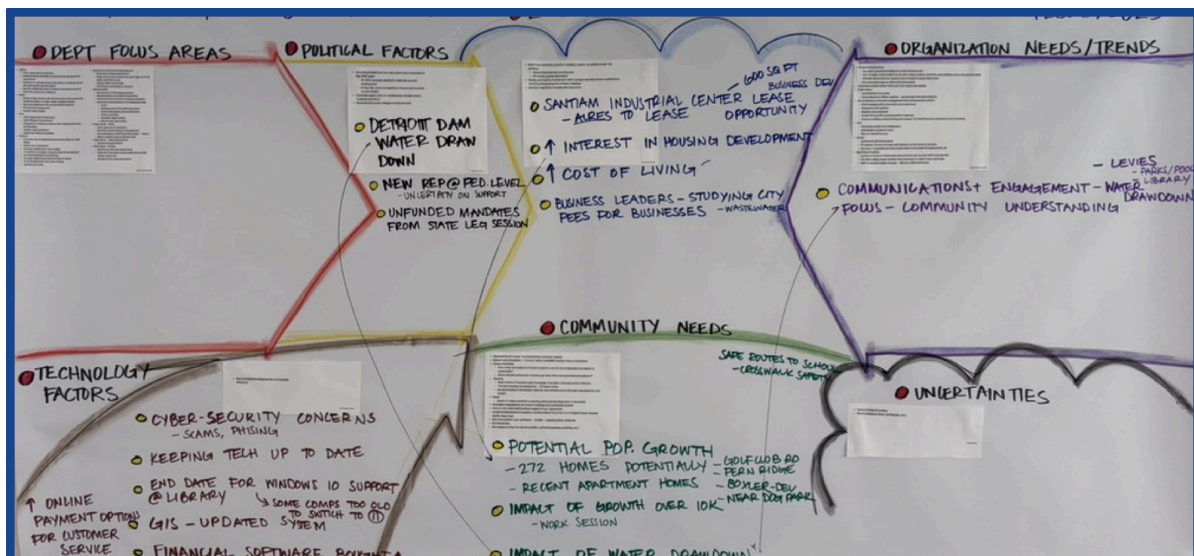
- Maintain open lines of communication for lessons learned and process improvements
- Support a culture of innovation while ensuring accountability

Environmental Scan

Understanding the Current Context

To build a shared understanding to inform the goal refinement process, Council and staff completed a context mapping exercise to assess the current environment in Stayton. The team explored internal considerations, such as upcoming and current work underway within City departments and organizational needs and trends. Similarly, the team discussed external considerations, including community needs, political factors, economic climate, technology factors, and uncertainties.

Through the discussion, the team identified key areas for the Council to address in the goal refinement process. By understanding the current context for where the community and organization is today, Council can respond with relevant and responsive goals to lead the organization into the future. The following notes and graphics summarize the results of the discussion.



Department Focus Areas

Library

- Voter approval of critical levy
- Continue to bring innovative programs and services to the community
- Continue to refresh areas in the Library in response to how the community uses the space
- Identify additional ways to support community groups to improve community resilience

Police

- Become fully staffed with 13 sworn and 1.5 non-sworn staff
- Implementation of radar reader feedback boards
- Plan and implement first annual Citizen Academy
- Fill detective assignment
- County radio project

Pool

- Voter approval of critical levy
- Adult lifeguard recruitment
- Lifeguard in training to receive their Lifeguard Instructor Certification
- Facility improvements?
- Implement lifeguard classes

Finance

- Increase use of paperless and auto-pay for utility billing
- Online court payments
- Develop a balanced 2-year budget
- Transition from paper checks to electronic payments
- Develop expenditure projections
- Develop Capital Improvement Plan for assets
- Staff development and cross training
- Update City codes

Community and Economic Development

- Downtown parking adjustments
- Public Arts survey to determine what types of art the public would like to see
- Stayton Safety Action Plan
- Safe Streets and Roads for All grant

Administration

- Recruitment to fill all open positions
- Reorganization of the Safety Committee
- Community Center kitchen remodel completion
- Improved communication in the following areas:
 - Planning for levies
 - Meetings where fees will be discussed
- Charter discussions and amendments
- Safety reminders
- Volunteer opportunities

Public Works – Parks

- Voter approval of critical levy
- Riverfront south parking lot development
- Groundbreaking on Mill Creek Park project – phase 1
- Replace shelter posts at Santiam Park

Public Works – Water/Stormwater

- Aquifer Storage Facility

Public Works - Streets

- Shaff Road water line and services
- Westown Drive water service replacements, ADA ramps, and paving
- Westown Drive repaving projects

Political Factors

- Upcoming Parks/Pool Levy and Library levy increases on May 2025 ballot
 - 30-40% increase needed to maintain current funding level
 - If they fail, would be significant drop in service level to community
- Potential opportunity for wastewater infrastructure funding from State
- Several large-scale changes at Federal level
- Detroit Dam water drawdown
- New State Representative
- Potential unfunded mandates

Economic Climate

- Downtown business growth is trending upward, would like to see this continue
- Supporting business development
- Attracting people downtown
- Strong community involvement with Chamber and Main Street organization, monthly entrepreneurial network meetings
- Santiam Hospital is merging with Samaritan
- Santiam industrial center has an opportunity of being leased - lots of acres of the building to be leased (10 different lease areas)
- Interest in housing + development --> increase tax base
- Increase in cost of living
- Business leaders - Studying city fees for businesses - wastewater

Technology Factors

- Use of Artificial Intelligence (A.I.) to increase efficiency
- Cybersecurity
- Ensure technology is up to date
- Library - Windows 10 support (Regional Library Service will do updates, but we have equipment that is too old to switch to Windows 11)
- GIS - update computers to meet the needs of the updates + upgrades
- Financial software bought by new company - different support costs more money
- Enhance customer service with digital improvements + enhancements
- Online payment options for customer service

Organizational Needs/Trends

- Streets/Infrastructure
 - Success in acquiring funding for street infrastructure
 - A lot of public works projects to do with money in place; need time and staffing to carry the work forward
 - Fill Public Works Director vacancy and strengthen department team
 - Increase awareness on deferred maintenance
- Code enforcement officer hired, but more resources needed
- Public Safety
 - Accreditation in process
 - School Resource Officer position – partnership with School District
- City increasing community engagement and communication efforts
 - Staff engaging with community more and more
 - Dedicated staff position
 - Website improvements
 - Streets 101 and 201 received positive response
 - Focus on building understanding and support for Parks/Pool Levy and Library Levy increases
- Pool
 - Pool study results are coming soon
 - Sustainable funding for pool
 - Plan for Parks/Pool Levy
- Library
 - Community gathering space
 - If it passes, the levy increase will maintain current level of services
 - Any new or expanded services would need to be funded through grants, etc.
- Operations/Facilities
 - Continued focus on efficiencies and customer service; but staff is spread thin
 - City Hall building needs facilities improvements to make it more workable
 - Shift to biennial budget process – will save 1,000 staff hours
- Communication + Engagement needs
 - Impacts of the Detroit Dam drawdown on the community
 - Levies - parks, pools, library

Community Needs/Trends

- Streets/Infrastructure - continued improvements are needed
- Detroit Lake Dam drawdown + future of water availability during times of drawdown
- Communications
 - Given long-term nature of streets projects, how do we communicate progress to community?
 - Where should community members go when they have questions/complaints?
- Housing
 - Need variety of housing types for people to be able to live and work in Stayton
 - Two new housing developments – 272 apartments
 - As new housing is developed, need for new infrastructure that gets absorbed into City system
- Parks
 - Desire for improvements to existing parks and development of new parks
- Increased engagement at Council meetings and community events
- A lot of unity and small business support in our community
- Family Building Blocks is building a location down the street from hospital (lower-income family resources)
- Dark intersection near cemetery – fatality + ongoing safety concerns
- Homelessness
- More opportunities for kids (recreation, gathering spaces, activities, etc.)
- Potential growth
 - 272 new homes
 - Recent apartment homes
 - Golf Club RD
 - Fern Ridge
 - Bochsler - Dev
 - Near dog park
- Impact of growth over 10K
 - Work session
- Impact of Detroit Dam drawdown
 - Community understanding + engagement
- Safe Routes to School
 - Crosswalk safety

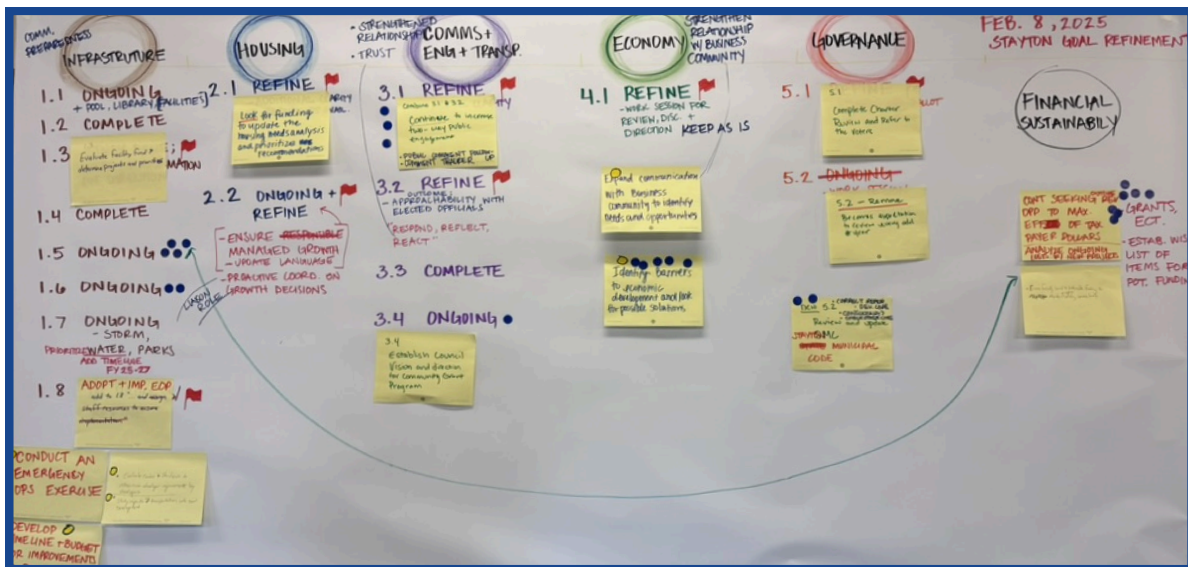
Uncertainties

- Future of Federal funding
- Natural disasters (fires, earthquake, etc.)

Goal Refinement Process

Following the context mapping exercise, the team collaboratively reviewed the 2023-2025 Goals and status of the supporting actions. Actions were identified as either being complete, ongoing, or needing refinement, reflecting on the work accomplished over the past two years and considering opportunities identified during the environmental scan discussion. The team broke into small groups to facilitate a targeted discussion on specific goal areas, focusing on the desired outcome for each. Council worked with staff to develop proposals to refine existing actions as needed and proposals for any new items for Council to consider.

As each group reported the results of their discussion and proposals to the larger team, Council participated in a facilitated discussion to provide clarity and direction to staff in the actions. After all goal areas were discussed and Council achieved consensus in the draft goals and actions for the next two years, Council participated in a prioritization exercise of the actions to aid staff in the implementation process.





CITY OF STAYTON 2026–2028 CITY COUNCIL GOALS



INFRASTRUCTURE

Improve and maintain the City's infrastructure and facilities in a financially sustainable manner



HOUSING

Align housing policies with the community's needs



COMMUNICATIONS + ENGAGEMENT

Strengthen engagement, connection, and trust with the community



ECONOMIC DEVELOPMENT

Foster a diverse and balanced economy to support a vibrant and prosperous community



GOVERNANCE

Implement modern governance systems that improve service to the community



FINANCIAL SUSTAINABILITY

Promote a financially stable and sustainable organization equipped to meet the needs of the community

Goal 1: Infrastructure

Improve and maintain the City's infrastructure and facilities in a financially sustainable manner

OUTCOMES:

- Well-maintained City infrastructure and facilities to support current use and growth
- Stability in the funding of the City's infrastructure and facilities
- Fiscal responsibility

ACTION		LEAD	TIMELINE
1.1	Develop five-year Capital Improvement Plan to include all capital investments	PW / Admin / Finance	Multi-phase: <ul style="list-style-type: none"> • Phase 1 - Simple 5 year CIP- NOW • Phase 2 - Detailed and comprehensive 5 year CIP - June 2027 • Phase 3 - Annual update and review of the CIP -annually
1.2	Evaluate facility fund and determine projects and priorities	Finance / PW	June 2027
1.3	Complete construction of the aquifer storage and recovery (ASR) system at Mill Creek Park	PW	<ul style="list-style-type: none"> • Shaff Rd water line - Summer 2025 • ASR design/permitting- April 2025-April 2026 • ASR construction - Spring 2026-Spring 2027
1.4	Update infrastructure master plans: <ul style="list-style-type: none"> • Stormwater • Water • Parks 	PW	<ul style="list-style-type: none"> • Stormwater underway, estimated completion date: December 2026 • Water FY 26/27 • Parks FY 27/28
1.5	Complete update and implement the emergency operations plan	Admin	FY 25/26; implementation ongoing
1.6	Actively participate in emergency operations exercises	Admin	Beginning in 2026
1.7	Evaluate codes and standards to maximize developer improvements by developers	CED / PW	*December 2026
1.8	Study impacts of transportation on development	CED / PW	Present- Sept 2028 (SS4A and TSP update)
1.9	Develop timeline and budget to inform approach for pool improvement direction	Admin	*December 2026

Goal 2: 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
- Maintain the City's existing assets while balancing the demands of growth

ACTION		LEAD	TIMELINE
2.1	Assess funding options to update the housing needs analysis and prioritize recommendations	CED	TBD
2.2	Evaluate and update policies, procedures, and standards for annexation	CED	"December 2026

Goal 3: Communications + Engagement

Strengthen engagement, connection, and trust with the community

OUTCOMES:

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

ACTION		LEAD	TIMELINE
3.1	Continue to increase two-way public engagement	Admin	Ongoing
3.2	Establish Council vision	Admin	"December 2026

Goal 4: 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
- Strengthen relationship with business community
- Continue to enhance downtown and make it welcoming

ACTION		LEAD	TIMELINE
4.1	Review existing economic development strategies and consider whether modifications or reprioritization is necessary	CED	April/May 2025 for review If modifications are needed, timeline TBD
4.2	Identify barriers to economic development and look for possible solutions.	CED	Present-June 2026
4.3	Expand communication with business community to identify needs and opportunities	CED	Ongoing

Goal 5: Governance

Implement modern governance systems that improve service to the community

OUTCOMES:

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

ACTION		LEAD	TIMELINE
5.1	Complete Charter review	Admin	Present-April 2025
			Election - Nov 2025
5.2	Review + update Stayton Municipal Code	Admin	"December 2027

Goal 6: Financial Sustainability

Promote a financially stable and sustainable organization equipped to meet the needs of the community

OUTCOMES:

- Financial sustainability
- Sustainable growth
- Organizational resiliency and efficiency

ACTION		LEAD	TIMELINE
6.1	Continue seeking outside revenue opportunities to maximize the effectiveness of taxpayer dollars	Admin / Finance	Ongoing
6.2	Ensure fiscally sound and sustainable funding to maintain existing service levels	Admin / Finance	Ongoing
6.3	Explore opportunities for alternative funding sources to address infrastructure needs	Admin / Finance	Ongoing

Implementation + Progress Reporting

To support accountability and transparency in advancing the goals and actions, Council and staff agreed to continue the implementation process they developed during the 2023 Council Retreat.

After the retreat, City staff worked together to assign project leads to each action and develop timelines based on Council prioritization, department workflow, and resources. Following the adoption of the goals, City staff will develop the biennial budget to align resources with the goals. Furthermore, department heads will update their department work plans accordingly to support implementation of the goals while continuing to provide the highest quality services to the Stayton community.

City staff will continue to present regular updates throughout the year to 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 reports. 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 conduct an in-depth assessment of the goals again in two years to review progress, refine existing goals as needed, and develop new goals to reflect the community and organization's priorities moving forward



CITY OF STAYTON

(503) 769-3425
staytonoregon.gov

362 N. Third Avenue
Stayton, OR 97383



SSW CONSULTING

Prepared by SSW Consulting

Sara Singer Wilson, Principal/Owner

Ashley Sonoff, Facilitation + Strategy Associate

Sasha Konell, Communications + Engagement Associate

Kelsey O'Halloran, Communications + Engagement Strategist

Maleigha Martinez, Administrative Assistant