



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

**TO: Mayor Quigley and the Stayton City Council**  
**FROM: Barry Buchanan, P.E.- OR. Interim PW Director**  
**DATE: April 20, 2026**  
**SUBJECT: WORKLOAD PRIORITIZATION**

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**INTRODUCTION:**

The City of Stayton is currently operating within a structural gap between available resources and actual infrastructure needs. Neither current funding levels nor staffing capacity are sufficient to properly operate, maintain, renew, and improve the City’s public assets to an acceptable standard. As a result, portions of the City’s infrastructure portfolio are effectively being consumed through deferred maintenance and reactive response rather than managed through planned stewardship.

In practical terms, assets that should be maintained at a “good” standard—meaning approximately average or better on a five-point State of the Asset scale ranging from failed to excellent—are instead trending downward toward deterioration and failure. This pattern of “mining the infrastructure” means systems are being relied upon until breakdown occurs, without adequate long-term planning for operations, rehabilitation, replacement, expansion, or decommissioning.

Given these realities, disciplined workload prioritization is essential. City resources must be directed first toward the highest risk-of-failure issues, while also establishing a sustainable framework for asset management, service reliability, and future capital planning.

**STAFF REQUEST:**

Council support staff to:

**1. IDENTIFY THE ASSETS.**

- a. Formulate asset registers for the 6 asset classes identified in the city:
  - i. Potable Water
    - 1. Water Source
    - 2. Water Treatment & Disinfection
    - 3. Storage
    - 4. Distribution
    - 5. Services
  - ii. Wastewater
    - 1. Laterals

2. Collections
  3. Treatment
  4. Liquid Disposal
  5. Solids Disposal
- iii. Stormwater
1. Collections
  2. Flow Control
  3. Treatment
  4. Disposal
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- iv. Streets
1. Minor Arterial
    - a. Margin
      - i. Verge
        1. Grass/Gravel
        2. Planters/Street Trees
      - ii. Sidewalk
      - iii. Back of Sidewalk
    - b. Roadway
      - i. Carriageway
      - ii. Shoulder
      - iii. Curb/Curb & channel
  2. Collector
    - a. Margin
      - i. Verge
        1. Grass/Gravel
        2. Planters/Street Trees
      - ii. Sidewalk
      - iii. Back of Sidewalk
    - b. Roadway
      - i. Carriageway
      - ii. Shoulder
      - iii. Curb/Curb & channel
  3. Local
    - a. Margin
      - i. Verge
        1. Grass/Gravel
        2. Planters/Street Trees
      - ii. Sidewalk
      - iii. Back of Sidewalk
    - b. Roadway
      - i. Carriageway
      - ii. Shoulder
      - iii. Curb/Curb & channel
- v. Parks & Recreation
  1. Open space

2. Sports Playing Field
  3. Children's Playgrounds
  4. Amenities
  5. Swimming Pool
- vi. Facilities
1. City:
    - a. Town Hall
    - b. Conference Center
    - c. Police Station
    - d. Court
  2. Community:
    - a. Theater
    - b. Moose Lodge
    - c. Teen Center
    - d. Library
    - e. Community Center

## 2. AGREE THE REQUIRED LEVELS OF SERVICE

- a. Formulate and agree the required Levels of Service for each Asset in terms of:
  - i. Capacity/Demand
  - ii. Condition
  - iii. Compliance
  - iv. Efficiency

## 3. IDENTIFY THE ISSUES

- a. Determine the State of the Assets (SoA) when judge against the agreed levels of service. The ISSUES.
- b. Establish a predictive failure model for 1, 2, 5, 10, 20, 50 years and longest-lived asset life.

## 4. PRIORITIZE THE ISSUES

- a. Prioritize the ISSUES in terms of Risk.
  - i. From the SoA determine the remaining useful life (RUL)
  - ii. From the RUL determine the Likelihood of Failure (LoF)
  - iii. Identify the modifiers that increase or decrease the LoF.
  - iv. Determine the Consequence of Failure (CoF) of the asset in terms of:
    1. Social impact
    2. Environmental impact
    3. Economic impact
    4. O&M impact
  - v. Identify the modifiers that increase or decrease the CoF.
  - vi. Determine the Risk of Failure (RoF) ...
 
$$\text{RoF} = (\text{LoF} \times \text{Modifiers}) \times (\text{CoF} \times \text{Modifiers})$$
  - vii. Rank the assets RoF to form a prioritized list of ISSUES.

## 5. IDENTIFY THE NEED.

- a. Identify the Lease Life Cycle Cost (LLCC) solution that has the most acceptable residual risk to the ISSUE. This is the NEED; CapEx or OpEx.

## 6. FORMULATE ASSET MANAGEMENT PLANS (AMPS)

- a. Identify the most cost effective, time appropriate solution implementation methodology for the NEED. The formation of the asset class Asset Management Plan (AMP).
- b. Identify and confirm an appropriate funding source to implement the NEEDs. The formation of the Strategic Asset Management Plan (SAMP)

## 7. IMPLEMENT THE NEEDS

- a. Gain approval to implement the NEED.
- b. Implement the NEED

## 8. PROCURE & IMPLEMENT

- a. Computerized Maintenance Management System (CMMS)
- b. ESRI GIS tools
- c. PMBOK and other strategic Project Management tools/systems
- d. Appropriate AI management support tools

## 9. IMPLEMENT OPERATIONS EXCELLENCE & RELIABILITY CENTERED MAINTENANCE

- a. Maximize - Availability, Useful Life, Utilization, Customer Value
- b. Minimize - Whole of Life Cost, Organizational Risk
- c. Optimize - Quality, Quantity, Decision making
- d. Eliminate - Waste, Accidents

## AND

- keep ALL existing assets operational

## ON GOING ACTIVITIES/CONCERNS

- *POTABLE WATER*
  - Detroit Dam Deep Draw Dawn – Wintertime
  - Potential raw water contamination with Cyanobacteria – Summertime
  - Raw Water Source
    - Recovery from the 2025 December Santiam River flood
      - Blockage in the Adjudicated North Channel of the North Santiam River around Geren Island
      - Blockage of the SWCD hydro channel inlet
    - Failure of the 50 & 75 Hp raw water river well
    - Operation and Maintenance of the existing Rainey Well
    - Coordination of a new City of Sublimity intertie
    - Coordination of the existing City of Salem intertie
    - 30" Raw water Main Isolation Valve Installation and Automation

- Aquifer Storage Recharge (ASR)
  - Coordinate/Manage RFQ and RFP for the progressive Design Build of the ASR facility
  - Project Manage the design, construction, and implementation of the ASR into the city's water system
- Treated Water Distribution
  - 24" Treated water main leaving the WTP crossing the SWCD ditches replacement
  - Completion of the Shaff Rd 16" Watermain
  - Numerous undersized water mains for firefighting service
  - Numerous aged and failing water mains - leaking
  - Failing water meters – resulting in under reading/lost revenue
- *WASTEWATER SYSTEM*
  - WWTF
    - Hydraulic capacity failure <10-MGD
    - Process capacity < 2.7-MGD
    - SBR control system failure
    - SBR FOG handling limitations
    - SBR maintainability – valve/pipework access
    - Electrical system code compliance
    - Yard pipework under size
    - Sludge Dryer
      - Maintainability – oil changes, leaking/broken hoses/fittings, screw/cover access
      - Screw support/retainage failure
      - Exhaust air quality – water trap, scrubber baffles, scrubber drains, insufficient filtration – GAC blinding, GAC replacement access
    - Site communications – phone/data limitation
  - Disposal
    - Potential liquid mixing zone in hydro tail race channel insufficient – resolve to extend outfall to the main stem of the river.
    - Solids accumulation, Class A.
    - If dryer fails, we can make some class B sludge solids, but most will require collection and trucking to Northern California or Seattle Washington
  - Collections
    - Wilco Pump station has a continuing intermittent pump failure, requiring operator/maintainer attention weekly/daily
    - Inline FOG is a growing concern
    - Capacity modifications with:
      - WWMP Phase 2.3 & 2.4 are progressing:
        - Intention to complete design by end of 2026
        - Break the construction into 3 elements and complete construction in 2027

- Ida St too Salem Ditch
- Salem Ditch to Hollister on 3<sup>rd</sup>
- Salem Ditch Crossing
- I&I is a major concern a crossing the collection system with peaking factors from ADWWF to PWWF greater than 6x.
- Intertie coordination/management with the City of Sublimity

- *STORM WATER SYSTEM*

- Code update to match Portland SWMM
- Collection System
  - Pipes
    - TV and cleaning
    - Renewal/New/Disposal
  - Open channel/Ditches
    - Mowing, cleaning, maintaining
    - Flow control
    - Vermin control
  - Detention Basin
    - Mowing, clearing, cleaning, maintaining
- Private system Monitoring, Control, Reporting
  - Phillips Estates
  - Sylvan Estates
- Regional SW facilities
  - Coordination, design, implement
    - Kindel Way detention basin expansion
    - Wet land filling and mitigation
    - SWCD Salem Ditch restoration/upgrading
    - Golf Cub Rd., Shaff Rd., and Wilco Rd. intersection SW upgrade
- Salem Ditch ownership, renewal/O&M, potential MS4 permitting implications
- Pollution Control Manhole maintaining, design, and construction
- Catch basin replacement on Kindel Way
- Numerous stormwater ponding and disposal issues on several streets

- *STREETS*

- Westtown ADA ramps and overlay
- Hollister St ADA ramps and overlay
- Slurry Seal East End Pine, East Ceder, Northern End of Scenic View, Mt Estates
- Crack sealing in assorted locations yet to be defined
- Coordination with the Marion County re Shaff Rd Safe Routes to Schools reconstruction
- Management of the Shaff Rd, 3<sup>rd</sup> Street intersection Safe Routes to Schools improvements
- Safe Streets for ALL (SSFA) project definition and implementation through grants
- Review and redefining Shaff Rd, Golf Club Rd, and Wilco Rd intersection upgrading

- Coordinating summer dust control applications
- Establishing prioritized carriageway improvements plan for ride ability and stormwater management
- *PARKS & RECREATION*
  - Future planning for the Parks & Recreation Levy resultant
  - Evaluation of next steps for Mill Creek Park
  - Coordination of staff for summer parks growth and activities
  - Establishing Pool CapEx. program given the levy passes
    - Several ongoing issues exist that will be evaluated in more depth once the levy results are known
- *FACILITIES*
  - Ongoing day-to-day O&M plus specifics coordination including:
  - City:
    - Town Hall
      - Roof ventilation system leaks with water intrusion
    - Conference Center
      - Final snagging list completion
      - Wall decoration and finishing
    - Police Station
      - Generator inspection and yearly certification
    - Court
      - Restroom reinstatement having completed new wainscoting
  - Community:
    - Theater
      - cf. Town Hall.
    - Moose Lodge
      - Reviewing utilization and potential for PW use
    - Teen Center
      - Complete weather repairs
    - Library
      - No ongoing issues
    - Community Center
      - Coordinate utilization of Grant funds for floor replacement and upgraded ADA access
- *GRANTS*
  - Grant Review, Preparation, Management
    - USACE Cap. WRDA – Sublimity Intertie – Ask \$1.97M
    - DWSRF/OHA – Sublimity Intertie – Ask \$1.97M
    - OWRD/EPA – ASR/Shaff Rd Pipeline – Project Cost \$5M – Awarded \$3.82M – Min 25% City contribution from SCDs
    - ARPA – Water Projects – Spent

- SB-1530 OBDD – MP Priority 2.3 Ida to Salem Ditch Sewer – Ask \$3M reimbursement
- CWSRF DEQ – MP Priority 2.2 Abandon Gardner PS – Project Cost \$2.1M & MP Priority 2.4 Salem Ditch to Hollister + Salem Ditch Crossing \$3.1M – Loan, 50% forgivable, up to \$2M/yr.
- USDA – WEB – SBR Modification - \$1M 25% cost share
- ARPA – Wastewater Projects - \$0.3M SW & \$0.62M WW
- ODOT SRTS – 3<sup>rd</sup> and Fern Ridge Cross walk Improvements - \$0.54M reimbursement
- ODOT STIP – Annual Payment for Streets Projects
- Fed Ear Mark – Shaff Wico Golf Club Rd Intersection - \$0.8M 25% cost share, City SDCs
- USDA Rural Development WEP – Regional SW Facility – Project Cost \$4.0M – Awarded \$1.875, 25% cost share
- OPRD – Mill Creek Park – Project Cost \$\$\$ - Awarded \$1.0M, City Match \$0.75M
- CDBG US HUD – Community Center Upgrades – Project Cost \$0.11M – Awarded \$0.08M

- *REPORTING*

- Weekly Update
- Monthly Web Update
- Monthly Council Update
- Yearly Performance Measures
- Periodic Workshops
- Miselaneous