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MEMORANDUM

City Manager's Office

Date: January 6, 2026

To: Mayor Jackola and City Council
From: Ron Whitlatch, City Manager
Subject: Strategic Plan and City Council Priorities Update

Introduction

The City Council adopted the Strategic Plan for 2025–2029 to provide long-term policy direction and guide organizational priorities, budgeting, and work planning. As part of the implementation framework, the Strategic Plan is reviewed and updated annually to ensure it addresses current conditions, Council priorities, and community needs.

On November 12, 2025, the Lebanon City Council and City leadership team participated in a Goal Setting and Strategic Plan Update Workshop. The workshop served as the annual review for Year 1 of the Strategic Plan and focused on identifying priorities and actions for Year 2 of implementation.

The City engaged SSW Consulting, a professional facilitation and strategic planning firm, to assist with the workshop and the development of the Strategic Plan Addendum for January 2026.

Background

The Goal Setting and Strategic Plan Update Workshop provided an opportunity for City Council and City leadership to reflect on progress made during the first year of Strategic Plan implementation, recognize completed actions and organizational successes, and develop a shared understanding of the City's current operating context, core functions, and funding outlook.

Prior to the workshop, SSW Consulting conducted individual outreach interviews with the Mayor and City Council and administered a survey to department directors. This input informed the workshop agenda and supported focused discussion on priorities and implementation.

During the workshop, City Council identified key priorities to guide staff work and resource

allocation for 2026, including:

- Upgrading the wastewater treatment plant
- Seeking funding to re-open the municipal jail
- Exploring a service fee to support city services for higher education organizations
- Developing a strategy for redevelopment and reuse of the Champion Mill brownfield site
- Identifying funding for Library expansion
- Revitalizing the downtown zone to address vacant properties and leverage proximity to the Comp-NW campus
- Developing a succession planning policy and plan
- Conducting advocacy and lobbying for state funding and policy reform
- Identifying capital funding to match a potential solar project grant

These priorities are incorporated throughout the Strategic Plan Addendum and reflected within each goal area to ensure alignment between Council direction and staff implementation.

Recommendation

Staff recommends that the City Council approve the Strategic Plan Update and City Council Priorities (January 2026 Addendum) as presented.