



**TALENT CITY COUNCIL
STUDY SESSION AGENDA**

**– HELD AT TALENT COMMUNITY CENTER –
(104 E. Main Street)
May 1st, 2024 - 4:30 PM**

To attend to the meeting via Zoom, please visit the City's website at www.cityoftalent.org for the link information. All Council meetings are digitally recorded and will be available on the City website: www.cityoftalent.org. The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired, or for other accommodations for persons with disabilities, should be made at least 48 hours in advance of the meeting to the City Recorder at 541-535-1566.

The City Council reserves the right to add or delete items as needed, change the order of the agenda, and discuss any other business deemed necessary at the time of the study session and/or meeting.

- 1. Call to Order / Roll Call**
- 2. Finalize City Council Goals, Priorities, and Action Plan**
- 3. Adjournment**



City Council Agenda Report

Meeting Date: May 1, 2024
Department: City Manager
Staff Recommendation: Review

Staff Contact: Gary Milliman
E-Mail: gmilliman@cityoftalent.org
Estimated Time: 10 mins.

ISSUE BEFORE THE COUNCIL

Preliminary review of City Council goals document and possible workshop schedule to finalize Goals

BACKGROUND

The City Council conducted a goal setting workshop on February 21, 2024. Staff has incorporated the new information gathered from that meeting into the 2023-24 Goals, Priorities and Action Plan. It should be noted that this plan now has 17 goals and 73 action items. We need to do some work to collapse these goals and action plans into a more manageable program of work. During his initial 90-day tenure, the City Manager has assessed that, while aspirational, many of these goals are not achievable and action plan items cannot be accomplished given the City's current and foreseeable level of staffing and fiscal capacity.

The City Manager is recommending an additional workshop to refine the Goals, Priorities and Action Plan as a part of the Budget process.

The City Manager has reviewed the draft 2024-25 budget and future revenue projections with the Finance Director, and is preparing for the first Budget Committee meeting on May 1. It is the assessment of the Management Team that the City cannot sustain the current level of services or embark upon achieving many of the goals and programs given the current revenue base and heavy impact of inflation on expenditures. The City Manager recommends that the City Council identify the top three Goals as:

1. Develop and approve short and long term financial plans for sustaining existing priority services including public safety, public utilities and public facilities.
 - a. Cost of service, fee studies and fee adjustments.
 - b. Undertaking a public process to explore law enforcement options, including a possible property tax measure.
 - c. Continuous evaluation of alternative methods of providing services through staff attrition.
 - d. Significantly reduce or eliminate discretionary spending.
 - e. Seek alternatives to some employee benefit programs.
 - f. Delay new initiatives that would require new General Fund expenditures.
 - g. Develop an economic development program that includes, as a priority, a strategy for increasing and stabilizing the City's revenue base.

2. Implement the Gateway/Gangnes Road infrastructure project.
 - a. Collaborate with partners to expedite relocation of existing residents to permanent housing; remove trailers.
 - b. Review and refresh infrastructure development strategy and timeline.
 - c. Prepare new Request for Proposals for development of TURA site.

- d. Select TURA site developer.
 - e. Construction of improvements (2-3 years estimated).
3. Establish and/or upgrade basic internal administrative systems.
 - a. Establish written policies and procedures on a variety of matters. This would include personnel rules and regulations, use of public facilities, internal control systems, facility maintenance schedules, financial management policy, financial projection model, vehicle replacement, records management, development review and a host of other items needed to provide consistent policy and management direction to staff.

Only after the City's financial condition, organizational structure and staffing is stabilized can we effectively pursue the Council's broader vision and policy goals.

RECOMMENDATION

Include review of proposed goals and action plan in the first budget meeting, now scheduled for May 8, 2024.

RELATED COUNCIL POLICIES

POTENTIAL MOTIONS

ATTACHMENTS

- FY 24/25 - Council Goals, Priorities, and Action Plan

City Council Goals, Priorities, and Action Plan

To help achieve our objectives, these are our goals, priorities, and action items in fiscal year 2024-2025 and beyond.

Affordable Housing (AF)								
Goal 1: More housing stock for affordable and workforce households								
	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Update Buildable Lands Inventory	Medium	In progress	A	FY 24/25	CCD, consultant	Staff resources/funding	AF-1-B	
b. Update Housing Needs Analysis	Medium		B	FY 25/26	CCD, consultant	Staff resources/funding	AF-1-A	
c. Adopt code changes for Re-envision Hwy99 Corridor (TGM)	Medium	In progress	B	FY 24/25	CCD, consultant, PC, Council	Staff resources/funding		
d. Finalize Title 18 Code updates	High		A	FY 24/25	CCD, consultant, PC, Council	Staff resources/funding		
e. Establish and adopt Title 17 Code updates	High		A	FY 24/25	CCD, consultant, PC, Council	Staff resources/funding		
f. Establish Climate Friendly Area + adopt code changes	Medium	In progress?	C		CCD, consultant, PC, Council	Staff resources/funding		Need further clarification / definition of action item
g. Review agricultural buffers & environmental development standards	High	In progress?	B		CCD	Staff resources/funding		
h. Review, establish and adopt updates to Tree Code	Medium	Not budgeted	A		CCD, consultant, PC, TUFC	Funding availability		

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City Council Goals, Priorities, and Action Plan

Community Safety (CS)

Goal 1: Achieve a more sustainable policing model

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Host Community Town Halls to discuss police funding and service delivery alternatives	High	In progress	A	FY 24/25	COP, CM, Council	Staff resources	CE-G1-A	Urgent matter related to budget shortfall, build from PSU study, needs extensive public engagement program

Goal 2: Mitigate potential natural disasters (wildfire, flood, landslides, earthquake)

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Remove hazardous fuels from and replant Bear Creek Greenway and Wagner Creek Greenway	High	In progress	A	FY 24/25	PW, Community Partners			Multiple projects and funding resources, needs coordination among overlapping projects
b. Become a Firewise & Fire-Resistant Community	High	Not started	B	FY 24/25	PD, FD5, County OEM	Lack of resources		Need to develop relationship with Fire District 5

Goal 3: Increase our emergency preparedness

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Update Emergency Operations Plan and Continuity of Operations Plan	High		A		COP, CM, Consultant	Funding and staffing	CS-G2-B CS-G3-B	
b. Develop an emergency response partnership with other jurisdictions	Medium	In progress	A		COP, CM, Community Partners		CS-G2-B CS-G3-A	
c. Distribute emergency preparedness information at	Low	In progress	B	Ongoing	COP			

City Council Goals, Priorities, and Action Plan

community events								
d. Continue coordination with Phoenix-Talent School District	Low	ongoing	A	Ongoing	CM, COP			
e. Establish volunteer & education programs (i.e. CERT)	High		C		COP, community partners	Staff resources		Significant level of effort needed to establish and sustain a new citywide volunteer program
Goal 4: Support healthy homes								
	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Goal 4 action item here								No action items discussed

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City Council Goals, Priorities, and Action Plan

Sustainability (S)								
Goal 1: Reduce our carbon footprint as a community								
	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Host a Recycle Roundup to recycle uncommon items	Low	Ongoing	B	Ongoing	CEOD, T4T			Together for Talent organizing annual event
b. Establish an urban forestry master plan	Medium	In-progress	B	FY 24/25	PW, TUFC	Funding	ED-G2-D	
c. Increase tree canopy	Low	In-progress	A		PW, TUFC	Funding	S-G1-D	
d. Make updates to our Tree Code	High				CDD, consultant, TUFC		S-G1-B/C	
Goal 2: Become more drought tolerant and fire resistant								
	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Pilot citywide Water Conservation Program	Medium		C	FY 25/26	PW, FD	Staff, funding		Take on this project following completion of water meter replacement. Install recycle system at Splash Pad as immediate item

(continued)

City Council Goals, Priorities, and Action Plan

Transportation (T)

Goal 1: Have better Greenway accessibility to Talent

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Update Transportation Systems Plan	High	Delayed	B	FY 25/26	PW, consultant	Delayed due to state funding reduction		
b. Establish Creel Road Connector	Low		C		PW, ODOT	Funding,	T-G1-A	
c. Pursue Safe Routes to School Funding	Medium	In progress		FY 25/26	PW, consultant		T-G1-A	Preapplication for state funding submitted March 24, 2024
d. Reassemble Traffic Safety & Transportation Commission	Low	In progress	A	June 2024	PW, PC	Staff resources, competing priorities		
e. Improve walkability	Medium		B		PW, council	Better definition of action item needed	T-G1-A	
f. Engage more with RVTD	Medium		C		PW, council		T-G1-H	Water goals?
g. Talent Trolley	High		C		PW, CM			
h. Bus shelter	Medium		A		PW, CM		T-G1-A	How many? Where?

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City Council Goals, Priorities, and Action Plan

Community Engagement (CE)

Goal 1: Communicate better with the community

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Make city documents available online (resolutions, ordinances, master plans)	Medium	In progress	A	FY 24/25	CR, CEOD	Staff time	CE-G1-D	New website will help improve this service
b. Assess our current practices through an equity & inclusive lens	High		B	FY 25/26	CM, CEOD, consultant	Lack of documentation on current policies and procedures	CE-G1-I	Need to train staff or retain consultants
c. Together for Talent survey	High?				CEOD,		CE-G3-A	Two survey items in this document
d. Keep website current	Medium	In progress	A	Ongoing	CEOD, CR			New website online, April 2024, will enhance this effort

Goal 2: Provide strong committee and commission support

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Convene quarterly chair summits	Low	In progress	A	May 2024, quarterly thereafter	CR, CM, COED	Staff time	CE-G2-B	Need committee, commission handbook and training
b. Training and handbooks for committees and commissions	Medium		A				CE-G2-A	

Goal 3: perform regular community engagement

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Conduct door-to-door & event surveying	High		C		CEOD	Too many competing priorities		Community surveys are a major undertaking, consider contracting with SOU
b. Publish a quarterly newsletter	Medium	Ongoing	B	Ongoing	CEOD	Staff time		Retain current practice of utilizing Talent News and Reviews publication

City Council Goals, Priorities, and Action Plan

c.								
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Economic Development (ED)

Goal 1: Understand what businesses need

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Establish or participate in Economic Development Cohort	Low-medium		A	FY 24/25	CM, Community partners	Staff resources	CE-G1-A, ED-G1-B	Need more information
b. Host a roundtable with commercial property owners and developers	low		A	FY 24/25	CM, CE, CDD	Staff resources	CE-G1-A, ED-G1-A	

Goal 2: Help recruit and establish essential businesses

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Implement Gateway Plan	High	In progress, seeking funding	A	FY 23/24 - FY 26/27	CM, COD, PW	Funding and staffing	ED-G2-D	Multifaceted major project, consider city's top overall priority
b. Update our Economic Opportunity Analysis	Medium		B	FY 25/26	CDD, consultant	Funding and staffing	ED-G2-C	
c. Update Economic Development section of Comprehensive Plan	Medium		B	FY 25/26	CDD, CM, ?	Funding and staffing	ED-G2-B	
d. Move from planning to implementing	Medium	In progress	A		CDD, CM	Competing day to day management demands	ED-G2-A/B/C	

Goal 3: Become a stronger destination

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								

City Council Goals, Priorities, and Action Plan

a. Build new tennis courts	High		A		PW, contractor	Need funding	ED-G3-B/C	Funding maybe
b. Resurface skate park	Medium	In progress	A	FY 24/25	PW, contractor		ED-G3-A	Seeking grant funding, funding availability will be known in 09/24
c. Update Chuck Roberts Park Master Plan	Medium	In progress,	A	Summer 2024	PW, CM			
d. Install public murals downtown	High		B		PW, TPAC	Need funding plan		
e. Update Architectural Guidelines for downtown	Medium	In progress	B		TARC, CDD		ED-G3-F	TARC project
f. Update historic buildings map	Medium		B		CDD, TARC		ED-G3-E	TARC project
g. Promote historic district	Medium		B		CDD, TARC, CEOD	Need funding plan	ED-G3-D/E/F	
h. Develop Town Hall rehabilitation and use plan	High		B	FY 24/25	CM, PW, consultant	Funding	ED-G3-F/G	
i. Prioritize parks projects	Medium		B	Summer 2024	Council, PW, P/RCOM		ED-G3-A/B	

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City Council Goals, Priorities, and Action Plan

Sustainable Foundation (CE)

Goal 1: City code, policies, and practices are consistent, up-to-date, and documented

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Develop long-term financial plan and management policies	High	In-progress	A	FY 24/25	FD, CM	Low property tax revenues	CS-G1-A	Must consider as top city priority
b. Develop investment policy	Medium		A	FY 24/25	FD	Competing priorities	CE-G1-A	
c. Update personnel handbook	Medium		B		CM, FD	Competing priorities		
d. Implement organizational efficiencies	High	In progress	A		CM, management team	Competing priorities	CE-G1-A	
e. Update technology management policies	Low	In-progress	B		FD, contractor	Competing priorities	CE-G1-D	
f. Update job descriptions	Medium		B		CM, FD	Competing priorities	CE-G1-C	
g. Close out TURA	Medium		B		CM, FD	Retain funding for Gateway project		
h. Develop annual training schedules for each position	Low		C		Dept. heads	Competing priorities	CE-G1-I	
i. Enact DEI policy and training program	Low		C		CM, FD, consultant	resources	CE-G1-H	

Goal 2: City infrastructure is well-maintained

	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Implement plans that we have	Medium	In progress	A	Ongoing	All team members	Lack of funding	CE-G1-A	Some planning documents are becoming dated, some commissions are developing new plans
b. Develop Facilities Master Plan	Medium		B		PW, FD, CM, PC	Lack of funding, staff resources	CE-G1-A	
c. Calculate maintenance costs by project type	High		B		FD, PW	Lack of funding, staff resources	CE-G1-A	More information needed

City Council Goals, Priorities, and Action Plan

d. Establish equipment & vehicle replacement schedule	Low	Near complete	A	FY 23/24	FD, PW, PC	Competing priorities	CE-G1-A	
Goal 3: Revenue keeps pace with expenses								
	Effort Level	Status	Priority Level	Timeline	Team	Constraints	Related Item	Notes
Action Items								
a. Assess water rates and adopt water rate model	Medium	Complete	A	FY 23/24	PW, FD			
b. Recalculate System Development Charges	Medium	Not started	A	FY 25/26	FD,PW, consultant	Funding for engineering study		
c. Cost of Service study	Medium	Not started	A	FY 25/26	FD, PW, consultant	Funding		
d. Update all fees and charges for service	High	Not started	A	FY 24/25	FD, PW, consultant	Competing priorities		
e. Change business license system and update fees	High	Not started	A	FY 24/25	FD	Competing priorities		
f. Establish and hold a reserve in each fund	High	Not started	A	FY 25/26	FD, Council			
g. Pursue grant funding	Medium	Ongoing	A	ongoing	All dept.			

Key	
CCD	Community Development Director
COP	Chief of Police
PWD	Public Works Director
CM	City Manager
FD	Finance Director
CR	City Recorder
CEOD	Community Engagement & Outreach Director