

CITY COUNCIL GOALS

CITY OF TALENT

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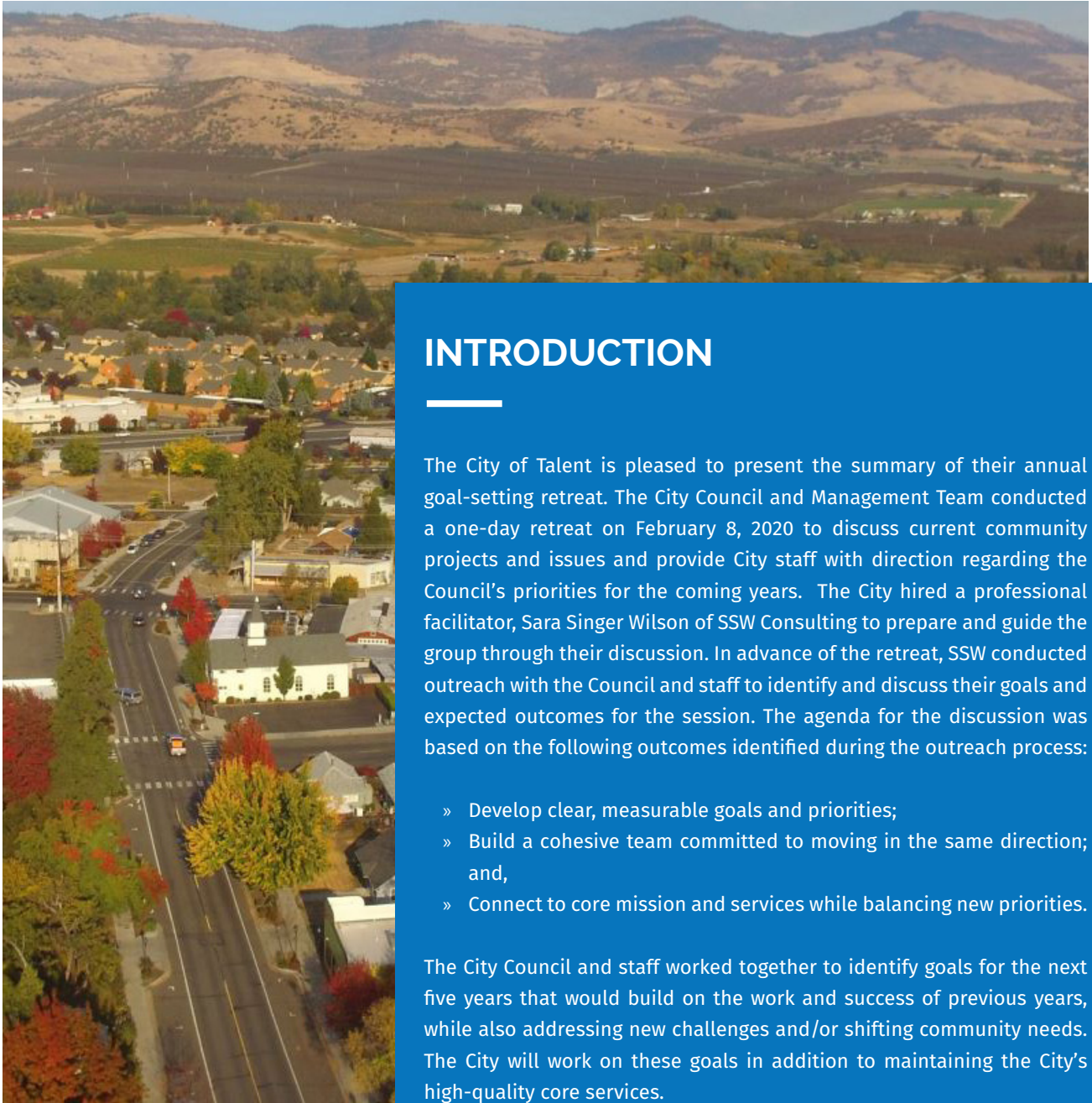
TOWN HALL

TALENT, OREGON
EST. 1899

206



2020/21



INTRODUCTION

The City of Talent is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team conducted a one-day retreat on February 8, 2020 to discuss current community projects and issues and provide City staff with direction regarding the Council's priorities for the coming years. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through their discussion. In advance of the retreat, SSW conducted outreach with the Council and staff to identify and discuss their goals and expected outcomes for the session. The agenda for the discussion was based on the following outcomes identified during the outreach process:

- » Develop clear, measurable goals and priorities;
- » Build a cohesive team committed to moving in the same direction; and,
- » Connect to core mission and services while balancing new priorities.

The City Council and staff worked together to identify goals for the next five years that would build on the work and success of previous years, while also addressing new challenges and/or shifting community needs. The City will work on these goals in addition to maintaining the City's high-quality core services.

The team's engagement and participation were much appreciated, and we look forward to working together with the community and our partners as we set out to advance these goals.

-City of Talent City Council + Management Team



COUNCIL GOALS 2020/21

TABLE OF CONTENTS

INTRODUCTION	02
OUR TEAM	04
SETTING THE CONTEXT	05
TEAM ROLES + COUNCIL VALUES	06
COUNCIL GOALS FOR 2020-2021	07
GRAPHIC SUMMARY	11
WORKING TOGETHER	12
APPENDIX	13

OUR TEAM

CITY COUNCIL

- Darby Ayers-Flood, Mayor
- Emily Berlant, Council President
- Jason Clark, Councilor
- Stephanie Dolan, Councilor
- John Harrison, Councilor
- Daria Land, Councilor
- Eleanor Ponomareff, Councilor

CITY MANAGEMENT TEAM

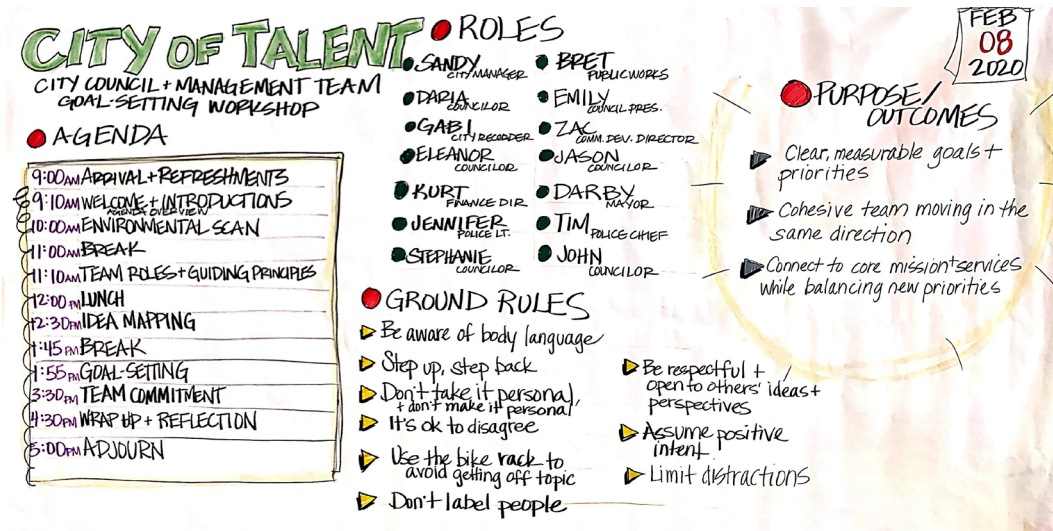
- Sandra Spelliscy, City Manager
- Kurt Sexton, Finance Director
- Gabi Shahi, City Recorder
- Jennifer Snook, Lieutenant
- Bret Marshall, Public Works
- Zac Moody, Community Development Director
- Tim Doney, Police Chief

CONSULTANT/FACILITATOR

SARA SINGER WILSON, Principal/Owner



SSW CONSULTING



SETTING THE CONTEXT

2019 GOALS + PROJECTS CURRENTLY UNDERWAY

In 2019/2020 the City Council established twelve goal areas and identified several projects under each goal area. Staff prepared a report to share updates on the 2019/2020 Council Goals. The report is included in the Appendix of this report. The team also shared the accomplishments they are most proud of from the previous year as shown in the graphic below.

Following staff's presentation, the City Council raised other challenges or opportunities to be considered during the goal-setting process as shown in the visual below.

2019 ACCOMPLISHMENTS

- Reopening 0050 from 6/2019 project
- Long-term Clean Energy Policy
- 50TH HARVEST FESTIVAL
- Maintain essential services with limited resources (personnel) Public Safety 04/17/2019
- Begin implementing Integrated Risk Management (IRM) Plan + Working with Synovus (04/17/2019)
- MORE WALKABILITY STORM DRAIN ACT 5 Locations in Talent
- Preserve Greenway Element & the spirit of CIP Policies...
- Historic Stage and Photo Ban
- Balanced Budget, Strong Resources, No cuts to most of services
- Park Master Plan Develop + Grant
- Wild Master Plan
- Becoming Age-Friendly City (AARP)
- Formation of Urban Forestry Committee
- Board / Screen 2 Future Plans
- Monitor Progress, Give Guidance to them
- Visitors - Green Corridor
- SRO - Building Relationship w/ School + Students
- ENERGY ELEMENT

FY 2019/20 GOAL UPDATE

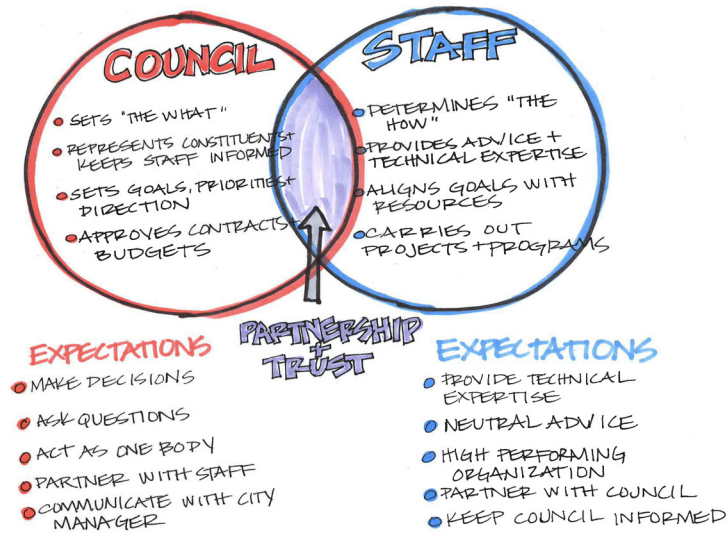
- GOAL 1** IMPROVE COMMUNICATION WITH RESIDENTS + INCREASE TRANSPARENCY
- GOAL 4** IMPROVE CITY FINANCIAL STABILITY
- GOAL 7** REDUCE HOUSING INSECURITY BY EXPANDING RES. LAND AVAILABILITY + IMPROVING HOUSING AFF.
- GOAL 10** ADOPT + MAINTAIN CIP
- GOAL 2** UPDATE CITY POLICIES, PROCEDURES + PLANS
- GOAL 5** IMPROVE PUBLIC SAFETY FOR CITY RESIDENTS + VISITORS
- GOAL 8** ESTABLISH A THRIVING DOWNTOWN BUSINESS DISTRICT
- GOAL 11** IMPROVE VOLUNTEER RECRUITMENT + RETENTION STRATEGIES
- GOAL 3** EVALUATE CITY STAFFING + COMPENSATION LEVELS
- GOAL 6** INCREASE EFFICIENCY + ENVIRONMENTAL SUSTAINABILITY IN CITY OPERATIONS
- GOAL 9** IMPROVE CITYWIDE ENERGY CONSERVATION EFFICIENCY + ENVIRONMENTAL SUSTAINABILITY
- GOAL 12** DEVELOP LEADERSHIP SKILLS OF CITY COMMISSIONERS + COMMITTEES

CHALLENGES + OPPORTUNITIES

- "MANAGING EXPECTATIONS" IF WE ADD, WE NEED TO CONSIDER AVAILABILITY OF RESOURCES
- IMPLICATIONS OF CHANGES IN PUBLIC SAFETY RES
- BUDGET/RESOURCE CONSTRAINTS
- DISTINGUISH BETWEEN REQUIRED VS. DESIRED GOALS
- AMBITIONS CAN BE REALIZED IN PILOT PROJECTS/SMALL SCALE
- FOCUS ON QUALITY VS. QUANTITY
- WHERE DOES CITIZEN INVOLVEMENT, CLIMATE CHANGE, HOUSING/HOMELESSNESS, ETC. FIT IN? NATIONAL/GLOBAL ISSUES
- IMPACTS OF WILD FIRE THREAT (HEALTH, SAFETY, ETC)

TEAM ROLES + COUNCIL VALUES

Effective governance is understanding that what gets accomplished by the organization is that which is politically acceptable and administratively sustainable. The role of the Governing Body is to determine which consequences will prevail. Decision making in politics is about making decisions based on your understanding of the consequences. The Governing Body should not focus on the mechanics of the alternatives, but rather on the consequences. That is the realm of political acceptability.^{1 2}



CITY COUNCIL VALUES

EQUITY: We are committed to being fair and inclusive, representing and serving all Talent residents, and ensuring our government is accessible.

TRANSPARENCY: We foster and support transparency through open, honest and timely communication and conducting the public's business in public.

INTEGRITY: We act with honor and truth. We demonstrate ethical behavior and we are accountable for our actions.

RESPONSIBILITY: We are responsible for providing excellent public services to the community in a fiscally responsible manner. We value the knowledge and expertise of our fellow councilors and city staff. We are good stewards of city resources.

ENVIRONMENT: We protect Talent's environment and create policies that promote sustainability and have minimal impact on our natural resources and environmental health.

LEADERSHIP: We lead by demonstrating respect, courage, kindness, good-humor, open-mindedness, and compassion. We make decisions, take action and create policy to benefit the Talent community.

¹ Dr. John Nalbandian, Revisiting Forms of Government, International City/County Management Association, May 31, 2019, e, <https://icma.org/blog-posts/revisiting-forms-government>.

² Dr. John Nalbandian, Nalbandianisms: Soundbites of Wisdom for Those Who Govern, Good Local Government, March 2019, e, <http://www.goodlocalgovernment.org/resources/>.

COUNCIL GOALS FOR 2020-2021

The Council reviewed the context provided in staff’s annual report and the Council discussion that followed. They convened with staff in small groups to discuss the ideas and their top priorities. These ideas were mapped during a group discussion to look for emerging themes. The ideas were refined by the group and the Council indicated their top priorities in each goal area.

Following the retreat, the management team met to review and further refine the results. They clarified the goals and strategies into actionable items and identified timelines based on current staffing and workloads. The goals and strategies will be addressed by the organization in their work plan in addition to projects already underway and their commitment to delivering quality City services to the Talent community. The Council will reconvene as needed to discuss progress on these projects and make necessary updates.

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 1: ENHANCE PUBLIC SAFETY AND EMERGENCY SERVICES			
Evaluate and discuss the methods for increasing funding for the Police Department 1	Doney	High	1-2 Years
Evaluate and affordability and seek funding to install Shake Alert Network	Marshall	Low	1-2 Years
Update the continuity plan (COOP)	Spelliscy/ Doney	High	1-2 Years
Collaborate and participate in the Jackson County Emergency Plan update	Doney	High	1-2 Years
Work with JCFD5 to identify high risk wildfire vulnerability	Moody	High	1-2 Years
Collaborate with JCFD5 to utilize services of CERT	Doney	Medium	3-4 Years

Notes:

1. This would include holding a study session with the Council, identifying department needs, developing a cost estimate, and identifying a funding source.

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 2: EMPHASIZE DIVERSITY, EQUITY AND INCLUSION IN CITY POLICIES AND PROJECTS			
Cultivate Latinx community leadership in the City.	Council	High	3-4 Years
Integrate all-ages inclusive concepts in city planning and infrastructure improvements.	Moody	Medium	3-4 Years
Increase Latinx community engagement.	Moody	High	3-4 Years

OTHER STRATEGIES FOR FUTURE CONSIDERATION:

- » Explore avenues for celebrating Latinx heritage and culture
- » Utilize tools developed by PTSD
- » Explore ways to increase participation in Friday evening market
- » Establish sister city relationship with city in Mexico

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 3: PROTECT AND ENHANCE TALENT'S NATURAL ENVIRONMENT			
Increase the City's supply and utilization of renewable energy	Spelliscy	High	Ongoing
Adopt urban forestry plan ¹	Moody/ Marshall	Medium	1-2 Years
Implement education and outreach for household pesticide reduction/pollinator health	Marshall	Medium	Ongoing

OTHER STRATEGIES FOR FUTURE CONSIDERATION:

- » Improve energy efficiency in city buildings

Notes:

1. Activities could include the following based on available resources: achieve Tree City growth award, plant 100 trees with a focus in the downtown core, measure existing urban canopy, and develop a pruning plan for heritage trees.

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 4: INCREASE HOUSING AVAILABILITY AND AFFORDABILITY			
Evaluate UGB land swap options	Moody	High	1-2 Years
Adopt housing code amendments	Moody	High	1-2 Years
Establish housing committee to explore funding options and develop CET policies	Moody	High	1-2 Years
Develop an ordinance defining Talent's inclusionary zoning policy with regard to lands within the Urban Growth Boundary and/or Urban Reserves	Moody	High	1 Year

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 5: MAINTAIN AND DEVELOP CITY INFRASTRUCTURE			
Hire a consultant to evaluate and develop an infrastructure maintenance strategy	Marshall	Medium	3-4 Years
Complete all master plans for inclusion in CIP	Marshall/ Moody	High	1-2 Years
Prioritize (rank) sidewalk improvement projects supporting the goals of creating an All Age Friendly city	Marshall	Medium	3-4 Years

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 6: ENHANCE THE CITY'S ECONOMIC VITALITY			
Implement website changes for business information and resources	Shahi	High	1-2 Years
Create an online opt-in Talent Business Directory	Shahi	Low	3-4 Years
Improve signage off the I-5 and 99 to improve awareness of Downtown Talent	Marshall/ Moody	Medium	3-4 Years

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
GOAL 7: IMPROVE COMMUNICATION AND CITIZEN ENGAGEMENT			
Evaluate software to increase communication efficiency	Shahi	Low	5+ Years
Hold regular Council work sessions	Spelliscy	Medium	1-2 Years
Allocate 1/2 FTE for communications, volunteers, and misc. projects	Spelliscy	Medium	1-2 Years
Evaluate and prioritize implementation of the citizen involvement strategies from the Comprehensive Plan	Moody	Medium	1-2 Years
Evaluate and implement a volunteer management software system	Shahi	Low	5+ Years
Administer AARP survey for age-friendly Talent	Shahi	Medium	1-2 Years
Determine City's use of social media	Spelliscy	High	1-2 Years

GOALS + STRATEGIES	LEAD	PRIORITY	TIMELINE FOR EXPECTED RESULTS
Develop Council trainings for meetings, laws, onboarding, operations	Spelliscy	High	1-2 Years
Update city commission and committee function policy	Spelliscy	High	1 Year
Update and redesign city website	Shahi	High	1 Year

OTHER STRATEGIES FOR FUTURE CONSIDERATION:

- » Reconsider council rules
- » Standardize e-communications (internal)
- » Improve communications with the school district (consider student liaison)
- » Develop infographic capabilities
- » Increase bilingual communications on city information and events
- » Develop and distribute press releases on City actions
- » Communication software (ie. Constant Contact)
- » Optimize The Flash
- » Committee/commission trainings (meetings, docs, etc.)

WORKING TOGETHER

The Council and staff recognize their success in implementing the goals hinges on their ability to be a strong and cohesive team. The group discussed what would support team success in implementing the goals in the coming years. The list below is a summary of the key success factors identified by the team:

CONSISTENT COMMUNICATION: Clear, timely and consistent two-way communication between the City Council and staff. Communication should include relevant historical context.

CLEAR GOALS AND OBJECTIVES: The goals and priorities are clearly communicated and are supported with adequate resources for implementation.

TRUST AND TRANSPARENCY: An environment that fosters trust and encourages a realistic, direct and honest assessment of issues. Staff push back is not questioning the Council's authority and Council questions are not challenging staff's expertise.

INFORMATION: Staff will provide expertise and data to support the Council's decision-making process, and the Council will be clear in their requests for information and patient while staff researches and prepares a response. Information will be delivered in a timely manner.

NO SURPRISES: We commit to provide information or knowledge of any critical issues and/or potential concerns. Staff will aim to provide all Councilors with information at the same time.

PREPARED: We come to the table prepared, reviewing meeting materials, anticipating questions and concerns, and providing advance communication of issues or concerns when needed.

EFFICIENT AND EFFECTIVE MEETINGS: Meetings should be efficiently structured to have clear goals/desired outcomes, recognized time limits on agenda items, and study sessions should be scheduled to have focused discussions on important topics.

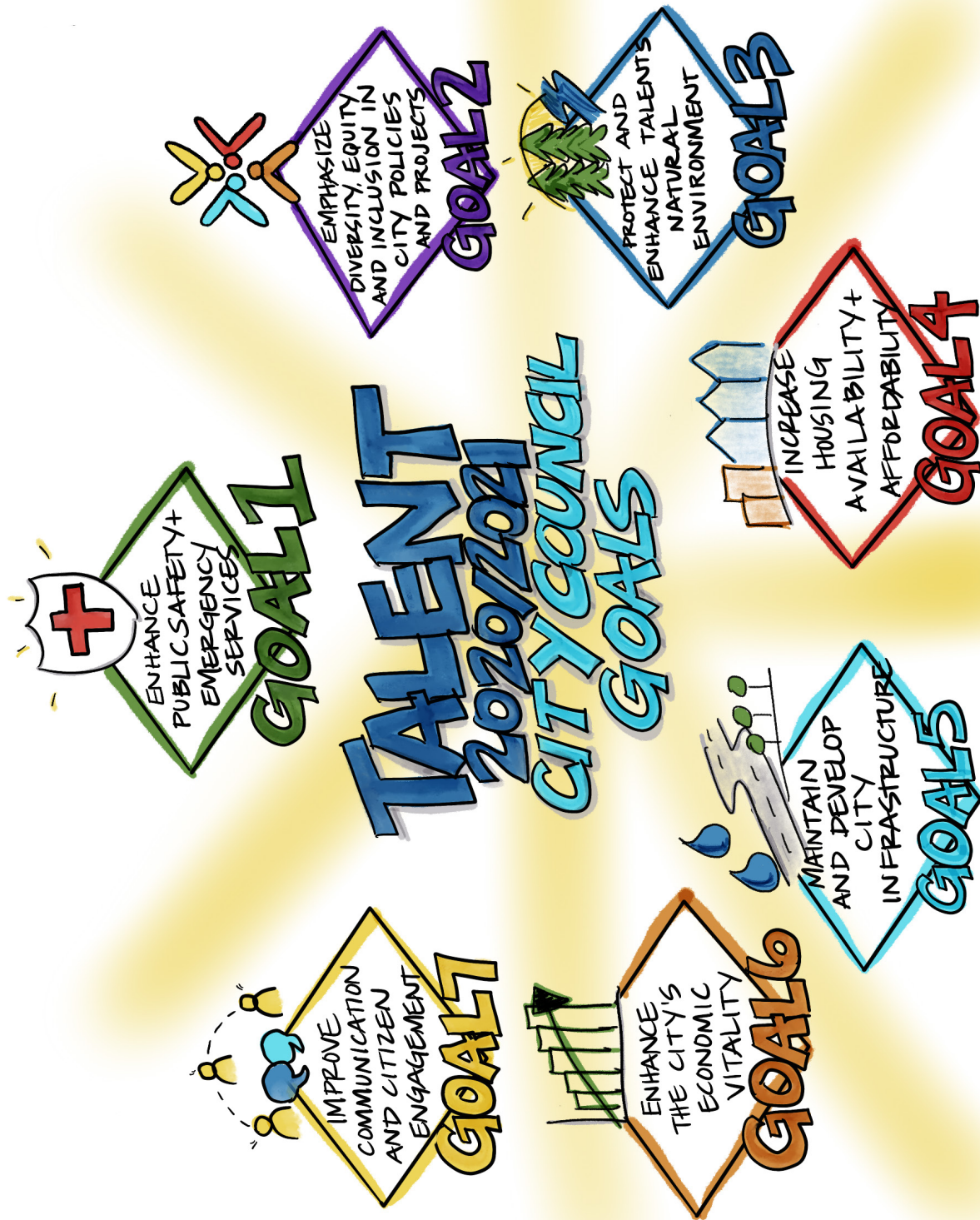
COMPASSION: We will exercise compassion for ourselves and others. We will show a willingness to listen, be open to compromise, and accept that it's ok to respectfully disagree.

The list above highlights the common themes from this discussion; however, there were additional suggestions made during this discussion. These suggested actions are listed below.

OTHER SUGGESTIONS

- » Explore training opportunities for improving Council deliberations
- » Provide onboarding resources for future new councilors. Provide training and mentorship to support continuity of business practices.
- » Help Committees, Commissions, and Boards better understand the Council's goals.

GRAPHIC SUMMARY



APPENDIX

During the retreat, other topics were raised that were not related to the goal setting, but were identified as “bike rack” topics for future discussion.

