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

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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
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.
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.\textsuperscript{1, 2}

\begin{figure}
\centering
\includegraphics[width=\textwidth]{chart.png}
\end{figure}

\section*{CITY COUNCIL VALUES}

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

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

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

\textbf{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.

\textbf{ENVIRONMENT}: We protect Talent’s environment and create policies that promote sustainability and have minimal impact on our natural resources and environmental health.

\textbf{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.


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.

<table>
<thead>
<tr>
<th>GOALS + STRATEGIES</th>
<th>LEAD</th>
<th>PRIORITY</th>
<th>TIMELINE FOR EXPECTED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate and discuss the methods for increasing funding for the Police Department ¹</td>
<td>Doney</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Evaluate and affordability and seek funding to install Shake Alert Network</td>
<td>Marshall</td>
<td>Low</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Update the continuity plan (COOP)</td>
<td>Spelliscy/ Doney</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Collaborate and participate in the Jackson County Emergency Plan update</td>
<td>Doney</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Work with JCFDS to identify high risk wildfire vulnerability</td>
<td>Moody</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Collaborate with JCFDS to utilize services of CERT</td>
<td>Doney</td>
<td>Medium</td>
<td>3-4 Years</td>
</tr>
</tbody>
</table>

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

GOAL 2: EMPHASIZE DIVERSITY, EQUITY AND INCLUSION IN CITY POLICIES AND PROJECTS

<table>
<thead>
<tr>
<th>LEAD</th>
<th>PRIORITY</th>
<th>TIMELINE FOR EXPECTED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>High</td>
<td>3-4 Years</td>
</tr>
<tr>
<td>Moody</td>
<td>Medium</td>
<td>3-4 Years</td>
</tr>
<tr>
<td>Moody</td>
<td>High</td>
<td>3-4 Years</td>
</tr>
</tbody>
</table>

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

GOAL 3: PROTECT AND ENHANCE TALENT’S NATURAL ENVIRONMENT

<table>
<thead>
<tr>
<th>LEAD</th>
<th>PRIORITY</th>
<th>TIMELINE FOR EXPECTED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spelliscy</td>
<td>High</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Moody/Marshall</td>
<td>Medium</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Marshall</td>
<td>Medium</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

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.
## GOAL 4: INCREASE HOUSING AVAILABILITY AND AFFORDABILITY

<table>
<thead>
<tr>
<th>GOALS + STRATEGIES</th>
<th>LEAD</th>
<th>PRIORITY</th>
<th>TIMELINE FOR EXPECTED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate UGB land swap options</td>
<td>Moody</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Adopt housing code amendments</td>
<td>Moody</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Establish housing committee to explore funding options and develop CET policies</td>
<td>Moody</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Develop an ordinance defining Talent’s inclusionary zoning policy with regard to lands within the Urban Growth Boundary and/or Urban Reserves</td>
<td>Moody</td>
<td>High</td>
<td>1 Year</td>
</tr>
</tbody>
</table>

## GOAL 5: MAINTAIN AND DEVELOP CITY INFRASTRUCTURE

<table>
<thead>
<tr>
<th>GOALS + STRATEGIES</th>
<th>LEAD</th>
<th>PRIORITY</th>
<th>TIMELINE FOR EXPECTED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire a consultant to evaluate and develop an infrastructure maintenance strategy</td>
<td>Marshall</td>
<td>Medium</td>
<td>3-4 Years</td>
</tr>
<tr>
<td>Complete all master plans for inclusion in CIP</td>
<td>Marshall/Moody</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Prioritize (rank) sidewalk improvement projects supporting the goals of creating an All Age Friendly city</td>
<td>Marshall</td>
<td>Medium</td>
<td>3-4 Years</td>
</tr>
</tbody>
</table>
### GOAL 6: ENHANCE THE CITY’S ECONOMIC VITALITY

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead</th>
<th>Priority</th>
<th>Timeline for Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement website changes for business information and resources</td>
<td>Shahi</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Create an online opt-in Talent Business Directory</td>
<td>Shahi</td>
<td>Low</td>
<td>3-4 Years</td>
</tr>
<tr>
<td>Improve signage off the I-5 and 99 to improve awareness of Downtown Talent</td>
<td>Marshall/Moody</td>
<td>Medium</td>
<td>3-4 Years</td>
</tr>
</tbody>
</table>

### GOAL 7: IMPROVE COMMUNICATION AND CITIZEN ENGAGEMENT

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead</th>
<th>Priority</th>
<th>Timeline for Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate software to increase communication efficiency</td>
<td>Shahi</td>
<td>Low</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Hold regular Council work sessions</td>
<td>Spelliscy</td>
<td>Medium</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Allocate 1/2 FTE for communications, volunteers, and misc. projects</td>
<td>Spelliscy</td>
<td>Medium</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Evaluate and prioritize implementation of the citizen involvement strategies from the Comprehensive Plan</td>
<td>Moody</td>
<td>Medium</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Evaluate and implement a volunteer management software system</td>
<td>Shahi</td>
<td>Low</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Administer AARP survey for age-friendly Talent</td>
<td>Shahi</td>
<td>Medium</td>
<td>1-2 Years</td>
</tr>
<tr>
<td>Determine City’s use of social media</td>
<td>Spelliscy</td>
<td>High</td>
<td>1-2 Years</td>
</tr>
</tbody>
</table>
### 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.