

Council Business Meeting

November 1, 2022

Agenda Item	City of Ashland Aspirational Goals Presentation	
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SUMMARY

This presentation is intended to initiate a discussion with the City Council of what long-term City goals should be set under the recently adopted Vision for the City:

Ashland is a resilient, sustainable community that maintains the distinctive quality of place for which is known.

We will continue to be a unique and caring city that stresses environmental conservation, fosters artistic expression and is open to new ideas and innovation.

We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward being an open, welcoming community for all with a positive economic future.

POLICIES, PLANS & GOALS SUPPORTED

N/A

PREVIOUS COUNCIL ACTION

N/A

BACKGROUND AND ADDITIONAL INFORMATION

Service delivery decisions by the City Council are formally set through the appropriation of resources (funding and staffing) in the City's adopted biennial budget. The budget review and adoption process includes the presentation of a recommended budget by the City Manager, community budget input by a Citizens Budget Committee, and formal budget consideration and adoption by the City Council. This process is tailored to assure that anticipated and planned City service or capital expenditure needs are balanced by adequate funding and staff resources for the corresponding biennium. The biennial budget is, by necessity, a short-term prioritization and planning exercise.

The City Council may also wish to identify long-term goals for the City that are intended to initiate or advance efforts for future accomplishments that align with or advance accomplishing the City's Vision. Aspirational goals set a high-level benchmark that senior City staff are asked to research, plan, and advance toward a desired future or to address an unmet need that requires addressing over time. Aspirational goals are set for large and/or major initiatives or undertakings that need ongoing community's support and City Council's oversight to be successfully accomplished. Consequently, they are not a "to do list" of every service demand or community need to be addressed or accomplished. They require a consensus view of

potential future needs and focus toward preserving or improving one’s position in advance of new or changing circumstances.

Because budgets are short-term plans, they are rarely directed at, or allocate resources toward aspirational goals unless or until their attainment become urgent. Efforts to achieve important long-term goals often fall victim to the demands of immediate and urgent issues. Organizations, large or small, that decide to take on long-term goals generally need to focus on a limited number of these goals, usually no more than two or

three, for them to be addressed within their organizational capacity. Too many goals mean resources will likely be spread too thin for progress to be achieved.

The City already has several long-term goals it has advanced to implementation or administrative processes, including those imbedded in its Climate and Energy Action Plan, the Ashland Forest Plan and Ashland Forest Resiliency Project, and the City’s Comprehensive Plan. The Mayor and Council may now wish to consider aspirational goals for the unprecedented economic, social, and environmental times we now face. Setting two or three goals will authorize senior City staff to begin efforts for their attainment between normal day-to-day work requirements. To that end, the City Manager will present considerations and items for the Mayor and City Council to consider in potentially setting new aspirational goals. Generally, long-term goals should relate to, or overlap with the areas of quality of life, economic vitality, and public safety. The timing of this presentation is intended to help inform the City staff of what initiatives the Council may wish to assign in the FY 2023-25 biennium.

FISCAL IMPACTS

N/A

STAFF RECOMMENDATION

N/A

ACTIONS, OPTIONS & POTENTIAL MOTIONS

N/A

REFERENCES & ATTACHMENTS

N/A