

MAY 26, 2016



PERFORMANCE REPORT

STRATEGIC PLAN IMPLEMENTATION

CITY OF GUNNISON
PO BOX 239, GUNNISON, CO 81230

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PURPOSE

The strategic plan is a living document. The City of Gunnison’s first strategic plan was adopted on December 8, 2015. As shown below, the strategic planning process is continuous and leads other planning documents such as the capital improvement plan and the annual budget. Priorities established during the planning process serve to direct resource allocation decisions during the budgeting process and establishment of work plans.



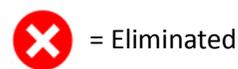
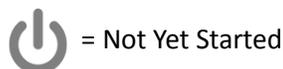
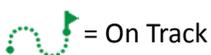
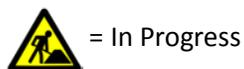
Although it is important that the plan doesn’t change dramatically from year to year to ensure progress continues to be made, it is essential that community and operational trends be monitored and discussed to determine whether the plan should change. The definition of the word strategic is, “relating to the identification of long-term or overall aims and interests and the means of achieving them.” Since most strategic goals cannot be accomplished within one year, changing the plan dramatically from year to year can inhibit progress.

Assessing progress is essential. Ongoing assessment can define which tactics are working and how best to react to changing conditions. This performance report is intended to document successes, feature upcoming progress, and help inform needs for this year’s strategic plan update.

Although only six months have elapsed since the inception of strategic plan, the important step of assessing progress must occur to inform a strategic plan update and work cohesively with the other steps in the strategic planning process.

The pages that follow highlight progress toward accomplishing the City Council’s strategic priorities.

The following icons represent a quick glimpse of progress toward implementation of priorities:



MISSION STATEMENT

The people of Gunnison have a special responsibility to the uniqueness of the Gunnison Valley. We the City, as representatives of the people, will strive to conduct our affairs and plan our growth in a manner that respects our environment and preserves our community as our home.

Through the ethical, effective and efficient stewardship of our human, natural, and fiscal resources, the City of Gunnison will provide public services and facilities that will enhance the quality of life for our residents, neighbors, and visitors.

The City's elected officials and staff shall create a positive climate in which all people flourish. Freedom of thought, expression, and participation shall be solicited from individuals, employees, the public and visitors.

*Adopted by City
Council on March 10, 1992*

VISION STATEMENT

We, the citizens of Gunnison, will nurture the tangible and intangible qualities that create Gunnison's sense of place. We will preserve and enhance our natural surroundings, our friendly, tolerant community and our small-town atmosphere. We will balance our economic well-being with preservation of those qualities that brought us here in the first place. We believe that all community citizens will continue to have the opportunity to participate in an open, democratic process of governance. Each of us has a responsibility to do what we can to keep Gunnison distinctive. Together we can direct our growth so that it benefits our entire community, taking on challenges by joining together, mindful of the generations to come.

*City of Gunnison Master Plan
Adopted April 25, 2007*

PRIORITY 1: PLAN FOR THE CITY'S FUTURE

The City Council made it very clear that planning efforts are critical for the achievement of the City's goals. Planning involves envisioning the results the community wants to achieve, and determining the steps necessary to arrive at the intended destination

COMPLETE STREETS PLANNING AND DESIGN

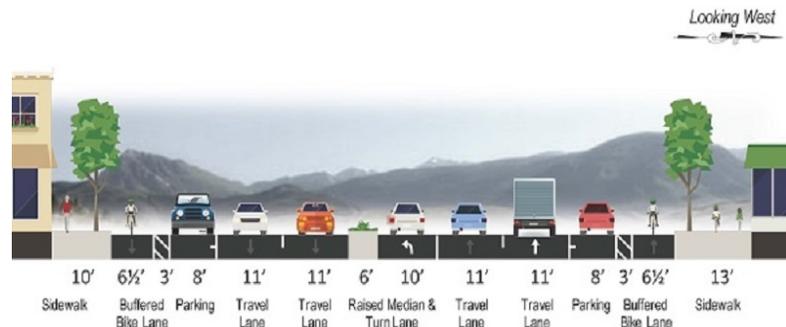


TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: JULY 2016

As the City of Gunnison's first priority, a tremendous amount of progress has been made on the planning and design of the multi-modal use of the highway corridors. Local efforts to improve non-motorized transportation functions are tied to initial work in 2006 that set the stage for the 2007 City's recreation bond initiative. Refined transportation directives are established in the Gunnison Non-Motorized Transportation Plan (2013).

Two highways dissect the community creating challenges for non-motorized travel. The wide streets tend to promote increased vehicle speed and safe pedestrian crossings are limited.

Several workshops have been held to develop design drawings for Tomichi Avenue. Ongoing Main Street programming will focus on conceptual designs that will allow certain improvements to move forward through the CDOT permitting program. Engineered designs were presented at a community workshop on May 26th. Based on community feedback and available funding, key elements that gather community support will be phased with first emphasis on safety of pedestrian crossings.



COMPLETE THE LAZY-K PROPERTY PLAN



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: SEPTEMBER 2016

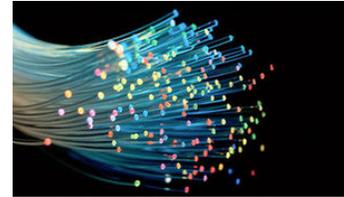
Surveying, environmental study, and wetlands delineation has occurred on the newly acquired Lazy-K property. The preliminary planning effort is underway, with cooperation with the CU Center for Community Development and the State of Colorado Department of Local Affairs. The City gathered community input at a workshop on May 25th to identify a preferred alternative for the property. A final plan will be prepared by the end of the summer.

REGIONAL BROADBAND PROJECT PLANNING EFFORT



TEAM LEADER: INFORMATION TECHNOLOGY
RANK: HIGH
COMPLETION: DECEMBER 2016

Progress on provision of broadband (Phase II) to the valley for additional capacity and reliability is underway. This project concerns the “middle mile” of service but not the “final mile” of service to the consumer’s home or business. The project total is approximately \$811,000. The Memorandum of Understanding with Region 10 includes a 2-year commitment not to exceed \$41,410. The City is also utilizing existing fiber infrastructure the amount of \$25,774 as a match for the grant application. The grant has been awarded by the Department of Local Affairs to move forward with Phase II, the extension of service to Gunnison.



DEVELOP A VISION FOR THE CITY’S GATEWAYS



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: 2017

As part of the Complete Streets Design project, design elements which include artistic elements for the gateways, when coupled with other traffic calming features such as landscaped islands, and pedestrian crossings, should beautify and identify the City’s gateways. The County/City FLAP grant application proposes trail extensions along with western entrance, which is an important element of promoting a quality gateway vision.

COMPREHENSIVE PLAN UPDATE



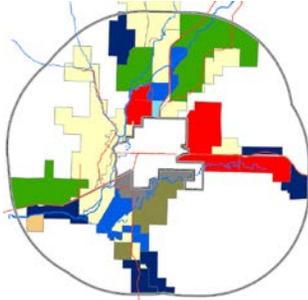
TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: MEDIUM
COMPLETION: DECEMBER 2017

\$10,577 has been budgeted to facilitate the Comprehensive Plan Update. Several components of the One Valley Prosperity Project will be integrated into the Comprehensive Plan update. Most of the planning work will be accomplished in-house to reduce costs. However, work on the Comprehensive Plan is very limited due to the focus on other strategic plan priorities.

THREE-MILE PLAN UPDATE



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: MEDIUM
COMPLETION: DECEMBER 2018



The Three-Mile Plan has not been updated since 1997. Authority for the City to plan outside of its territorial limits is provided by the Colorado statutes, including provisions of the annexation and subdivision laws. C.R.S. 31-12-105 (c) states that no annexation may take place that would have the effect of extending a municipal boundary more than three miles in any direction in a single year. Planning efforts in this area will help to ensure that compatible land uses, transportation system functions, and utility service improvements meet contemporary development standards and do not preclude the possibility of annexation if deemed to be appropriate.

REBRAND THE CITY OF GUNNISON



TEAM LEADER: CITY MANAGER
RANK: LOW
COMPLETION: SEPTEMBER 2016

Discussion has been made around the intention of rebranding the City to develop a new, differentiated identity for the community, perhaps as the “Basecamp of the Rocky Mountains.” While there has been little discussion regarding this project, funding support exists with Advance Colorado to assist with, development of a value proposition/brand promise, marketing plans and metrics, and a marketing plan. The application deadline is June 1 and must be applied for through Region 10.

PRIORITY 2: VIBRANT AND ATTRACTIVE COMMUNITY



Following the completion of the various planning efforts in Priority 1, the Council's next priority is developing a vibrant and attractive community. This includes the creation of a lasting first impression on visitors and ensuring the downtown and highway corridors are great places to spend time.

PEDESTRIAN/BIKE IMPROVEMENTS/ SAFETY ENHANCEMENTS



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: ONGOING

As the Complete Streets Planning and Design work progresses, plans are being developed to install the recommended improvements. Design elements that garner community support will be installed. Such potential elements include the installation of rapid flashing beacons at critical pedestrian crossings, traffic calming measures, or other features.

RELOCATE BIKE RACKS TO THE FIRST PARKING SPACE EACH BLOCK



TEAM LEADER: PUBLIC WORKS
RANK: HIGH
COMPLETION: MARCH 2016

Upon soliciting community feedback, this project has been delayed due to concerns regarding both the loss of parking in the downtown areas as well as continuing easy access for bicycles. Recent discussion is exploring the idea of installing bike corrals in a mid-block parking spot. Bike corrals convert a standard parking lane into bike parking for 4-8 bikes per five-foot section. The installation would be required to be movable to facilitate snow plowing throughout the winter months. Communications have been initiated with the Colorado Department of Transportation to identify permitting requirements for such bike corral configurations.



DOWNTOWN PARKING



TEAM LEADER: CITY MANAGER
RANK: HIGH
COMPLETION: MARCH 2016

To alleviate downtown parking congestion, the City has allocated \$250,000 in its 2016 budget. Two potential properties have been identified for potential acquisition to be used for downtown parking. The parcels are located within one block of the central business district and could be paved to allow for a greater amount of public parking. Appraisals have been gathered for the properties and negotiations are being initiated with property owners.

PARTICIPATE IN BETTER CITIES STUDY



TEAM LEADER: CITY MANAGER
RANK: HIGH
COMPLETION: OCTOBER 2016

The City of Gunnison agreed to collaborate with a study to explore ideas related to downtown revitalization. The City has participated in numerous planning meetings and is awaiting a formal report from Better Cities with recommendations on implementing what is referred to as a “Downtown Renaissance”.

BALANCE DOWNTOWN TRAFFIC MOVEMENT AND IMPROVE VISITOR EXPERIENCE



TEAM LEADER: COMMUNITY DEV/POLICE
RANK: MEDIUM
COMPLETION: OCTOBER 2016

Along with the Complete Street planning process with addresses traffic movements, parking and the visitor experience, an additional Neighborhood Services Officer has been hired by the City. Increased enforcement of laws in the downtown area are a focus of the new position, including yielding for pedestrians, parking limits, and walking bicycles on the sidewalk. Recently adopted sidewalk use standards, summarized in the sidewalk section below, are intended to improve the downtown visitor experience.

I.O.O.F. PARK REDESIGN



TEAM LEADER: PARKS AND RECREATION
RANK: MEDIUM
COMPLETION: OCTOBER 2017

Due to its central location, I.O.O.F. Park has been identified as a key focal point for community gatherings and outdoor beautification. Several plans have been created over the years to potential uses of the site and potentially the City can capitalize on those plans and gather additional community input to ensure this park space is attractive and inviting.



DECLUTTER SIDEWALKS WHILE STRIKING A BALANCE WITH OUTSIDE BUSINESS



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: LOW
COMPLETION: ONGOING

Ordinance No. 4, Series 2016; Re: Use of Public Sidewalk Right-of-Way for Private Business Purposes was passed by the City Council. The ordinance includes a process to allow for café seating, as well as the preservation of a suitable walking path throughout the central business district.



OPEN CONTAINER LAWS



TEAM LEADER: CITY CLERK
RANK: LOW
COMPLETION: MARCH 2018

For the upcoming Chamber of Commerce block party, alcohol consumption will be permitted in the entire closed street. This change's objective is to increase participation in public events where the downtown streets are closed to through traffic. Consumption is confined to a specified street area rather than restricted to "beer gardens" or bars. Volunteers will be briefed by the Police Department about the importance of confining people to the area and serving to adults of legal drinking age. This change will be observed in case changes are necessary to mitigate safety concerns and other alcohol induced problems.

BUSINESS OWNER CONSENSUS BUILDING



TEAM LEADER: CITY MANAGER
RANK: HIGH
COMPLETION: ONGOING

Feedback has been sought on a variety of issues concerning business owners. For instance, surveys were sent to business owners to gauge support for passing through a reduced vendor fee to fund the Visitor Center and addition of café seating. In both instances, the City took the majority sentiment and worked to implement the initiatives based upon the responses that were received.

TREE PROGRAM



TEAM LEADER: PUBLIC WORKS
RANK: HIGH
COMPLETION: DECEMBER 2016



The 2016 Budget includes an appropriation for \$10,000 to consult with an arborist with the US Forest Service. Work needs to be completed to either trim the existing trees to enhance the appearance and walkability of downtown, or create a plan to replace the trees with a more suitable species.

DESIGN STANDARDS FOR BUSINESSES UNDER 50,000 SQUARE FEET



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: DECEMBER 2017

Design standards for smaller commercial buildings would improve the appearance of building within the business district. Such standards are quite involved and an outside consultant likely will need to be hired to facilitate such a discussion with the community since there is a broad range of opinions as to what elements of a building façade should be regulated. An estimate of the cost to implement a design standard program is approximately \$120,000.

INTEGRATE ARTS INTO PLANNING PROCESSES



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: MEDIUM
COMPLETION: ONGOING

The purpose of a public arts program is to interweave art with the urban fabric, create a unique image and sense of place, celebrate historic events and persons, and inspire, educate, beautify and give character to public places. In prior years, the City funded a City Scape Grant Program. That program does not include any funding for 2016.



SEASONAL FLAG PROGRAM



TEAM LEADER: PUBLIC WORKS
RANK: MEDIUM
COMPLETION: DECEMBER 2016

To brand and market the community’s amenities and events, a flag program will contribute to a branding effort to help increase Gunnison’s reputation.

IDENTIFY ADDITIONAL POCKET PARKS



TEAM LEADER: PARKS AND RECREATION
RANK: MEDIUM
COMPLETION: OCTOBER 2017 W/ I.O.O.F.

The main focus here is to enhance the City’s central pocket park – I.O.O.F. As opportunities arise, space for additional parks may be acquired.

FREE WIFI IN THE BUSINESS DISTRICT



TEAM LEADER: INFORMATION TECHNOLOGY
RANK: LOW
COMPLETION: TO BE DETERMINED

By keeping pace with the advances in technology, provision of free wifi connectivity to visitors and residents in the central business district would encourage people to gather downtown. The current contract with Internet Colorado provides guests 10 minutes of free wifi per day anywhere in the city limits.

FAÇADE GRANT PROGRAM



TEAM LEADER: FINANCE
RANK: LOW
COMPLETION: DECEMBER 2016

A façade improvement grant program would encourage downtown businesses to enhance the exterior of their existing buildings. Many communities match private investment in exterior painting, murals, canopies, siding and signage. To begin a program, a budget allocation is required.

PRIORITY 3: CREATE A WALKABLE, BIKEABLE, DRIVEABLE COMMUNITY

The third priority for the City is to create a transportation system that addresses multi-modal needs, aesthetics and creates a sense of space. Capital investments in public infrastructure such as streets, sidewalks and trails are a priority.

VISUALLY APPEALING CORRIDORS



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: SEPTEMBER 2016

As the Complete Streets Planning and Design work progresses, plans are being developed which include visual elements to increase the visual appeal for visitors and residents.

COMMUNITY GATEWAY DEVELOPMENT



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: 2016-2017

As the Complete Streets Planning and Design work progresses, plans are being developed which include traffic calming and gateway elements so motorists feel they have entered a community and are no longer on the highway.

COMPREHENSIVE SIGN PROGRAM



TEAM LEADER: PUBLIC WORKS
RANK: MEDIUM
COMPLETION: MARCH 2016

The 2016 budget include an allocation of \$5,000 to improve signs in the area. Many signs need to be replaced due to deterioration or the change in locations for several facilities.

COMMUNITY ENGAGEMENT



TEAM LEADER: COMMUNITY DEV/POLICE
RANK: MEDIUM
COMPLETION: ONGOING

Numerous community workshops have been conducted to identify priorities, get input on design ideas, and to continuously work to educate all users on safety concerns.

REVIEW AND UPDATE EXISTING POLICIES



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: LOW
COMPLETION: DECEMBER 2017

Several changes have been made to the development standards and the use of public sidewalks.

CONDUCT A DEMONSTRATION PROJECT ALONG HIGHWAY 50



TEAM LEADER: COMMUNITY DEV/PUB WORKS
RANK: LOW
COMPLETION: ONGOING

This project has been eliminated in favor of a more substantial project which includes hardscape elements. It can be difficult to properly assess the impacts of demonstration projects using paint and other temporary installations.

DEMONSTRATION PROJECT INPUT



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: LOW
COMPLETION: 2016-2017

This project has been eliminated in favor of a more substantial project is hardscape elements. It can be difficult to properly assess the impacts of demonstration projects using paint and other temporary installations.

FUND KEY TRAIL/SIDEWALK/SAFETY IMPROVEMENTS



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: ONGOING

As of the date of this performance report, Ordinance No. 4, Series 2016; Re: Use of Public Sidewalk Right-of-Way for Private Business Purposes was passed by the City Council on first reading. The proposed ordinance includes a process to allow for café seating, as well as the preservation of a suitable walking path throughout the central business district.



WESTERN STATE COLORADO UNIVERSITY TRAIL LINK



TEAM LEADER: COMMUNITY DEV/PUB WORKS
RANK: HIGH
COMPLETION: DECEMBER 2016

The Capital Improvement Plan includes the trail linkage in 2017. However, the City has chosen to partner with Gunnison County on a Federal Lands Access Program Grant application to construct a trail linking the W Highway 50 underpass to the Hartman Rocks Recreation Area. This project, if it receives the grant award, may delay the implementation of other planned trail projects.

LAND ACQUISITION ALONG THE RIVER CORRIDOR



TEAM LEADER: CITY MANAGER
RANK: HIGH
COMPLETION: AS OPPORTUNITIES ARISE

A key acquisition occurred in 2015 with the purchase of the Lazy K parcel, which includes 300 feet of riverfront property. As other opportunities arise, other parcels or easements may be acquired to connect the trail from the West Highway 50 underpass through to the Van Tuyl trail system through the natural landscape.

SET ASIDE FUNDING FOR LAND ACQUISITION ALONG THE RIVER CORRIDOR



TEAM LEADER: FINANCE
RANK: HIGH
COMPLETION: OCTOBER 2016

Finance recommended a change to the City's Fund Balance Policy that would allow the General Fund to exceed the 40% reserve ceiling in instances where there are identified capital projects. The policy was adopted by the City Council on January 12, 2016. Funding could be set aside to meet this priority during the 2016 Budget as desired by the City Council.

ANNUAL LINEAL FOOT GOAL FOR NEW TRAIL/SIDEWALK DEVELOPMENT



TEAM LEADER: PUBLIC WORKS
RANK: LOW
COMPLETION: OCTOBER 2016

During the 2017 budget process, an annual goal for construction or enhancement of trails and sidewalks will be discussed.

ANNUAL FUNDING TARGET NEW TRAIL/SIDEWALK DEVELOPMENT



TEAM LEADER: PUBLIC WORKS
RANK: LOW
COMPLETION: ONGOING ANNUALLY WITH THE BUDGET

Each year, funding will be identified to support that year's slated projects. The 2007 Parks and Recreation tax allows for construction of a trail system around the City of Gunnison. The 2015 Parks and Recreation Master Plan includes funding of \$100,000 each year, on average over the next 10 years.

AMERICANS WITH DISABILITIES ACT (ADA) COMPLIANCE



TEAM LEADER: PUBLIC WORKS
RANK: LOW
COMPLETION: ONGOING ANNUALLY WITH THE BUDGET

ADA minimum standards for accessibility will be met on all new construction of facilities. In addition, the 2015 Parks and Recreation Master Plan includes an estimate of \$75,000 to conduct an ADA audit to identify needed alterations to remove barriers in existing buildings and facilities where it is easy to do so without much difficulty or expense.

LEGION PARK/JORGENSEN PARK PEDESTRIAN BRIDGE



TEAM LEADER: PUBLIC WORKS
RANK: LOW
COMPLETION: SEPTEMBER 2018

As the Complete Streets initiative has progressed, a lower cost solution to increase pedestrian safety between these two parks include pedestrian refuge elements, along with a rapid flashing beacon.

NEW ELECTRONIC MESSAGE BOARD



TEAM LEADER: POLICE DEPARTMENT
RANK: HIGH
COMPLETION: MARCH 2017

A new variable message board, perhaps with a speed warning system, will need to be budgeted for during the 2017 budget process. The sign will be used to regularly message pedestrian and bike safety and awareness.

IDENTIFY EXISTING SAFETY CONCERNS



TEAM LEADER: POLICE DEPARTMENT
RANK: MEDIUM
COMPLETION: ONGOING

Working with the safe street citizen group, safety concerns and conflicts will be identified and strategies will be developed to address those concerns. Intersections that need different traffic control such as a stop signs have been identified and new signs will be installed. Steps have been taken to reduce the speed limits around the central business district along Virginia Avenue.

PRIORITY 4: INVEST IN CAPITAL PROJECTS

The fourth priority corresponds to the City Council's desire to implement important projects from the City's capital planning processes.

PURSUE A DOWNTOWN REVITALIZATION PROJECT



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: 2016 AND ONGOING

As soon as the Better Cities project planning process culminates with a feasible design, the project needs to be implemented to help facilitate a downtown renaissance.

DEVELOPMENT OF THE LAZY-K PROPERTY



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: HIGH
COMPLETION: 2018 - 2022

The planning process is underway for the Lazy-K property. As the preferred alternative is identified, funds will need to be set aside to initiate the development of this newly acquired property.

PHASE III OF THE COMMUNITY CENTER



TEAM LEADER: PARKS AND RECREATION
RANK: MEDIUM
COMPLETION: 2019 - 2020

The 2015 Parks and Recreation Master Plan has a feasibility study for this project planned for 2018, with subsequent design in 2019 and construction in 2020.

TRAIL DEVELOPMENT



TEAM LEADER: PUBLIC WORKS
RANK: MEDIUM
COMPLETION: 2019 - 2020

The 2015 Parks and Recreation Master Plan plans for an average investment in trails of \$100,000 per year. The City has agreed to partner with Gunnison County on a Federal Land Access Program grant for a \$1.5 million project to connect the West Highway 50 underpass to Hartman Rocks via a separated trail along Gold Basin Road.

REDEVELOPMENT OF THE I.O.O.F. PARK



TEAM LEADER: PARKS AND RECREATION
RANK: MEDIUM
COMPLETION: 2018

Once a suitable plan has been established, potentially the City can capitalize on that plan to ensure this park space is attractive and inviting.

CONSTRUCTION OF THE COMPLETE STREETS PROGRAM



TEAM LEADER: COMMUNITY DEVELOPMENT
RANK: MEDIUM
COMPLETION: 2017-2017

When the complete street community feedback and CDOT input culminates in a design, the City will use existing resources or available grant opportunities to construct design elements such as safer pedestrian crossings, traffic calming measures, etc.



PRIORITY 5: MAKE EMPLOYMENT ATTRACTIVE

The fifth priority represents the City Council's objective in attracting and retaining quality employees at the City of Gunnison. The City of Gunnison recognizes that employees are critical to the success of mission and goals. Therefore, our total compensation system needs to match, within our ability to pay, other comparable governmental employers.

REACH 100% PARITY FOR ALL CITY POSITIONS



TEAM LEADER: FINANCE
RANK: HIGH
COMPLETION: DECEMBER 2015

With unemployment rates at a historically low 2.4%, the importance of setting wages that are on par with comparable communities is imperative. Many municipalities across the State of Colorado are experiencing the effects of candidate pools with a lack in the quantity of applicants and specifically the lack of qualified applicant for a variety of open positions.

REGULARLY EVALUATE AND ADJUST SALARIES



TEAM LEADER: FINANCE
RANK: HIGH
COMPLETION: ONGOING

Each year, the Finance Department participates in a variety of salary surveys and in return for participation, the results are available to the City of Gunnison. Most importantly, the Colorado Municipal League conducts a salary survey for Colorado municipalities that provides a great deal of the data required for an appropriate comparison. Finance will also attend a compensation briefing conference hosted by the Mountain States Employers Council in Glenwood Springs in June.

INVEST IN EMPLOYEE ENRICHMENT INCLUDING TRAINING AND BENEFITS



TEAM LEADER: FINANCE
RANK: MEDIUM
COMPLETION: DECEMBER 2015

Nearly \$5,000 in pre-recession training was reinstated in the 2016 budget process to ensure City staff has received current training in areas of importance.

CLASSIFICATION OF POSITIONS AND CONSIDER APPROPRIATE RECLASSIFICATION



TEAM LEADER: FINANCE
RANK: MEDIUM
COMPLETION: DECEMBER 2016

Many positions have not had their job description updated for a decade and a half. To ensure appropriate comparables, it is important that critical aspects of the job description are current. The Mountain States Employer's Council has review the new job description template for legal compliance but the project to analyze current employee job description has been deferred since many departments do not have time to implement a review due to other engagements.

EVALUATE ATTRACTIVENESS OF PART-TIME AND SEASONAL EMPLOYMENT



TEAM LEADER: FINANCE
RANK: LOW
COMPLETION: DECEMBER 2017

For many years, the City budget included a lump sum for part-time and seasonal employment. This static amount prevented wages from keeping up competitively, although these employees provide very visible services to City customers. Work was done to establish the full-time equivalent hours for each part-time and seasonal employee so that the overall wages could be analyzed for parity. After setting hourly rates, a formulaic approach has been established to increase part-time wages in a systematic way.

SUPPORT COMMUNITY-WIDE EFFORTS TO DEVELOP AFFORDABLE HOUSING



TEAM LEADER: CITY MANAGER
RANK: LOW
COMPLETION: SEPTEMBER 2016

The One Valley Prosperity Project has indicated that acquiring property for the use of affordable housing could be the most efficient investment as the City moves forward. Potential locations for affordable housing, in cooperation with the Gunnison Valley Regional Housing Authority. In addition, the City has allocated the requested \$36,000 to support the Gunnison Valley Regional Housing Authority, as well as up to \$15,000 to conduct a housing needs assessment.



INVEST IN TRAINING OF EXISTING EMPLOYEES



TEAM LEADER: ALL
RANK: HIGH
COMPLETION: ONGOING

Involvement of subordinate staff in higher level decision making, training and certification processes will enable a smooth continuity of services and upward mobility of existing workforce as retirements occur.

EVALUATE FTE REQUIREMENTS TO MAINTAIN SERVICE LEVELS



TEAM LEADER: FINANCE
RANK: MEDIUM
COMPLETION: DECEMBER 2016

A great deal of interviews have taken place with various departments to establish appropriate full-time equivalent (FTE) levels. As the City moves forward, these values will be taken into account to determine the impact of retirements on both quality and quantity of work achieved by existing employees. A variety of technology enhancements are being implemented to increase efficiency to attempt to offset the loss of historical knowledge from outgoing employees.

EVALUATE SALARY RANGES AND JOB DESCRIPTIONS TO REMAIN COMPETITIVE



TEAM LEADER: FINANCE
RANK: MEDIUM
COMPLETION: DECEMBER 2016

Each year, the Finance Department participates in a variety of salary surveys and in return for participation, the results are available to the City of Gunnison. Most importantly, the Colorado Municipal League conducts a salary survey for Colorado municipalities that provides a great deal of the data required for an appropriate comparison. Finance will also attend a compensation briefing conference hosted by the Mountain States Employers Council in Glenwood Springs in June.

IDENTIFY TRAINING NEEDS ACROSS ALL DEPARTMENTAL STAFF



TEAM LEADER: ALL
RANK: MEDIUM
COMPLETION: ONGOING

Nearly \$5,000 in pre-recession training was reinstated in the 2016 budget process to ensure City staff has received current training in areas of importance.

INCREASE ANNUAL TRAINING BUDGETS



TEAM LEADER: FINANCE
RANK: MEDIUM
COMPLETION: DECEMBER 2016

Nearly \$5,000 in pre-recession training was reinstated in the 2016 budget process to ensure City staff has received current training in areas of importance.

PRIORITY 6: IMPROVE DELIVERY AND EFFICIENCY OF CITY SERVICES

The sixth priority acknowledges the need to provide more services with less availability of funds. Doing less with more is a unifying theme across governmental organizations and is often accomplished with new technology and improved communication.

INCREASE CONVENIENCE OF ACCESSING CITY SERVICES



TEAM LEADER: FINANCE
RANK: HIGH
COMPLETION: DECEMBER 2018

Finance has implemented a policy where the required utility deposit is waived for customers that sign up for the automatic payment plan. New forms have been developed to facilitate signing up for utility services, moving out, filing sales taxes, etc. can be accomplished via the City's website. Research is being performed to ascertain whether enterprise document management systems may facilitate increased customer service via filling out forms and initiating workflows within the City.

CREATE ELECTRONIC WORK FLOWS THAT SPEED UP PROCESSES



TEAM LEADER: ALL
RANK: MEDIUM
COMPLETION: OCTOBER 2016

A demo has been provided to City staff for the Laserfiche product to review the applicability of automatic workflow to increase efficiency of and accountability for City services.

MAINTAIN THE IMPORTANCE OF PERSONAL INTERACTION



TEAM LEADER: ALL
RANK: MEDIUM
COMPLETION: ONGOING

While technology can increase efficiency, it is important to maintain the personal connections and interaction that the City of Gunnison is renowned for. Simple personal phone calls and face-to-face meetings are often the best ways to reach compromise and establish working relationships. When appropriate City staff still takes the time to reach out and make these important connections.

HIRE FACILITIES MAINTENANCE STAFF



TEAM LEADER: PARKS AND RECREATION/CITY CLERK
RANK: HIGH
COMPLETION: JUNE 2017

A review of efficiencies gained from establishment of a facilities maintenance position were conducted in November of 2015. While such a position would certainly provide a proactive approach to facilities maintenance that currently, there would be no cost savings realized by hiring such as position.

BUDGET LINE ITEMS FOR CONTRACTOR SERVICES



TEAM LEADER: ALL
RANK: MEDIUM
COMPLETION: ONGOING

Nearly \$7,000 was budgeted to support aggressive maintenance of City facilities. Hiring competent contractors to assist in the maintenance of City facilities is imperative.



DEVELOP A COMMUNICATIONS PLAN



TEAM LEADER: CITY CLERK
RANK: HIGH
COMPLETION: DECEMBER 2016

Marketing the successes accomplished by the City of Gunnison helps build trust and communications in general ensures the collection of quality public input. A communications plan should be supported by a good research plan to measure public attitudes, define audiences and test ways to change attitudes or behaviors.

EVALUATE HIRING A PUBLIC INFORMATION OR COMMUNITY RELATIONS POSITION



TEAM LEADER: CITY MANAGER
RANK: HIGH
COMPLETION: AUGUST 2016

Initial salary research has been conducted to evaluate the wage for a public information officer or public relations position. Positions in comparable communities are both quite costly and rare. Options are being explored to perhaps job share this position with another organization or hire a consultant to provide the services on a part-time basis.

EVALUATE THE WEBSITE AND SOCIAL MEDIA PRESENCE



TEAM LEADER: INFORMATION TECHNOLOGY
RANK: MEDIUM
COMPLETION: AUGUST 2016

Since the existing web editing software was due for upgrade, it was deemed that simply pursuing a new website design was cost effective. A website design firm has been selected- Revize – and the initial design concepts have been presented. As work continues, it is expected that a new website will be unveiled for the City of Gunnison by August 2016.



ESTABLISH A COMMUNITY INFORMATION KIOSK



TEAM LEADER: PARKS AND RECREATION
RANK: LOW
COMPLETION: AUGUST 2016

While an electronic kiosk was budgeted in 2016, it was determined that a thorough communication plan must be developed first to determine whether such as community kiosk would help facilitate the communication goals of the city. Until a kiosk's efficacy is established, this project has been put on hold.

PRIORITY 7: INCREASE ENGAGEMENT EFFORTS /PARTNERSHIPS

In this seventh priority, the City Council wishes to increase the quality, efficiency, and variety of tools used to engage and inform the community and build on current cooperative efforts locally and regionally.

ESTABLISH PUBLIC INFORMATION POSITION



TEAM LEADER: CITY MANAGER
RANK: HIGH
COMPLETION: FEBRUARY 2017

On November 10th, 2015, the Council discussed briefly the hiring of a Public Information Officer (PIO). Preliminary research revealed that of our comparable communities, only Estes Park, Montrose and La Junta have a PIO, averaging to a salary of \$53,115 (\$78,323 with benefits). In addition, Louisville and Frederick have a position they refer to as a Public Relations Manager. That position's average wage is \$70,114 (\$97,763 with benefits). The position would be for professional work in coordinating communications, special events and other city-wide activities with the objective of enhancing the jurisdiction's image through sound community relations and reliable dissemination of public information. The 2017 budget discussion will include this conversation, potentially including other options such as job sharing with another organization or hiring a part-time consultant.

USE TECHNOLOGY TO COMMUNICATE WITH THE PUBLIC



TEAM LEADER: ALL
RANK: HIGH
COMPLETION: DECEMBER 2016

The new website, currently in the design phase, is mobile device friendly and will allow customer, citizen, business, and visitor communications via subscription lists or social media. Additionally, the City is reviewing enhancements available with a document management system, which would allow public access to public documents as well as online filling out of forms.

REACH OUT TO THE PUBLIC NOT UTILIZING TECHNOLOGY



TEAM LEADER: CITY CLERK
RANK: HIGH
COMPLETION: MARCH 2017

During development of a new communications plan, tactics will be identified to communicate with citizens that do not typically join community discussions including non-English speaking families/individuals, home-bound, those not technology connected, youth and university students. Potentially a community newsletter could be created, both in a printed and digital format. During the upcoming City Fest in July 2017, the City Clerk will solicit feedback from attendees about receiving city-related information and how they would like receive that information, and whether they want to receive the information.

PARKS AND RECREATION CITIZEN ADVISORY COMMITTEE



TEAM LEADER: PARKS AND RECREATION
RANK: LOW
COMPLETION: 2015

Resolution No. 4, Series 2016, established a Parks and Recreation Advisory Committee on May 24, 2016 to act in an advisory capacity to the City Council relating to parks and recreation planning, projects, and budget formulation.

ESTABLISH A COMMUNITY INFORMATION KIOSK



TEAM LEADER: PARKS AND RECREATION
RANK: LOW
COMPLETION: SEPTEMBER 2016

While an electronic kiosk was budgeted in 2016, it was determined that a thorough communication plan must be developed first to determine whether such as community kiosk would help facilitate the communication goals of the city. Until a kiosk's efficacy is established, this project has been put on hold.

PARTNER WITH THE GUNNISON COMMUNITY SCHOOLS



TEAM LEADER: CITY CLERK AND PARKS AND RECREATION
RANK: LOW
COMPLETION: MARCH 2018



The City Clerk staffs the Youth City Council to gather input on youth issues. The City contributed \$3,800 to the Sources of Strength to prevent suicide by increasing help seeking behaviors and promoting connections between peers and caring adults. \$250 was given as a Youth Challenge Grant to help dangerous behavior of graduating seniors on graduation night. The City has also explored assisting the Western Colorado Conservation Corps (WCCC) to help youth learn skills and the value of hard work.

CELEBRATE DIVERSITY OF COMMUNITY



TEAM LEADER: ALL
RANK: LOW
COMPLETION: ONGOING

Strategies need to be developed where diverse perspectives, cultures and values are accepted, appreciated and celebrated.

PARTICIPATE IN BETTER CITIES STUDY



TEAM LEADER: CITY MANAGER
RANK: LOW
COMPLETION: ONGOING

The City of Gunnison agreed to collaborate with a study to explore ideas related to downtown revitalization. The City has participated in numerous planning meetings and is awaiting a formal report from Better Cities with recommendations on implementing what is referred to as a “Downtown Renaissance”.

CREATE A CLEAR MISSION AND VISION STATEMENT



TEAM LEADER: CITY MANAGER
RANK: MEDIUM
COMPLETION: ONGOING

There have been no discussions regarding the development of modified Mission or Vision statements that can be found at the beginning of this document.

IDENTIFY AREAS OF MUTUAL CONCERN



TEAM LEADER: CITY MANAGER
RANK: LOW
COMPLETION: ONGOING

The City of Gunnison has continued to participate in the monthly Mayors/Managers meetings, as well as the One Valley Prosperity Project to maintain an open dialog with other entities.