

## **GUNNISON CITY COUNCIL AGENDA**

THE MEETING WILL BE HELD IN THE CITY COUNCIL CHAMBERS OF CITY HALL  
201 W. VIRGINIA AVENUE IN GUNNISON

**TUESDAY,  
MAY 19, 2015**

**WORK SESSION**

**7:00P.M.**

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- |                  |   |
|------------------|---|
| 7:00 – 7:20 P.M. | A. Presentation to City, Re: Pickleball Program Request - Dave Robertson & Parks & Recreation Director Dan Ampietro   |
| 7:20 – 7:40 P.M. | B. Update on Gunnison Arts Center Multi-Day Special Events Permit for Sundays @ 6; Alysa VandenHeuvel   |
| 7:40 – 8:00 P.M. | C. Discussion on IGA Between City, Gunnison Volunteer Fire Department and Gunnison County Fire Protection District - Fire Marshal Dennis Spritzer               |
| 8:00 – 8:10 P.M. | D. Update on City Fire Truck Bids - Fire Marshal Dennis Spritzer  |
| 8:10 - 8:30 P.M. | E. Gunnison Rising Annexation Agreement; Re: Conditions for Subdivision – CD Director Steve Westbay   |
| 8:30 – 9:00 P.M. | F. City Strategic Planning Process Discussion – Finance Director Ben Cowan and City Manager Ken Coleman   |
| 9:00 – 9:30 P.M. | G. City Council Policies and Procedures – On-going Discussion – City Manager Ken Coleman and Council – information will be passed out to Council at the meeting |
| 9:30 – 9:45 P.M. | H. City Council Discussion, Meeting Reports, Items for Future Work Sessions   |
|                  | I. Adjournment  |

This agenda is subject to change, including the addition or deletion of items at any time. **Times are approximate** and the agenda may proceed faster or slower than listed. The City Manager and City Attorney reports may include administrative items not listed. Regular Meetings and Special Meetings are recorded and action can be taken. Minutes are posted at City Hall and on the City website [www.cityofgunnison-co.gov](http://www.cityofgunnison-co.gov) No formal action can be taken at a Work Session. For further information, contact the City Clerk's office at 641-8140.

TO COMPLY WITH ADA REGULATIONS, PEOPLE WITH SPECIAL NEEDS ARE ASKED TO CONTACT THE CITY CLERK AT 641-8140 AT LEAST 24 HOURS BEFORE THE MEETING.

## May 19 City Council Work Session

### Pickleball Tournament report and forecast

1. Brief overview of what pickleball is if council members are not familiar with the sport
  - a. Court size, demographics of pickleball
  - b. Growth of the sport nationally.
  - c. Also featured nation news and life style shows
2. Western Slope Pickleball Tournament Series
  - a. We learned of the series and got Gunnison as a part of the series becoming along with Carbondale the 6<sup>th</sup> and 7<sup>th</sup> city to host the series. The others are Durango, Montrose, Delta, Grand Junction, and Glenwood Springs
  - b. We were the first tournament in the series
    - i. 48 Teams came from the 7 cities plus Angle Fire, NM, Surprise, AZ, and Hugoton, KS. We also had 10 local players
    - ii. We used 3 courts at the Rec Center and 6 at Western
3. Tournament success
  - a. 1. Economic Impact statement (attached) \$41,800 to 58,200 using Region 10 and GCOC formulas
  - b. Organization. Thanks to Western and the Rec Center for the help we received
    - i. Western assigned 6 students as staff. Their enthusiasm was infectious.
    - ii. Rec Center personnel – a special thanks
  - c. Comments from the tournament were very positive
    - i. Best tournament ever
    - ii. Best organized we have ever seen
    - iii. Set the bar high for all others
    - iv. Comments came from a survey we sent out and unsolicited comments.
4. State of Pickleball and its fit in Gunnison
  - a. We overwhelm the Rec Center in the summertime. 40 + people for 3 courts
  - b. Growth at Western includes both student and staff
  - c. Using Western Field House helps but their summer programs limit our time there.
  - d. Growth would be much greater if there were a “no charge” place to play. \$5.00 drop in fee for each family member may well keep some from trying the sport
5. Demographics of pickleball players
  - a. Started as senior citizen sport. Age dropping as the sport grows. There are now national and international tournaments with play at a level that gets higher and higher
  - b. Good thing is the sport can accommodate the recreational to serious player
  - c. PB players are RV or motel, not primitive camp folks
  - d. Will spend local money.
6. Will the sport grow?
  - a. Recent Gunnison survey did not show strong support. Put this in prospective
  - b. Web sites from all over the country show growth when it is readily available
  - c. Diane and I have become USAPA Ambassadors. Our function is to help grow the sport locally.
7. Pickleball is a “decider”
  - a. Will folks travel 1000 mile to play pickleball? - no
  - b. If pickleball is offered as a part of the many activities and Gunnison had outdoor courts would it help be the choice to come here versus other mountain towns – YES
  - c. RV people who stay for extended times are often times PB players.

THE CONCLUSION. Gunnison needs an outdoor pickleball facility.

Having a 4 court pickleball outdoor facility will help tourism in this area. As one of the fastest growing sports in this country having places to play as a part of local or tourist activity is a benefit to the community.

# 2015 Gunnison Pickleball Tournament Economic Impact

Total Number of Players From out of the area staying two nights in Gunnison = 38 Players

Lodging: 38 Players Staying Two Nights  
38 Rooms @ \$65 per night - two nights = \$4940  
Total Lodging Revenue = \$4940

Food/Gas/Gifts/Groceries/Etc.  
38 People Spending an Average of \$45 per day on food/gas/gifts/etc.  
38 people @ \$45 per day - two days = \$3,420

\*Total Revenue from Lodging and other purchases = \$8,360  
Gunnison Chamber of Commerce Dollar Turnover Multiplier:  
\$8,360 x 7 = \$58,520

Region 10 Dollar Turnover Multiplier:  
\$8,360 x 5 = \$41,800



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INTEROFFICE MEMORANDUM

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**TO:** CITY COUNCILORS  
**CC:** CITY MANAGER KEN COLEMAN  
**FROM:** CITY CLERK GAIL A. DAVIDSON, CMC   
**SUBJECT:** MULTI-DAY SPECIAL EVENTS PERMIT APPLICATION  
**DATE:** 5/14/2015

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City Council,

Attached please find a copy of the Special Events Permit application from the Gunnison Arts Center for the 2014 Sundays @ 6 Concert Series. The concerts will once again be held at the covered pavilion in the northeast corner of Legion Park and will run on Sunday evenings from June 14th through August 16th.

Per City Policy, since this event takes place on multiple days, exceeding 4 or more separate days, Council approval is required. Thank you for your consideration of this request.

**Action Requested of Council at the May 26<sup>th</sup> Regular Session meeting:** A motion, second and vote to approve the multi-day Special Events Permit application from the Gunnison Arts Center for the 2015 Sundays @ 6 Concert Series to be held at Legion Park.



# City of Gunnison Special Event Permit Application

To be submitted to the City Clerks Office, at City Hall, 201 W. Virginia Avenue or at the Gunnison Community Center, 200 E Spencer Street in Gunnison, CO 81230

Phone: 970.641.8140 Fax: 970.641.8051

No later than ten (10) business days prior to the Proposed Event

Gunnison Arts Center  
Name of Applicant Sponsoring Agency (If Different than Applicant)

970-641-4029 | 102 S. main street  
Phone Number | Address

alysa@gunnisonartscenter.org  
E-Mail Address | Cell Number

Concert / community gathering  
Type of Event:

Sundays @ 6  
Name or Title of Event:

Legion Park - concerts on the covered stage.  
Location and Description of the Event:

June 14<sup>th</sup> - Aug. 16<sup>th</sup> | 300+ | From: 4 AM/PM to 9 AM/PM  
Date of Event | # of People | Event Hours (including set up/take down)

List any streets requiring closure as a result of the Event (Please be specific in regards to time making sure there is extra time before and after the event for clearing parked cars, set-up and clean-up): N/A

Times of actual street closure: From: \_\_\_\_\_ AM/PM To: \_\_\_\_\_ AM/PM

Route to be Traveled (Display on accompanying map): \_\_\_\_\_

Unless exempted by the City, Businesses and Residents located adjacent to your event must be notified at least 7 days prior to the event - of any possible street closures, potential noise or traffic impacts. See last page of application for and example of a notification form.

**Does the Event Involve Any of the Following? (Please check if applicable):**

Liquor/ Beer Sale and/or Consumption? If yes, please contact the City Clerk 641-8140

Sales of Any Kind of Product? If yes, please contact the Finance Department 641-8070

Distribution of Handbills/ Flyers or Hanging of Banners? If yes please contact the Community Development at 641-8090

Use of a City Park/ Pavilion? If yes, please contact the Parks Dept 641-8060

Music/ Entertainment? If yes, please describe: yes, live music - various artists

Animals/ Livestock? If yes, please describe: \_\_\_\_\_

Use of Tents or Fencing Causing Ground Disturbance? If yes, please contact the Parks Dept 641-8060

Open Flame Cooking in Booths or Trailers? If yes, contact Fire Marshal at 641-8153.

Use of Port-a-Toilets? If yes, please contact the Parks Department 641-8060

Pyrotechnic Displays? If yes, contact Fire Marshal at 641-8153.

**Will you Require:**

Water? If yes, for what use, amount needed and method of dispensing \_\_\_\_\_

Electricity? If yes, for what use, type needed and method of dispensing yes, outlets in covered stage

Dumpsters/ Trash Cans? If yes, amount needed, type, time delivered/ picked up and location \_\_\_\_\_

Traffic Cones/ Barricades? If yes, for what use, amount needed, time delivered/ picked up and location \_\_\_\_\_

Additional Police/ Fire Presence? If yes, for what purpose, type needed, and time/ location \_\_\_\_\_

**Have You Placed the Event on the Gunnison-Crested Butte Community Calendar (www.gbcalendar.com)?**

Yes, it will be

**INDEMNIFICATION AND RELEASE PROVISIONS  
FOR USE OF CITY OF GUNNISON FACILITIES AND RIGHTS-OF-WAY**

A. In consideration for being permitted to use the facilities and/or rights-of-way of the City of Gunnison, (hereinafter "City"), (insert name of person/entity seeking permission to use facilities and/or rights-of-way, hereinafter "Applicant") agrees to indemnify and hold harmless the City, its officers, employees, insurers, and self-insurance pool, from and against all liability, claims, and demands, which are incurred, made, or brought by any person or entity on account of damage, loss, or injury, including without limitation claims arising from property loss or damage, bodily injury, personal injury, sickness, disease, death, or any other loss of any kind whatsoever, which arise out of or are in any manner connected with the use of the facilities and/or rights-of-way, whether any such liability, claims, and demands result from the act, omission, negligence, or other fault on the part of the City, its officers, or its employees, or from any other cause whatsoever.

B. By signing below, Applicant agrees that, in the event of any damage, loss, or injury to the facilities or to any property or equipment therein or to the City rights-of-way, the City may deduct from any damage deposit the full amount of such damage, loss, or injury. Applicant further agrees that, if such damage, loss, or injury exceeds the amount of the damage deposit, Applicant will promptly reimburse the City for all costs associated therewith upon billing by the City.

C. In addition, in consideration for being permitted to use the facilities and/or rights-of-way, Applicant, on behalf of itself, and its officers, employees, members, and participants, hereby expressly exempts and releases the City, its officers, employees, insurers, and self-insurance pool, from and against all liability, claims, and demands, on account of injury, loss, or damage, including without limitation claims arising from property loss or damage, bodily injury, personal injury, sickness, disease, or death, that Applicant may incur as a result of such use, whether any such liability claims and demands result from the act, omission, negligence, or other fault on the part of the City, its officers, or its employees, or from any other cause whatsoever.



\_\_\_\_\_  
Signature of Applicant

Alysa Vandenhoevel

Printed Name of Applicant

4/29/15

Date

**Dear Gunnison Business or Resident:**

We, \_\_\_\_\_,  
(name of event organizaer)

Will be conducting a \_\_\_\_\_  
(type of event)

On \_\_\_\_\_  
(date of event)

From \_\_\_\_\_  
(time of event)

The anticipated impacts, including street closures, from the event include:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**If you have any comments or concerns regarding this event, please contact us at**

\_\_\_\_\_  
(contact information of event organizer)

**AND the City of Gunnison at 970-641-8080. Thank you for your input.**

**(Notification form for adjacent businesses/residents)**

***For Internal Use Only***

**Approved:**

City Clerk: AM

Additional Comments: No alcohol w/out Liquor Permit

Finance: BC

Additional Comments: \_\_\_\_\_

Community Development: SW

Additional Comments: \_\_\_\_\_

Fire Marshall: DMS

Additional Comments: 20' Fire Lane required

Park and Recreation: DA

Additional Comments: Any vendor must have prior permission from Park & Re.

Police: KR

Additional Comments: Remember Alcohol and Marijuana are illegal in Public

Public Works: TX

Additional Comments: \_\_\_\_\_

City Manager: \_\_\_\_\_

Additional Comments: \_\_\_\_\_

Mayor: \_\_\_\_\_

Date: \_\_\_\_\_



**Show on the Map the Location of Special Event**

## MEMORANDUM

To: City Council

From: Dennis Spritzer, Chief of Gunnison Volunteer Fire Department *DS*

Re: Intergovernmental Agreement

Date: 05/06/15

This Intergovernmental Agreement shall replace the City /District Fire Agreement dated June 11, 1985. The main difference between the two agreements is any apparatus owned by either entity can respond to any call for service within the City or Fire Protection District at the discretion of the Fire Department officer in charge. The previous agreement had a six mile radius for certain apparatus. This will give the Fire Department and the officer in charge greater flexibility when responding to an incident and the customer service will vastly improve by having the appropriate apparatus for all calls to service whether or not it is a City or Fire Protection District incident.

This agreement has already been signed by the Gunnison County Fire Protection District and the Gunnison Volunteer Fire Department.

**INTERGOVERNMENTAL AGREEMENT BETWEEN THE GUNNISON COUNTY  
FIRE PROTECTION DISTRICT THE CITY OF GUNNISON AND THE GUNNISON  
VOLUNTEER FIRE DEPARTMENT**

THIS Agreement is made and entered into effective the \_\_\_ day of \_\_\_\_\_, 2015, by and between the Gunnison County Fire Protection District (“District”), the City of Gunnison, a Colorado home-rule municipality (“City”), and the Gunnison Volunteer Fire Department, a Colorado non-profit corporation (“GVFD”).

WHEREAS, the District is a special district organized under the laws of the State of Colorado for the purpose of fire prevention and control within the area shown on EXHIBIT A, attached hereto and incorporated herein, which area encompasses the boundaries of the District; and

WHEREAS, the City is a municipal home-rule corporation organized under the laws of the State of Colorado; and

WHEREAS, the GVFD is a Colorado non-profit corporation utilizing volunteers to provide fire-fighting and emergency services on behalf of and at the direction of the City and the District; and

WHEREAS, both the District and the City own and maintain fire protection equipment, employ personnel, and contribute to costs associated with operation of the fire department serving the area shown on EXHIBIT A, through annual budget appropriation; and

WHEREAS, the District and the City desire to enter into an agreement by which the GVFD will provide all firefighting and emergency services within the City and District, utilizing apparatus and equipment as deemed necessary to provide such services; and

WHEREAS, this Agreement will replace in its entirety the agreement between the parties dated June 11, 1985.

NOW, THEREFORE, for good and valuable consideration as expressed herein, the parties agree as follows:

1. For the period beginning on the date set forth above, and ending on midnight one year from the date set forth above, GVFD shall furnish firefighting and emergency services within the City and District, utilizing regular volunteer fire personnel and firefighting apparatus and equipment owned and operated by either the District or the City, or both, as deemed necessary to provide such services within the City and District.
2. This Agreement will renew automatically for one-year periods from the time of its first expiration unless any party notifies the others in writing ninety (90) days or more prior to its expiration, or the expiration of any renewal periods, of its decision not to renew it for an additional period. Any renewal of this Agreement is subject to the City and District making annual budget appropriations to support the terms of the Agreement.
3. The Chief of the GVFD, or his designee, shall have the sole and exclusive right and responsibility to prescribe the manner and method of response to an alarm for fire or other services required within the territory of the City and District.
4. All firefighting activities shall be conducted pursuant to the regulations and laws of the City if such occur within the City limits, and within the regulations and laws of the State of Colorado if outside the City limits of the City of Gunnison, Colorado.
5. The District shall be responsible for paying its employees, general maintenance and repair of its equipment, insurance premiums, and its share of expenses for the fire department building, personnel training, etc., as reflected in the District’s annual budget. The City shall be responsible for paying its employees, general maintenance and repair of its equipment, insurance premiums and its share of expenses for the fire department building, personnel training, etc., as reflected in the City’s annual budget.

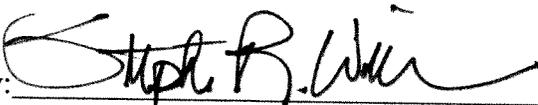
6. The District shall pay the stipend/response fee for any volunteer fire personnel responding to an incident within the boundaries of the Gunnison County Fire Protection District and outside of the City limits of the City of Gunnison. The City shall pay the stipend/response fee for any volunteer fire personnel responding to an incident within the City limits of the City of Gunnison.
7. Damage to equipment or apparatus, occurring during response to an incident, including travel to or return from an incident, regardless of reason or cause, shall be paid for by the District if the property is owned by the District. Damage to equipment or apparatus, occurring during response to an incident, including travel to or return from an incident, regardless of reason or cause, shall be paid for by the City if the property is owned by the City.
8. Injury to personnel, occurring during response to an incident, including travel to or return from the incident, regardless of reason or cause, shall be paid for by the District if the incident site is within the boundaries of the Gunnison County Fire Protection District and outside of the City limits of the City of Gunnison. Injury to personnel, occurring during response to an incident, including travel to or return from the incident, regardless of reason or cause, shall be paid for by the City if the incident site is within the City limits of the City of Gunnison.

IN WITNESS WHEREOF, the parties have executed this agreement the day and year first above written.

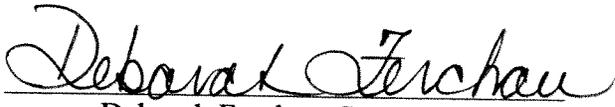
City of Gunnison, a Colorado home-rule municipality

Gunnison County Fire Protection District

By: \_\_\_\_\_  
Robert Drexel, Mayor

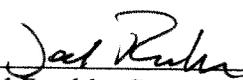
By:   
Stephen R. Williams, Chairman

Attest:  
  
\_\_\_\_\_  
Gail Davidson, City Clerk

Attest:  
  
  
Deborah Ferchau, Secretary

Gunnison Volunteer Fire Department

By:   
Dennis Spritzer, Chief

Attest:  
  
  
Joel Ruehle, Secretary

# Gunnison County Fire Protection District

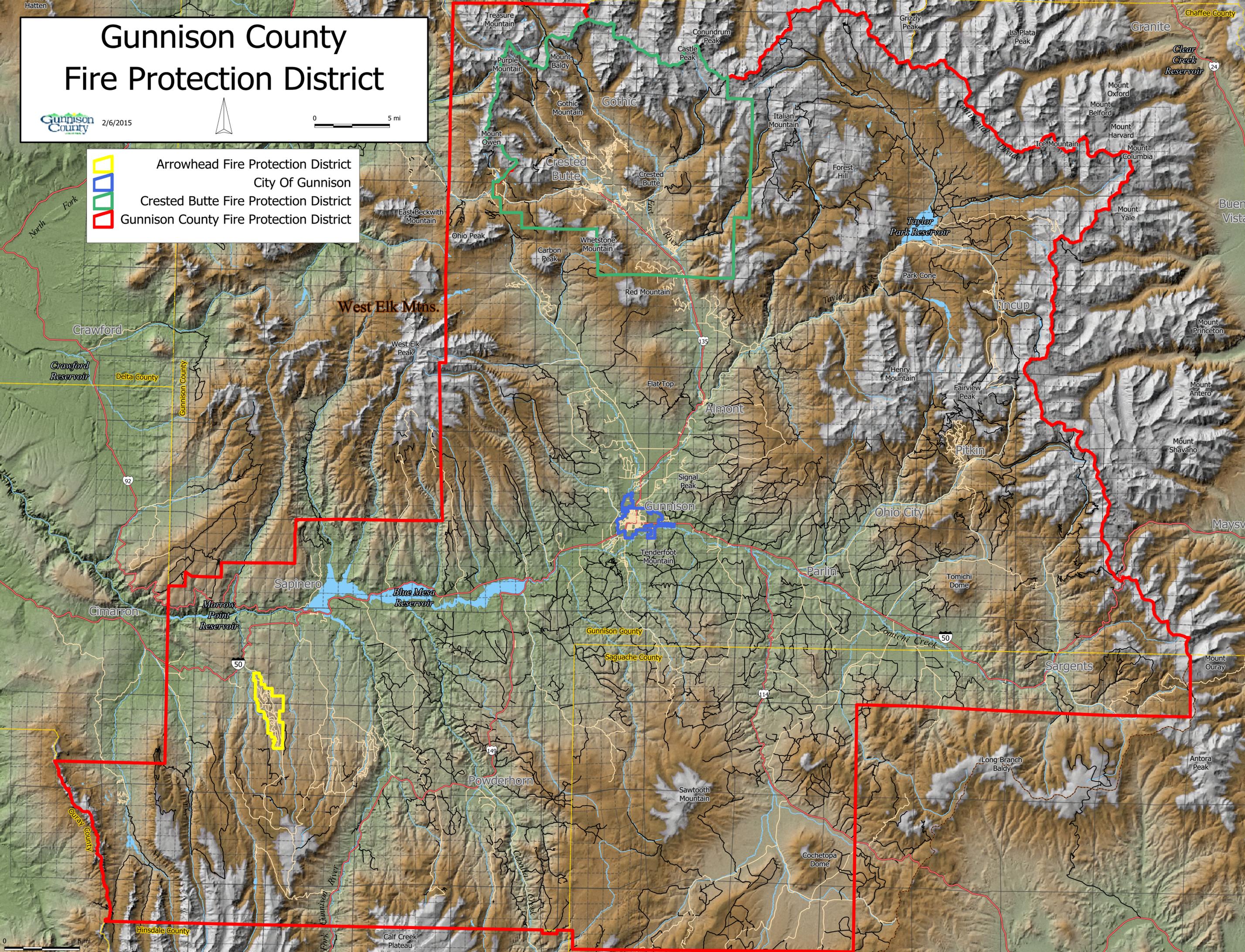


2/6/2015



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-  Arrowhead Fire Protection District
-  City Of Gunnison
-  Crested Butte Fire Protection District
-  Gunnison County Fire Protection District





# Memorandum

**To:** City Council  
**From:** Dennis Spritzer  
**Date:** 5/15/2015  
**Re:** Fire Engine Contract

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The Fire Department has submitted a request for proposals to five fire engine builders (Pierce, Rosenbauer, Smeal, Toyne, and Ferrara) to build the new fire engine and received one proposal from Rosenbauer. We are satisfied with the engine as proposed with some slight changes that are sure to be made throughout the build process. Contract price is \$387,269. Payment is requested in two installments, the first of which is due upon delivery of the International chassis to Rosenbauer in Wyoming, Minnesota (\$118,800). The balance is due upon delivery of the completed apparatus to Gunnison. The timeline for construction will be one year from the time the contract is signed by both parties. A penalty clause is included that stipulates that each day past the one year deadline would reduce the price of the apparatus by \$100. The Fire Department recommends acceptance of the contract as written and is requesting permission for staff to sign the contract.

**MEMORANDUM**

TO: City Council  
FROM: Steve Westbay  
DATE: May 19, 2015  
RE: Gunnison Rising Annexation Agreement – Development Conditions

The purpose of this memorandum is to provide an overview of certain conditions in the Gunnison Rising Annexation Agreement that must be met prior to any subdivision of property in Gunnison Rising. Gunnison Valley Properties, LLC has fulfilled the pre-subdivision conditions established by the Annexation Agreement and the Council will be asked to formally recognize the fulfillment of these contractual obligations.

***Annexation Agreement Summary***

In December 2009 the City Council adopted the Gunnison Rising Annexation Ordinance (Ordinance 12, Series 2009) and this approval was under the pretext of conditions established by the *Gunnison Rising Annexation Agreement* (December 3 2009). The *Annexation Agreement* is a contractual document containing provisions that address a variety of topics including but not limited to completing a Highway Access Control Plan with the Colorado Department of Transportation (CDOT), establishing a Master Stormwater Drainage Plan, and demonstrating adequate quality of the domestic water source is from the Tomichi Basin. Under the *Annexation Agreement* terms, the developer is required to address these three specific provisions prior to any subdivision or development of the property.

**Highway Access Control Plan.** During the annexation review CDOT provided comments and notification to the City and the annexation applicant that only one access permit would be granted for each side of the highway, unless the project was developed under the confines of an adopted Highway Access Control Plan. In order to address this CDOT mandate, the annexation applicant agreed to complete a CDOT Highway Access Control Plan (see *Annexation Agreement*, Section 16.5). In 2012, this planning program was initiated. The plan assessed all existing and future highway access points from the corner of Main and Tomichi to a point approximately three miles east of town. After detailed scoping and review the plan was completed in 2013. The culmination of the plan resulted in an Intergovernmental Agreement between the Board of County Commissioners, CDOT and the City. This pre-subdivision condition has now been met.

**Master Stormwater Drainage Plan.** Contemplating how stormwater would be managed as Gunnison Rising develops in the future was a critical factor of consideration during the annexation review. Managing stormwater is important because it can affect the basin’s water quality if not controlled in a sustainable manner. Section 11.8 of the Annexation Agreement requires the annexation developer to establish a master stormwater plan prior to subdividing property. In 2013 the Gunnison Valley Properties, LLC contracted with an engineering firm to complete a master stormwater plan. This document quantified the amount of pre-development stormwater discharge, the anticipated post-development discharge, and mapped the general conveyance paths required to accommodate development of the site. The City Council adopted Ordinance 10, Series 2013 which integrated the Master Drainage Study for Gunnison Rising as part of the Planned Unit Development Standards for the annexation, and this pre-subdivision condition has now been met.

**Domestic Water Quality.** Section 15.2 of the *Annexation Agreement* addresses water supply quality provisions associated with the service of future site development. The developers were contemplating a new domestic groundwater source from the Tomichi basin, but as an alternative, they also considered using water from the City’s existing water delivery system. The City’s existing domestic water source is exclusively groundwater in the Gunnison basin. During annexation review, water project engineers

suggested that the City ensure that water from the Tomichi basin be of an adequate quality as not to negatively affect the existing city water (smell, taste, etc.).

Based on a letter dated April 17, 2015 from Dick Bratton (Gunnison Valley Properties, LLC), the annexation developer has decided that the Gunnison Rising domestic water source would originate from the City's existing delivery system in the Gunnison basin. This means that the water quality assessment is no longer needed. Additionally, while the specific details for improvements to the delivery system have not been established, the annexation developer will be responsible for costs and construction of any required upgrades. Based on the April 17, 2015 letter, this pre-subdivision condition has now been met.

***Conclusion***

The annexation developer has fulfilled the three specific obligations that are contained in the Annexation Agreement restricting any subdivision of the property. Staff recommends that Council take formal action to recognize the three pre-subdivision requirements contained in the Annexation Agreement have been fulfilled.

A copy of the Annexation Agreement can be found at the following link:

[http://www.cityofgunnison-co.gov/Community%20Development/planning\\_department/planning\\_documents/annexation\\_agreement\\_12.03.09.pdf](http://www.cityofgunnison-co.gov/Community%20Development/planning_department/planning_documents/annexation_agreement_12.03.09.pdf)

April 17, 2015

Mr. Steve Westbay  
Community Development Director  
City of Gunnison  
201 W Virginia Avenue  
Gunnison, CO 81230

Re: Gunnison Rising Annexation Agreement  
Requirements for Development

Dear Steve:

Pursuant to Section 15.2 Water Supply Quality of the Gunnison Rising Annexation Agreement, Gunnison Valley Properties, LLC elects to and requests from the City to hook up to the City's existing water supply rather than develop a new supply in the Tomichi basin.

We also want to confirm that in accordance with Section 16.5 State Highway Access, that the "highway corridor access control plan" has been completed and adopted by the Colorado Department of Transportation and the City of Gunnison. The adoption of Ordinance No. 10, Series 2013, by the City of Gunnison fulfills the requirements for the Stormwater Master Plan.

Please let us know if you have any questions about this letter and request.

Best Regards,

A handwritten signature in cursive script that reads "L. Richard Bratton".

Gunnison Valley Properties, LLC  
L. Richard Bratton, Co-Manager



# City of Gunnison Strategic Planning

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## The Need for Strategic Planning

The City of Gunnison uses the council–manager form of government, wherein City Council is responsible for the legislative function of the municipality such as establishing policy, passing ordinances, appropriating funds, and developing an overall vision. The Manager's role is to implement the policies and course that has been established by the Council. This form of government is recognized as the structure most conducive to the efficient, effective, and ethical management of local communities.

Recently, the City Manager met with members of council to formulate some goals. The need to create and implement a Strategic Planning process was a primary result of that discussion. Ken Coleman's April 17, 2015 memo states the process will be, "an initial step in the annual budget development where Council and staff meet to formulate priorities for our organization. These will determine what further budget items are included to support these set priorities and are incorporated into the work plan."

By launching a strategic plan, the City of Gunnison can ensure:

- 1) Priorities are used to inform all decision making processes including resource allocation during creation of the annual budget and establishment of employee work plans,
- 2) Continuity during changes in leadership, and
- 3) Relatively scarce resources are focused on longer-term objectives, especially throughout the year when "putting out fires" and responding to constituent requests.

Staff recommends implementing the strategic process that has been developed by the International City/County Management Association (ICMA). The new process should allow the City of Gunnison to:

- Understand change, forecast change and set a course of action to manage the expected implications of change
- Engage the community and create enthusiasm for the future
- Prioritize goals in line with available funding
- Cause decision making to be proactive rather than reactive
- Promote trust, honesty, and respect between and among decision makers and members of the community
- Tie the strategic direction directly to work plans, employee performance and budgeting

## Process for Strategic Planning



The strategic plan is a living document. As shown above, the strategic planning process is continuous and is connected to other planning documents such as the capital improvement plan and the annual budget. The priorities that have been established during the planning process inform 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, as soon as the plan has been "completed", an environmental scan must take place 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. However, assessing progress includes determining which tactics are working and reaction to changing local conditions.

## Timeline

The timeline below demonstrates there are many moving parts related to planning at the City of Gunnison. This timeline is a draft presentation of planning efforts to be undertaken.

DATE	EFFORT	DESCRIPTION
05/12/15	Municipal Election	Regular Municipal Election for the City of Gunnison
05/19/15	Council Organization	Discussion for Council and Staff protocol
05/19/15	Strategic Plan Input Template	Input template is available for the strategic plan for use by the public, Council, community leaders, and City staff.
05/20/15	Baseline Data Distribution	Distribution of baseline data for Council review including, planning documents, economic studies, budgets, etc.
06/01/15	Strategic Plan Input Due	Cutoff for receipt of strategic planning input templates.
06/02/15	Draft Capital Improvement Plan	Submission of the draft Capital Improvement Plan for Council review
06/02/15	Goal Setting	Determination of strategic goals for the strategic plan and assignment of team leaders for each goal
<b>06/09/15</b>	<b>CAPITAL IMPROVEMENT PLAN</b>	Adoption of the Final Capital Improvement Plan
06/16/15	Goal Refinement	Review of strategic goals after a "cooling-off" period and assignment of team leaders to strategic goals.
07/07/15	Objectives and Tactics Presentation	Team leaders present their draft objectives and tactics for each strategic goal to Management Staff.
07/20/15	City Fest	Public input is invited for strategic plan priorities and capital projects
07/21/15	Strategic Plan Presentation	Presentation of the draft strategic plan to City Council.
<b>07/28/15</b>	<b>STRATEGIC PLAN ADOPTION</b>	Adoption of the strategic plan
08/03/15	Budget Kick-Off	Distribution of budget manual, worksheets and preliminary wage analysis
08/25/15	Abstract of Assessments	Assessor must submit abstract of assessments reflecting assessed values of property in the County by class and subclass to the Division of Property Taxation and must also submit a preliminary certification to all taxing entities CRS 39-2-115
08/21/15	Contracts for Service Applications	Distribution of contracts for service guidelines and the application for funding to community organizations
<b>08/21/15</b>	<b>BUDGET SUBMITTAL DUE</b>	All budget worksheets and special budget requests are due
09/11/15	Special Requests	City staff meets to consider special requests for capital projects, budget enhancements, IT equipment and new staff. Deadline for

		Contracts for Service applications.
10/02/15	SPB Deadline	Deadline for changes to the Staff Proposed Budget. Begin creation of the Staff Proposed Budget document.
<b>10/13/15</b>	<b>STAFF PROPOSED BUDGET</b>	Submittal of the Staff Proposed Budget to City Council. <i>Municipal Home Rule Charter deadline: October 15</i>
10/20-11/17/15	Budget Work Sessions	Council meets with staff to consider input revises the Staff Proposed Budget as they deem necessary
10/20/15	Grants and Contracts	Grants & Contracts for Service presentations from applicants
<b>11/10/15 7:00 PM</b>	<b>BUDGET PUBLIC HEARING</b>	Public hearing on the proposed budget. Notice of the time and place of the hearing must be published at least 5 days prior. <i>Municipal Home Rule Charter deadline: November 15</i>
11/24/15	First Reading of Budget	First reading of ordinances for the mill levy, budget and prior year amendments
<b>12/08/15</b>	<b>BUDGET ADOPTION</b>	Council adopts on final reading an ordinance for the budget and an ordinance of the annual appropriations. <i>Municipal Home Rule Charter deadline: December 15</i>
12/08/15	Additional Appropriations	Final reading for July through December budget amendments.
12/10/15	Final Assessed Valuation	Final deadline for County Assessor to certify changes in assessed valuation to local jurisdictions and the Division of Property Taxation (CRS 39-1-111 (5)) <i>Statutory deadline: December 10</i>
12/22/15	Mill Levy Certification	Board of County Commissioners certifies all taxing entities' mill levies to the County Assessor. <i>Statutory deadline: December 22</i>
01/31/16	Budget Document	Final budget document sent to Division of Local Government and available on the City website
02/28/16	Strategic Plan Assessment	Assessment of progress made on Strategic Plan.

## Stakeholder Input

One of the most important aspects of any strategic planning process is that it allows contributions of information and ideas from a variety of sources. Similar to brainstorming, the initial process should accept input from many stakeholders and sources, including:

- City council members
- City staff
- Other local leaders and government representatives
- Individuals
- Other organizations
- The press

The private sector often uses a tool called SWOT analysis, which stands for Strengths, Weaknesses, Opportunities and Threats. Governments have different objectives than a for-profit organization, but the SWOT implementation has some lessons to be learned in that the City's strategic direction should be focused on the following:

- 1) **Opportunities.** What new projects or initiatives should be undertaken by the City? Recognizing that resources are limited, these projects or initiatives may take advantage of increased revenues or redirection of resources from existing uses.
- 2) **Strengths.** As discussed above, since embarking in a new direction can require reduction of services in other areas, it is important to review services that are widely accepted as necessary and effective. Perhaps the level of service should be expanded, or at least maintained. Too many strategic plans state new goals, but fail to incorporate ongoing priorities.
- 3) **Issues or Challenges.** Since there are no perfect solutions to many problems and there are often wide opinions on how to address certain problems, it is important to look at issues that, if left unaddressed, will have a negative impact upon the community. Issues can be due to internal problems within the City of Gunnison organization or influencing the City based on external factors such as the economy, demographic trends, decisions of other organizations and governments, etc.

A templated approach to glean input from the stakeholders may be a good starting point for a strategic discussion. An open forum for input will prevent the City from operating in a vacuum.

As City Council meets to consider input, it is also important to study:

- Comprehensive plans and master plans
- Economic impact reports
- Surveys
- Intergovernmental agreements

## Format

While many organizations plan strategically, they often use a variety of different terminology. The City of Gunnison will move forward using Goals, Objectives and Tactics as presented by the ICMA.

### Goals

Goals usually address long-term issues and they must be directly tied to the vision statement of the City of Gunnison. They do not include a great deal of specificity. Rather, they are a generalized statement of where the City of Gunnison wants to be at some point in the future. Goals can include a focus on economic vitality, sustainability, healthy communities, public safety, transportation and an assortment of other areas.

*An example goal is, "Strengthen the leadership, vision, and planning of the City of Gunnison."*

### Objectives

Each goal statement in the strategic plan will be followed by one or more objectives and they begin to provide the specificity and measurability.

*An example objective is, "By July 31, 2015, the City of Gunnison will adopt its first strategic plan."*

### Tactics

Tactics represent action steps or strategies to accomplish the measurements designated in each objective. They are generally presented in a logical order.

*Some example tactics are,*

- *May 15, 2015 – solicit input for a strategic plan*
- *May 19, 2015 – determine whether the existing mission and vision statement for the City needs to be modified*
- *June 2, 2015 – work session to identify broad strategic goals*
- *June 16, 2015 - work session to refine broad strategic goals, confirm Council support for the stated goals, determine rough objectives associated with the goals and identify team leaders for each goal*
- *June 17-July 7, 2015 – City staff works to identify objectives and associated tactics to accomplish the goals.*
- *July 21, 2015 – work session to consider proposed objectives and tactics*
- *July 28, 2015 – strategic plan adoption*

## Conclusion

The world and community is changing at a rapid pace. It is important to recognize that the City of Gunnison can help shape the community and influence our city's future direction. Initiating a strategic planning process allows our organization to provide an even higher level of service and address community issues in a well thought out way. Even with a solid road map to guide us, it is important to incorporate flexibility into this approach. The plan should allow the City to respond more effectively and ultimately serve the best interests of our citizens.

# CITY OF GUNNISON STRATEGIC PLANNING

## PUBLIC INPUT FORM

The City of Gunnison is seeking input for the upcoming strategic planning process. Your valuable input will be used to help develop the future direction for the City of Gunnison, will be shared with the City Council as they develop their Strategic Plan. **What, in your opinion, is the most important thing that the City should focus on over the next five years?**

To aid in your consideration of this important question, please answer **one** of the below questions.

- 1) **Opportunities.** What new projects or initiatives should be undertaken by the City? Recognizing that resources are limited, these projects or initiatives may take advantage of increased revenues or redirection of resources from existing uses.

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- 2) **Strengths.** As discussed above, since embarking in a new direction can require reduction of services in other areas, it is important to review services that are widely accepted as necessary and effective. Perhaps the level of service should be expanded, or at least maintained. Too many strategic plans state new goals, but fail to incorporate ongoing priorities.

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- 3) **Issues or Challenges.** Since there are no perfect solutions to many problems and there are often wide opinions on how to address certain problems, it is important to look at issues that, if left unaddressed, will have a negative impact upon the community. Issues can be due to internal problems within the City of Gunnison organization or influencing the City based on external factors such as the economy, demographic trends, decisions of other organizations and governments, etc.

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In the event your idea is chosen for inclusion in the Strategic Plan, may we contact you for any follow-up questions? Yes  No

Name \_\_\_\_\_

Phone Number \_\_\_\_\_

Email Address \_\_\_\_\_

\* Only input that is constructive and respectful will be seriously considered.

Please return the completed form to:

City of Gunnison  
Finance Director  
PO Box 239  
Gunnison, CO 81230

Please Check One:

- City of Gunnison Resident  
 City of Gunnison Business Owner  
 City of Gunnison Employee  
 Gunnison County Resident  
 City of Gunnison Visitor  
 Other \_\_\_\_\_