

To: City Council, Gunnison
From: Russell Forrest
Date: August 23, 2016
Subject: Strategic Plan/Managing Results LLC. Proposal

PURPOSE:

Attached is a proposal from Managing Results LLC. for the City Council's review and consideration. The purpose of this discussion is to discuss funding a management structure for connecting customer (the community) needs with critical strategic results the City will achieve in the future. By creating clear strategic results and connecting them to the City Budget and to organizational accountability, limited financial and human resources can be aligned and focused to serve the community. By determining a clear destination the organization can be aligned to achieve measurable results. The attached proposal is focused on creating clear direction from the Council for the next 6-8 months and positioning the City for implementing a management structure that will connect community priorities with organizational results for the City of Gunnison. The proposed timing for a working meeting to develop a near term strategic plan would be the last week of September. The conclusions of this retreat would then inform the budget process.

BACKGROUND:

As the City Council is aware there is currently a strategic plan with 7 categories identified as priorities and approximately 80 actions. There is a diversity of actions with a rational basis for each action. There are also now several strategic actions that are at various phases of implementation including Complete Streets, a Comprehensive Plan update, improving Main Street vitality, trail improvements, etc. There are also organizational considerations such as funding professional development, hiring a Public Works Director, quantifying capital maintenance and replacement needs within the city, etc. When looking at both the desired actions and the organizational needs to ensure smooth daily operations and sound stewardship of city resources, a clear strategic plan is recommended. With the budget and human resources available to the City of Gunnison identifying the most important community and organizational results will be critical to the success of the community and the organization.

THE PROPOSAL:

The proposal includes three goals:

- 1) A clear set of high priority results to attain in the near future
- 2) A clear understanding of roles for the Council and staff
- 3) Development of values for communication and conduct

This proposal contemplates an evening meeting followed by a full day planning retreat. I would propose using the evening meeting to discuss the various physical planning projects that the community has initiated and how to approach these projects in the future. The following day would then be used to develop a strategic plan. The cost proposed by Managing Results is \$8000. In addition, I would recommend conducting this meeting outside of City Hall. I would anticipate the total cost to be under \$9000. I would recommend that the City Council approve the \$8000 for the Managing Results scope of work and direct the City Manager to execute a contract with MR LLC for completing that scope. It is proposed that staff would review the final schedule with Council prior to a scheduled retreat and receive approval for any additional anticipated costs and approve the final format for the retreat. I would like the ability to receive input from staff and other community stakeholders before finalizing the specific agenda for the planning retreat.

Attachment A: Managing Results LLC. Proposal

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City of Gunnison Proposal Interim Strategic Planning Session

Managing Results, LLC (MR) understands that the new City Manager and the City wishes to establish a small number of Priority Results for the upcoming near term of 6 months of September 2016-February 2017.

The purpose of an Interim Strategic Planning Session is to identify immediate issues in the City's business environment and develop a small set of measurable Results so that the City and new City Manager can proactively address immediate imperatives. The Interim Strategic Planning process is a less extensive and less expensive process than the full jurisdictional Strategic Business Planning process.

Further, the planning process can focus on two critical factors for successful implementation of the Strategic Plan – 1) role clarification for the Council and Manager and 2) organizational cultural values which can be manifest in observable behaviors, especially in communications.

The City anticipates, but has not yet committed to, a full Strategic Planning process and the development of an Implementation Plan in early 2017 for the ensuing 2-5 year period.

Proposed Steps for the Interim Planning Process

I. Review Documents

The City will provide access to materials and documents that will help MR become familiar with current and horizon issues impacting the City and its residents.

Documents will include but not be limited to budgets, budget process guides, strategic and operational plans, performance reports, comprehensive plans, master plans, employee performance management forms, documents and guidelines, financial plans, financial reports, audit reports, MOU's and other agreements with other government jurisdictions, Council Minutes, etc.

II. Input – Interim Priority Results

In a full Strategic Planning process, MR interviews of Council Members and the City Manager normally are an in depth 90 minutes. However, for this Interim Planning process, as a cost saving measure, we propose limited individual Council, Mayor, and Manager interviews 45 minutes in length. The one question we will ask is:

- What do you most want to see accomplished, or at a minimum, see launched and largely underway, in the first six months of the new City Manager's engagement?

In the full Strategic Planning process, MR would gather input from the community on the issues they will be facing or are most interested and concerned about over the next 2-5 years. For this Interim Planning process, however, we will rely on Council members, as elected representatives, to be cognizant of community members' concerns as they answer the above question during their individual interviews. This will save time and money for the City and are appropriate for a shorter term plan.

The input gathered in the Interviews will be transferred from handwritten notes and organized thematically into a PPT for the retreat. Specific comments will not be attributed to individuals.

III. Planning Retreat

Two senior MR consultants will facilitate the retreat. The retreat will last 1 full day. The draft agenda for the Interim Planning Retreat is as follows:

1. Welcome and Introductions
2. Overview of Strategic Planning and Managing Results
3. Review of Input gathered in Council and Manager Interviews
4. Develop Priority Results for the first 6 months
5. In-Principal Decisions to Clarify the Council and Manger Roles
6. Identify Key Cultural Values, including for Communications
7. Next Steps

IV. Plan Document

MR will turn the decisions made in the Retreat into a Word document that the Manager and Staff can use going forward.

V. Schedule

Maximizing the time the Manager and Council have to work on the initial set of results and to launch the Manager's work upon taking the position, MR proposes holding the retreat on Saturday, October 1. With the City's help, we can conduct the interviews of the Council and Manager in person in advance of the Retreat.

VI. Cost

Cost is based on time and products. The Manager asked that in this initial phase we get good interim Results but hold costs closely.

MR's normal rate is \$2200 per day per consultant; however, we are offering the City the same discounted rate we provide to Gunnison County - \$1600 per day per consultant. This is a savings of \$3000 to the City. In this instance, MR will not ask for reimbursement of expenses.

	Task	Consulting Days	Cost
I.	Document Review	½ Day	\$800
II.	Interviews	1 Day	\$1600
III.	Prep for Retreat	1 Day	\$1600
IV.	Facilitate Retreat	2 Consulting Days	\$3200
V.	Interim Plan Doc	½ Day	\$800
	Total	5 Consulting Days	\$8,000