

GUNNISON CITY COUNCIL AGENDA

THE MEETINGS WILL BE ON THE WESTERN STATE COLORADO UNIVERSITY CAMPUS, 600 N. ADAMS STREET IN GUNNISON. SEE BELOW FOR LOCATIONS.

MONDAY

SEPTEMBER 26, 2016 **COUNCIL RETREAT SESSION** **6:00 P.M.**

Meeting to be Held at the WSCU Borick Business Building, 2nd Floor Boardroom.

Meeting facilitated by Managing Results, A Weidner Company, Inc.

Discussion on the following:

- WSCU's ICE House Project
- Presentation on "Place Value" by Clark Anderson, Executive Director of Community Builders Institute
- Discussion on City Planning-Related Projects

TUESDAY

SEPTEMBER 27, 2016 **COUNCIL RETREAT SESSION** **8:00 A.M.**

Meeting to be Held at the WSCU Center, 2nd Floor Conference/Boardroom.

Meeting facilitated by Managing Results, A Weidner Company, Inc.

Discussion on the following:

Morning

- Overview on Strategic Planning
- City Financial Update
- Discussion on Priority Results

Noon – lunch and break

Afternoon

- Continued Discussion on Priority Results
- Roles
- Cultural Values
- Overview and Questions

No formal action can be taken at a Work Session Meeting. 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 HRS. BEFORE THE MEETING.

To: Gunnison City Council
From: Russell Forrest, City Manager
Date: September 26, 2016
Subject: City Council Strategic Planning Meeting:

1. PURPOSE OF THE STRATEGIC PLANNING MEETING:

The purpose of the Strategic Planning Meeting scheduled for the evening of September 26th and the day of September 27th is to:

- 1) Determine high priority Strategic Results for the next six to eight months;
- 2) Clarify Roles between Council, the Manager, and staff; and
- 3) Discuss cultural Values.

A concise plan from the meeting will be developed for Council's consideration and approval at a future regular work session. The Plan will provide strategic direction for the upcoming budget process and provide a work plan for staff in the coming year. Additionally, the purpose for the strategic planning meeting is to initiate a results driven management process which connects community/customer needs with strategic results. Once strategic results are developed by the City Council, human and financial resources will be aligned to achieve those results. It is proposed that a future planning retreat be scheduled in approximately 8-12 months that includes a process (focus groups/survey tools) to collect public feedback to form a *Strategic Plan* for the next 5 years. Because of the number of strategic projects (Complete Streets, Lazy K, Comprehensive Plan, desire for Main Street Improvements, etc.) and the timing of the budget process, it was agreed that a strategic planning meeting at this time would be critical to provide direction for the coming year and for the new City Administration. Also, it should be acknowledged that the City Manager is continuing to learn the nuances of the organization and the community. Some strategic actions may focus on engaging employees and/or the community to prepare for a long-term *Strategic Plan*. It is also proposed that once a *Strategic Plan* is developed by the City Council, that Departments develop business plans to align themselves with Council's *Strategic Plan* and to identify critical operational results for their Department.

2. EXPECTATIONS/SUMMARY OF AGENDA

Attachment A includes an agenda for the September 26th and 27th planning meeting. The format will be informal and will be a facilitated discussion. Managing Results (Marv and Marty Weidner) will be facilitating the event. The City Council will not be making any final decisions; however, they will be actively engaged in a discussion to develop key strategic results which will be included in a planning document proposed for approval by the City Council at a future regular session. The City Manager will

actively participate, respond to questions, and provide recommendations during the meeting. The Community Development Director has been invited to participate in the discussion on September 26th and will be a resource for questions. The Finance Director will be participating on the 27th and will provide a brief financial overview at the beginning of the day. The City Attorney will also join us on the afternoon of the 27th for a discussion on roles.

Also, the City Manager has solicited ideas and requested input on operational results for the coming year from the City's Directors. These operational results have highlighted organizational-wide issues that are both operational in nature and strategic. We are requesting that the Council focus on the high level policy related results. In other words, knowing that (for example) creating a facility maintenance plan, which quantifies proactive building maintenance and system replacement, so that our customers have the use of high quality functional infrastructure is a valuable Council direction at this retreat. While fixing the roof on the Recreation Center (for example) is more of an operational issue that staff should focus on and bring specific remedies to the Council to achieve the Council's strategic action.

Given that preface the following is offered to clarify expectations for the 26th and 27th:

September 26th at 6:00 at Borrick School of Business at 6:00 p.m.

We will start at 6:00 p.m. with a dinner and a presentation by the ICE Project (15-30 minutes). Then Clark Anderson from the Community Builders Institute will provide a presentation and invite a dialogue on innovative methods and case studies for creating vital resilient communities and local economies. Clark will also help facilitate a discussion on some of the City's ongoing projects to solicit thinking and ideas on how to proceed with those projects (Lazy K, Complete Streets, Comprehensive Plan). This discussion is intended to provide some critical thinking to support the discussion on September 27th. We anticipate that we will conclude around 9:00 p.m. on Monday night.

September 27th at the University Center Boardroom at 8:00 a.m.

We will reconvene at 8:00 a.m. on Tuesday and the Weidner's will lead us through the day. They will start with a presentation on Managing for Results and how this type of management structure can have a profound impact on creating positive measurable results for our customers (i.e. the community). Next, the Finance Director will provide a brief budget overview of available financial resources for projects. Also, he will review trends on fund balances. This may also solicit ideas and thinking on whether financial policies may need evaluated or addressed as a strategic result. Then the facilitators will work with the Council and the Manager on creating a prioritized list of critical results. Results may fall into the following categories: 1) Capital Projects; 2) Organizational Needs; 3) Communication/public engagement actions; and/or, 4) Financial Policy. There may also be results that involve staff investigating a topic or soliciting feedback on an issue so the City is appropriately informed to execute a future strategic result. In the afternoon of the 27th, the facilitators will also work with Council on ensuring clarity of roles and defining a set of values to help deal with both opportunities and conflict in the future. A lunch will be served and refreshments will be provided during the day. A final discussion item is how to most effectively facilitate communication between staff and Council

on progress related to strategic results and whether there are ideas to improve the effectiveness of Council meetings.

We should also remind the Council that this is a public meeting and members of the public may attend along with the press. Staff has discussed that it may be desirable to have an opportunity at the end of the day on the 27th to receive input and debrief with the press (if they desire) on the highpoints of the discussion.

3. BACKGROUND MATERIALS

Staff would suggest that the Council refer to the existing strategic plan which is located at: <http://www.cityofgunnison-co.gov/council/strategic.plan.12.01.15.pdf> . This Plan has approximately 7 goal areas and 80 actions.

A Comprehensive Plan update was initiated by the City and some rich input was received by the City. This input is included in a document called “The Community Analysis” which can be found at http://www.cityofgunnison-co.gov/Community%20Development/planning_department/planning_documents/Community_Analysis_Final_2_15.pdf .

Also it would be valuable to review the work that has been done to date on Lazy K (http://www.cityofgunnison-co.gov/Community%20Development/planning_department/ind) and complete streets (http://www.cityofgunnison-co.gov/Community%20Development/Gunnison_Safe_Streets/Home2.html). Final recommendations will be coming to the Town on Lazy K in October and a grant from the Colorado Department of Transportation has been requested for complete streets. We should receive notification on the grant also in early October.

The Community Builders Institute also has a number of good documents related to community planning and research they have conducted. One particular study called the Place Value Study is based on a survey of businesses that have located in the mountains and what drew them to the communities they located in (See http://communitybuilders.net/wp-content/uploads/2015/08/PlaceValue_11lowresa.pdf) . Other Community Builders reference materials can be found at <http://communitybuilders.net/> .

We would also refer you to the final One Valley Prosperity Project Report which includes a variety of recommended actions that are proposed to occur in the City of Gunnison. This report is found at <http://www.onevalleyprosperity.com/OneValleyProsperityStrategy> .

4. ANCHOR INSTITUTIONS

During the One Valley Prosperity project, project staff asked anchor institutions what they most needed from the valley community. The City Manager most recently followed up with the two largest employers (Western and the Hospital) in the City Gunnison and asked what does a healthy partnership look like?

Western Responded with the following prioritized list:

- 1) Improved air service into (and out of) Gunnison;
- 2) Financial support for marketing;
- 3) Georgia Avenue walkway with lighting to connect the University and Main Street;
- 4) Support for a scholarship program for Gunnison Valley High School Graduates through the Community Foundation of the Gunnison Valley; and
- 5) Affordable Housing for faculty.

In addition, support of the broadband funding request to the Colorado State Legislature was a priority. In a discussion with the University, the President indicated that additional opportunities and locations for students to “hang out” and shop was important. If that is not possible then improving the mobility of students and parents (via air service) was then considered a top priority. The ICE Project is also another opportunity for collaboration with the University and the community to improve our economic prosperity.

With regard to the Hospital, the CEO identified the creation of a new Senior Care Center and an Urgent Care center as top priorities. In addition, affordable housing was a major challenge for the Hospital in both recruiting and retaining talented professionals. No specific partnership requests were made but the opportunity for partnership exists with all three topics the Hospital raised.

There are many partners within the business community, not for profit community, and with other governmental entities where partnership can be further explored to achieve Strategic Results.

5. STRATEGIC RESULTS

The City Council has the responsibility to provide strategic direction for the organization. To support this critical role, staff would like to provide Council with several themes or ideas which synthesizes input from Council, senior staff and most importantly available (we may conclude we need more) input from the community from previous engagement efforts. The following themes/ideas are respectfully provided for the Council’s consideration. The Manager can elaborate on the following more specifically at the retreat.

Community Results

- A. The City of Gunnison shall have a resilient and vibrant economy and downtown.
- B. Create a premier urban and regional trails system that provides non-motorized transportation, improves the health of the community, and is an amenity for both residents and guests.
- C. Ensure affordable/attainable housing options for the Gunnison Community by working in partnership with the Gunnison Valley Housing Authority.
- D. Create a public park at Lazy K for the West Gunnison neighborhood through a public private partnership which will achieve the city's transportation (street connections) goals and reduce its long term operational exposure.

Operational Results

The following ideas were derived from a conversation with the Department regarding results that would positively impact the organization as a whole.

- A. Develop and implement a measurable, results driven management system which provides the highest level of public service to our community and which informs our budget process and provides a strong system of accountability with the Council and community.
- B. Develop and implement a robust communication plan (which could include the addition of a communication professional) which proactively allows ongoing two-way communication in the community.
- C. To provide the highest level of innovative customer service the city must attract and retain high quality motivated employees by providing a high quality working environment, competitive pay and benefits, and providing the resources and training to be leaders in public service.
- D. The City of Gunnison shall maintain and manage its assets (roads, sidewalks/trails, utilities, buildings, vehicles, other infrastructure) to ensure the highest level of customer service, maintain compliance to State and Federal regulations (water treatment and waste water) and to minimize the life cycle costs of assets.
- E. Implement a Document Management System to store and rapidly retrieve documents. This will improve customer service and allow for accurate and effective document storage. While expensive, if it can be used city-wide, this system can greatly improve the efficiency and cut expenditures. We have a variety of paper processes with required legal documentation that would be enhanced such as vouchers, timesheets, budget forms and requests, capital improvement requests, utility work orders, utility applications, discontinuation of service forms, sales tax returns, sales tax licenses, etc.

6. PROPOSED DEPARTMENTAL/OPERATIONAL RESULT

Most of the human resources of the organization are focused on providing effective daily services. Over the course of the next year, Departments will be asked to develop specific business plans with measurable results. Staff proposes that financial resources be directed to achieving the Council's strategic results and the operational results proposed by each Department. The following is the beginning of a conversation with each Department about critical operational results for the coming year. The following should be considered as a starting point in discussing operational results at a Departmental level as a point of reference for the City Council. The purpose of the strategic planning meeting is to focus on organizational-wide results. However, in doing that we felt it would be helpful to be aware of the issues and ideas at a Departmental level. The following draft results are a starting point for beginning to create a results driven management work frame at a departmental level. Again the comments are provided as a point of reference for the City Council, please recognize the focus of the discussion on the 27th should be on results summarized in Section 5 above.

Community Development:

- i. Continue to maintain an efficient and effective dissemination of information to customers.
- ii. Continue to ensure that building permits and development applications are processed in a timely manner within defined turnaround times.

Clerk

- i. The primary outcome for 2017 is the successful completion of the regular municipal election. Having a number of informed citizens participate in the election process is a sign of a healthy and involved community. There are a couple of sub-goals dealing with process during the election that the Clerk would like to accomplish including educational meetings for candidates.
- ii. Effective records management is also a critical result and discussed above.
- iii. Create an onboarding process for new Council Members.

Recreation

- i. Maintain facilities and equipment to ensure life cycle costs are reduced. Need to quantify facility maintenance costs and identify capital replacement costs.
 1. A specific need is yearly professional slide maintenance for both slides
- ii. Enough equipment / supplies to teach our community classes (manikins, AED's, etc.) (First Aid CPR classes, baby sitting classes)
- iii. Customers have asked consistently for a hot tub at the recreation center.

Police

- i. The first priority is to respond to emergency and non-emergency calls for service. Being first on the scene is the goal for the Police Department.
- ii. Increase active case follow-up. Bring cases to a conclusion in a timely manner. (Create a metric for concluding cases).
- iii. Increase random patrol – bike, pedestrian and vehicle contacts-May need more education with public.

- iv. Increase line officer involvement in community outreach-(need other officers engaged in community contact at Western and public schools)

(The challenge is balancing time between ii-iv recognizing (i) is the first priority.

Public Works

- i. By September 1, 2017 upgrade the relays and breakers at the substations to improve the resiliency of the system to prevent power losses to customers and to reduce safety risks to employees.
- ii. By December 31, 2016, complete the cost of service survey to ensure permit fees will be adequate to support future infrastructure needed to provide customers a sustainable, safe source of electricity into the future.
- iii. By June 1, 2017, complete an assessment of infrastructure at the sewer plant which will provide a capital plan to ensure a compliant, reliable sewer system for City customers.
- iv. Continue the "Slip Line Project" which will be completed by 2021, to contain flows, reduce flows to the sewer plant, and reduce the chance of sewage backups with customers.
- v. Complete the meter change out program by December 31, 2016 so that customers may be fairly charged for services and to conserve water usage in the community.
- vi. By September 1, 2019 complete the replacement of damaged sidewalks to improve public safety and improve non-motorized connectivity.
- vii. By May 2017, develop an evaluation program with criteria for vehicle replacement which will ensure operational effectiveness for our fleet and reduce life cycle costs for vehicles.
- viii. Develop a facility maintenance plan for Public Works and the city as a whole to ensure the wise stewardship and maintenance of city facilities.
- ix. Develop a Customer Service Policy for customer enquiries and complaints.
- x. By October 1 2017, develop a solution for providing radio service to public works employees to ensure safe communication which is compliant with regulations for CDL employees.

Finance:

- i. Improving our understanding of how our processes can facilitate the quick identification and implementation of improvements and build a culture of continuous improvement. This will create the capacity to offer more services. One such area is the hopeful inclusion of an electronic Document Management System. While expensive, if it can be used city-wide, this system can greatly improve the efficiency and cut expenditures. We have a variety of paper processes with required legal documentation that would be enhanced such as vouchers, timesheets, budget forms and requests, capital improvement requests, utility work orders, utility applications, discontinuation of service forms, sales tax returns, sales tax licenses, etc. (This would improve and enhance customer service with record access).

- ii. Another important result is to provide more user friendly forms for customers. The current PDF forms that must be manually submitted on the website are not convenient and require a great deal of computer ability to submit. They do meet the minimum requirements demanded by our users, but could be greatly enhanced. (customers can digitally complete applications on line)
- iii. Since Finance services are both time-sensitive and critical, we need to focus on cross-training to eliminate the risk to continuity of government. We have already taken great steps in this direction including the development of procedure manuals and periodic training, but we need to prioritize the training to cover all necessary tasks.

Information Technology

- i. Continue to update/build server infrastructure to support new/updated programs like document management system, email server, public works software.
- ii. Increased use of electronic work flows to reduce paper work and processing efficiency.
- iii. Better/easier ways for departments to connect/communicate with citizens using new website and social media.

Attachment 1: Agenda

City of Gunnison

Strategic Planning Agenda

September 26, 2016
Borick Business Building, 2nd Floor in the Board Room

- 6:00 Dinner and Introductions
- 6:05 Presentation by Garret McGowan – ICE House
- 6:20 Presentation and discussion with Clark Anderson on creating vibrant and resilient communities.

September 27, 2016
WSCU Center Board Room

- 8:00 Welcome and Introductions
- 8:15-8:45 Overview of Strategic Planning and Managing Results
- 8:45-9:15 Financial Status Update
- 9:15-10:30 Review of Input gathered in Council and Manager Interviews
- 10:30-10:45 Break
- 10:45-12:00 Develop Priority Results for the first 6 months
- 12:00-12:30 Lunch
- 12:30-2:30 Cont. Develop Priority Results
- 2:30-2:45 Break
- 2:45-3:45 In-Principal Decisions to Clarify the Council and Manger Roles
- 3:45-4:30 Identify Key Cultural Values, including for Communications
- 4:30-5:00 Next Steps/Short term and long term actions

*Times are approximate and this agenda may evolve with the flow of the discussion