2022 STRATEGIC OPERATING PLAN

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STRATEGIC OPERATING PLAN SUMMARY

The City of Durango is an experience provider; to guide this effort, the Durango City Council has adopted clear statements on why we exist, what we aspire to be, and what we believe in 2021. In 2022, City Council reaffirmed the Strategic Plan and the goals. Staff developed the operating plan involving the process of deciding what needs to be done to achieve the tactical objectives of the City. The operational planning is done to support strategic planning efforts and translates the vision and goals into an actionable strategy that guides the organizations focus, work and resource alignment. The operational plan is nimbler providing the opportunity for action items to shift or change but the overarching mission to carryout City Councils Strategic Plan Goals does not change.

OUR MISSION The City of Durango and our employees provide efficient city services, effectively maintain city assets, and manage growth, are accountable, ethical, and fiscally responsible, and collaborate with regional partners to improve the quality of life for our entire community.

OUR VISION Durango is an authentic, diverse, multigenerational, and thriving community. Our residents value and enjoy our unique natural environment and benefit from the management of our city's resources in a fiscally responsible, environmental, and socially sustainable manner.

OUR VALUES
Teamwork We believe success comes from working together with colleagues, citizens, and customers. Effective teamwork requires open communication and accountability.

Dependability We demonstrate our dependability to one another and to our community by being reliable and following through on our commitments.

Professionalism We conduct ourselves in a manner that is professional and ethical with the highest degree of honesty, integrity, and fairness.

Service We take pride in the excellent services we provide, showing enthusiasm and dedication in all we do to make the City a better place while maintaining our high standards.

Respect We promote a respectful, safe, and positive work environment, inspiring employees to meet their maximum potential and trusting in their decision-making. We embrace diversity by valuing different skills and perspectives.

Innovation We accept challenges as opportunities for creativity and collaboration on new ideas and methods, which generate solutions, enhanced value, and excellence in all services

Well-Being We aspire to be happy and improve our quality of life by promoting work-life balance, health, and wellness, while being satisfied with and showing appreciation for a job well done.
1. Fiscal Sustainability
   1.1 Identify partnership opportunities to leverage dollars, capacities, and efficiencies, including grants and volunteers to offset city expenditures.
   1.2 Strive to create clearly understandable plans & policies that establish long-term innovative financial health for all funds. Reduce organizational risk while encompassing sustainable infrastructure needs with considerations for special revenues sunsetting or reapproval.
      1.2.1 Develop a 10-year financial forecast for all funds to promote sound financial health, including special revenue funds sunsetting or reapproved.
      1.2.2 Develop a 10-year capital improvement financial plan to include ongoing operating/maintenance cost.
      1.2.3 Develop the 2023 Budget around Strategic Plan Goal. Every program or service funded in the budget must tie to at least one strategic objective and must have at least one performance metric that will allow the City and community members to evaluate its success or improvement.
      1.2.4 Develop tracking for cost savings and efficiencies. All city departments continue to focus on streamlining business processes and operations where effectiveness can be enhanced, and efficiencies can be gained without sacrificing customer service or quality. Efficiency is metrics in hours saved, additional revenue, cost savings, cost avoidance, grant funded contract and volunteer hours.
   1.3 Identify innovative revenue streams that create a long-term structurally balanced operating budget. Determine long-term revenue solutions for core services, housing innovation, storm water management considering ballot initiatives for debt service or cash funding.
      1.3.1 Review and diversify investment strategies to mitigate risk on investments by developing a policy and following best practices.

2. Continuous Review of Policies & Ethical Practices
      2.1.1 Develop or update financial policies on enterprise funds operating and capital reserves, procurement cards, grants, purchasing, and travel.

3. Set standards for sound, effective, trained governance
   3.1 Leverage technology to deliver faster and more convenient services.
      3.1.1 Implement programs to reduce organizational and cyber-security risks.
      3.1.2 Conduct Annual Business Vision survey to assess and benchmark Overall Stakeholder Satisfaction, IT Capacity Satisfaction and Satisfaction of Departments.
      3.1.3 Conduct Annual End User Satisfaction survey to assess and benchmark Business Enablement, IT Communications, IT Services and Applications Suite.
      3.1.4 Gather monthly, quarterly, and annual metrics on availability of IT infrastructure including Scheduled and Unscheduled Network Downtime.
      3.1.5 Ensure a secure, resilient, and sustainable IT infrastructure by initiating and administering a Capital Infrastructure Replacement Program that proactively budgets for lifecycle-based IT
network infrastructure replacement.

3.2 Define long-term strategies and expectations on recruitment and retention of employees in a competitive environment.

3.2.1 Establish solid HR foundation with people-related philosophies, supporting strategies and related programs or policies to drive a high-performing workforce in an effective organizational structure.

3.2.1.1 Identify tiered approach to complete high priority by FY21 and second tier by FY22.

3.2.1.2 Develop and start annual employee ethics training and increase participation annually.

3.2.1.3 Complete comprehensive reviews of wages, benefits, policies, and regulations to generate list of action items.

3.2.1.4 Launch professional development learning series for all levels of leadership across the organization.

3.2.2 Reassess and revamp employee safety programs, including Orange Cone Program, safety awards for hazardous jobs, safety concern reporting, and safety concern suggestions.

3.2.3 Increase CIRSA training programs completion participation rate.

4. Update the municipal code as needed
AFFORDABILITY & ECONOMIC OPPORTUNITY

1. Create housing opportunities to support a multigenerational & mixed-income community workforce and increase affordability to bridge the disparity between income and home/rental prices
   1.1 Identify and commit resources and revenue towards implementing a long-term plan that encourages housing opportunities for mixed-income demographics with an emphasis on workforce housing.
      1.1.1 Ensure there is adequate city staff to focus on ways to increase affordable and workforce housing inventory through a variety of mechanisms that include land and or infrastructure acquisition (or bank), changes to code, and public-private incentives.
      1.1.2 Explore funding opportunities for the Regional Housing Alliance and other city housing programs.
      1.1.3 Undertake Fair Share Program review and identify program improvements for implementation.
      1.1.4 Participate in evaluation of affordable and attainable housing, housing social services, and shelter sales tax ballot initiative for future election.
   1.2 Support the production of a variety of housing types through incentives, partnerships, efficient review processes, and other mechanisms with a particular emphasis on middle-income housing.
      1.2.1 Establish Policies to allow use of Housing Funds to Facilitate Unit Construction.
      1.2.2 Ensure Land Use and Development Code Alignment Project promotes development of affordable housing by reviewing standards for density, multiple dwelling units, mixed-use definitions, street, and access design, ADUs and conversion of motels to long-term residential rental units.
      1.2.3 Assess potential for housing development on city-owned properties.
      1.2.4 Explore the possibility of combining the Planning Commission and the Board of Adjustments and making other adjustments to Board/Commission procedures to simplify processes.

2. Act as an economic catalyst by working with regional stakeholders to encourage new businesses and business expansions by providing innovative opportunities for growth
   2.1 Build partnerships and commit resources to help advance key development projects such as La Posta, Durango Mesa, and Three Springs.
      2.1.1 Work with La Plata County to create more economic diversity and how best to successfully implement new investments.
      2.1.2 Continue working with property owners on La Posta to advance annexation of the area into City Limits.
      2.1.3 Commit resources and seek additional fundings towards infrastructure to advance development in La Posta, Three Springs, Durango Mesa, and other areas.
   2.2 Leverage established URA areas to stimulate investment and business development, form development partnerships through the URA and develop additional URA plans to achieve community goals.
      2.2.1 Prioritize funding for mobility/transit features that may be part of URA.
      2.2.2 Develop agreements for public/private partnerships utilizing Durango Renewal Partnership initiatives.
2.2.3 Engage community on priority URA Project Areas and significantly update and expand the Partnership’s web presence and public relations efforts.

2.3 Engage partners, such as the Durango Public Library, Small Business Development Center, the Economic Development Alliance, and Chamber of Commerce, to expand available business resources and assistance for the community.

2.3.1 Strengthen the role of the Economic Opportunity Coordinator as a Strategic Partner/Liaison between the business community and the City by exploring options for creating a ‘One Stop Shop’ for small businesses needing assistance on City services and investigating other strategies.

2.4 Identify and support opportunities to expand clean manufacturing, technology, and other value-added business ventures.

3. **Support economic vitality and advancement opportunities in ways that enhance community character and resiliency**

3.1 Increase business retention by supporting existing groups that work with and advocate for solopreneurs and other local business ventures.

3.2 Support business development and expansion proposals to add jobs annually to the economy.

3.3 Reduce barriers for established and new businesses to encourage new investment and longevity.

3.3.1 City staff to meet with developers and emphasize how best to assure the completion of projects.

3.3.2 Leverage business enhancement grants to make properties more readily available to small businesses.

3.4 Implement programs that support the expansion of Durango’s creative economy.

3.4.1 Continue guiding and coordinating Creative Economy Commission’s partnership with the Durango Creative District.

3.4.2 Oversee efficient and effective distribution of the Arts and Culture portion of the Lodgers’ Tax revenue.

4. **Address homelessness in the community**

4.1 Continue to work with La Plata County to identify and implement strategies to support individuals experiencing homelessness and to mitigate negative impacts of homelessness on the community.

4.1.1 Continue monthly participation in Coordinating Council on Homelessness.

4.2 Provide funds and resources to support community partners in their efforts to serve individuals and families attempting to transition out of homelessness.

4.2.1 Provide reduced rate Utility Services for lower-income individuals/families that might otherwise do without.
ENHANCED LIVABILITY & SENSE OF PLACE

1. Safety: police and emergency services
   1.1 Improve community health and well-being by promoting a safe community where people can live, work, and play by strengthening community involvement in resident safety.
   1.1.1 Re-create Community Engagement Team in 2022.
   1.1.2 Maximize Municipal Court efficiency and enhance customer experience. Pursue grant opportunities for operational efficiencies in municipal court for security costs and software upgrades as well as the court appointed attorney.
   1.1.3 Reduce violent crime cases by 10% and exceed the Colorado average clearance rate.
      1.1.3.1 Increase Sexual Assault Awareness.
      1.1.3.2 Implement strategies to reduce overservice of alcohol.
   1.1.4 Reduce property crime cases by 20% and exceed the Colorado average clearance rate.
      1.1.4.1 Series of meetings with key partners about bail reform strategies to focus on recidivism rates as well as offense severity.
      1.1.4.2 Reduce crimes of opportunity through proven public awareness campaigns.
      1.1.4.3 Continued Hot Spot extra patrols.
   1.1.5 Improve motorist/pedestrian/bicyclist safety and traffic management solutions by reducing injury crashes by 10%.
      1.1.5.1 Targeted traffic enforcement efforts based on crash data.
      1.1.5.2 Social media and ad campaign targeting pedestrian and bicycle safety.
      1.1.5.3 Meet with City Planning Engineers to discuss pedestrian safety on East 3rd Ave.
   1.1.6 Implement effective code enforcement strategies to reduce nuisances, enhance visual appearance and improve overall health and safety by 10%.
      1.1.6.1 Focus on illegal camps on public open spaces.
      1.1.6.2 Focus on enforcement of RV camping on public spaces.
      1.1.6.3 Graffiti Identification and timely removal programs.
   1.1.7 Strengthen community involvement by hosting 2 open townhall meetings and quarterly community focused group meetings with key stakeholders.
   1.1.8 Meet with BID, LGBTQIA, Three Springs Neighborhood, and El Centro De Muchos Colores (Fort Lewis College Group).
   1.1.9 Continue to leverage partnership with Axis for the CORE program.
   1.2 Increase public safety operation efficiency.
   1.2.1 Create a recruiting program that successfully addresses the staffing needs of the department.
      1.2.1.1 Develop an informed growth plan that uses ICMA staffing recommendations to identify staffing needs and priorities for the foreseeable future.
      1.2.1.2 Develop recruiting practices and systems that set the department up for success to fulfill or recruit in a timely manner.
   1.2.2 Enhance training and professional development for all PD personnel.
      1.2.2.1 Implement a knowledge, training and/or education matrix for the positions of sergeant, commander, deputy chief and chief.
      1.2.2.2 Develop an Annual Training Plan that establishes the department’s training priorities.
1.2.2.3 Produce quarterly training reports that outline City required training, POST required training, SME Certification/maintenance, Employee development goal/promotional requirement.

1.2.3 New working and training facilities.
   1.2.3.1 Encumber money for a need’s assessment.
   1.2.3.2 Collaborate with partner agencies.

1.3 Implement procedural enhancements to improve service level standards for 911 Communications.
   1.3.1 911 calls answered within 15 seconds.
   1.3.2 Implement structured processes for performance quality assurance reviews.
   1.3.3 Deployment of APCO and Intelecom by Q3 to standardize dispatching calls.
   1.3.4 Rebuild of nature codes to align with industry standardization of call priority levels.

2. Improve operational and financial viability of amenities including Durango Public Library, Parks and Recreation and work of Creative Economy Commission

2.1 Provide effective management, standardization for maintenance and stewardship of parks and open space and enhance the quality of existing Parks & Recreation facilities.
   2.1.1 Continue existing response time to hazards or emergency service requests.
   2.1.2 Mitigate impacts of unauthorized camping in city open space with trash removal and social trail remediation with a response time to removal of debris following required notification.
   2.1.3 Natural (soft) and hard-surface trails:
      2.1.3.1 Improve, maintain, and expand soft and hard-surface trail systems.
      2.1.3.2 Ensure safety by removing snow at 2” in a timely fashion to allow hard surface trail accessibility.
   2.1.4 Develop recreation programs that are diverse, inclusive, and accessible and also drive attendance and cost recovery.
   2.1.5 Attract new and repeat customers to recreation facilities and sporting events.
   2.1.6 Explore and analyze library funding to expand hours and staffing.
   2.1.7 Explore and analyze funding options for long-term maintenance of parks and recreation facilities and development of new facilities.
   2.1.8 Research and explore, with the library advisory board, the viability of a Durango Public Library District.
   2.1.9 Develop a plan for dedicated outdoor pickleball courts, including at Smith Sports Complex.
   2.1.10 Continue engage and work with the community to develop and implement options for locations where E-Mountain Bike can be ridden on City-Owned Natural Lands.

2.2 Enhance Durango’s arts and culture scene and collaborate with regional and statewide partners to build awareness.
3. Enhance Durango’s sense of place in ways that celebrate the community’s character, cultural heritage, outdoor roots, access to nature, and unique amenities

3.1 Create and enhance parks, public spaces, and streetscapes as safe, inviting, and memorable places for all users.

3.1.1 Complete Park planning and improvements on neighborhood and community parks: Mason Center, Hillcrest View and Pioneer Parks, and community park improvements at Santa Rita Park.

3.1.2 Develop and implement a plan to improve the entrance to Lake Nighthorse Recreation Area for improved accessibility and the integration of a permanent tankless watercraft decontamination unit.

3.1.3 Develop River trail connectivity including a grade-separated crossing at 32nd Street, as well as SMART 160 East.

3.2 Through a robust and inclusive planning processes, create a framework of coordinated district plans that embrace the unique character of Durango and provides a vision for the future.

3.2.1 Continue to engage stakeholders on the feasibility of a performing arts and convention center.

3.2.2 Create enhanced arts and culture participation opportunities for all residents and visitors by utilizing the creative economy work plan.

3.2.3 Implement the 2017 Comprehensive Plan through development approval process.

3.2.4 Install new public art and ensure that the City’s public art collection is well-maintained.

3.3 Design and allocate resources to construct improvements to downtown Durango and other mixed-use districts throughout the City.
DIVERSITY, EQUITY, INCLUSION

1. Foster strong partnerships and engagement with community groups
   1.1 Incorporate Effective Community Outreach, establishing points of connection with the different community groups included but not limited to, Black, Indigenous, People of Color, LGBTQ+, undocumented immigrants, disabled, houseless, those with mental illness, seniors, and other under-represented communities.
   1.2 Establish/Publicize a two-way communication methodology to share information and receive concerns/questions/comments from the impacted communities.

2. Improve communication of vision and efforts
   2.1 Clearly articulate and define the business justification for DEI.
      2.1.1 Require all departments to include DEI goals and strategies as part of their 2022 budget goals, including departmental translation resources.
      2.1.2 Explore changes to city’s procurement processes to incorporate Disadvantage Business Enterprises.
      2.1.3 Evaluate city spending on amenities and improvements overlaid with 2020 Census data and implement ESRI tools to analyze expenditures to ensure equity throughout the entire community; if inequity exists develop a planned approach to address the inequity.
   2.2 Develop effective communications strategy to internal and external stakeholders on the purpose of the DEI initiatives.

3. Internal to the city organization and workforce
   3.1 Provide visibility of current DEI efforts celebrating achievements and establishing a feedback loop for measures of continuous improvement.
      3.1.1 Establish a way for departments to share DEI progress with City staff including current efforts, challenges, lessons learned, and celebrated achievements.
      3.1.2 Periodically check-in through polls, pulse surveys, or departmental discussions to assess understanding and visibility of DEI efforts across all levels.
   3.2 Expand recruitment candidate pools and diversity of candidates including City Council candidates.
      3.2.1 Establish a task force/committee to examine the recruitment process, modernizing current process to increase diversity of candidate pools, which could include additional outreach, college internships, or partnering with community.
   3.3 Provide education opportunities on diversity, equity, and inclusion that addresses emotional intelligence, language of DEI, unconscious bias, and how to create sustainable change and operationalize DEI values in every functional aspect of City operation.
      3.3.1 Establish a DEI Leader or task force to guide implementation of operationalized initiatives, coordinate guest speakers to enhance understanding of DEI lived experiences, facilitate guided discussions (or bring in external experts), and provide overall guidance on the DEI journey to help the City continue moving the needle forward.
EFFECTIVE INFRASTRUCTURE NETWORK

1. Mobility: Accessibility, Transit, and Streets System
   1.1 Improve safety and connectivity for all modes of transportation.
      1.1.1 Pursue Walk Friendly Community Designation.
      1.1.2 Complete update to Multimodal Master Plan. Develop a holistic comprehensive, long-term conceptualized multimodal plan that considers community development infrastructure and connectivity that encourages car-less mobility.
      1.1.3 Continue implementation of the City’s ADA Transition Plan.
      1.1.4 Partner with Colorado Department of Transportation and La Plata County to complete Grandview Access Control Plan.
   1.2 Integrate Parking into Transportation Demand Management Program.
      1.2.1 Finalize Parking Study to understand parking supply and demand and identify transportation demand management solutions including resource needs and outcomes.
   1.3 Develop a sustainable funding strategy for expanded transit operations.
      1.3.1 Increase transit ridership.
      1.3.2 Expand transit services based on equity analysis, route efficiency data and public process.
      1.3.3 Complete ZEV Transition Plan for Transit.
      1.3.4 Consider regional transportation to and from the airport.
   1.4 Identify perpetual maintenance and improvement plan for street condition optimization.
   1.5 Design transportation system improvements to maximize safety, innovation, accessibility, and resident satisfaction.
   1.6 Maintain streets accessibility.
      1.6.1 Keep Durango clean, safe, and sustainable by replacing faded and damaged signs, removing dead animals, graffiti and providing a spring and a fall clean up rubbish removal.
      1.6.2 Maintain high levels of service and access in core street functions including Snow removal, painting all street markings yearly, minimizing corridor impacts, cleanliness for bicycle and community health, pothole repair, alley maintenance, and pavement defect repairs.
   1.7 Advance community accessibility and walkability.
      1.7.1 Implement adopted multimodal CIP priorities.
         1.7.1.1 Midtown Safety & Accessibility Project Design
         1.7.1.2 32nd Street Traffic Calming Project Design
         1.7.1.3 Camino Crossing Project Design
         1.7.1.4 US 550 Transit ADA Improvements Design and Construction
         1.7.1.5 Downtowns Next Steps Design
         1.7.1.6 College & 8th Safety Project Construction
      1.7.2 Collaborate with community members to address mobility and safety concerns.
      1.7.3 Plan and implement Sidewalk Improvement Districts to include ADA ramps and compliance for accessibility and determining funding sources.

2. Sanitation: Water, Wastewater, and Stormwater
   2.1 Continue to offer potable water on-demand in an efficient and effective manner and in compliance with all regulatory guidance.
2.1.1 Provide a reliable, high-quality water supply as directed by the Water Master Plan.
2.1.2 Cost-Benefit Analysis of Lake Nighthorse pipeline project.
2.1.3 Create new 5-year CIP plan to incorporate priorities from adopted Water Master Plan.
2.1.4 Initiate and complete a comprehensive rate analysis focused on meeting Council goals and
   supporting strong enterprise fund in compliance with Finance guidelines.

2.2 Continue to return sewer, wastewater and stormwater to the Animas River and tributaries in compliance
   with CDPHE guidelines.
   2.2.1 Progress with development of wastewater treatment capabilities, especially cold-weather
   operations.
   2.2.2 Complete Phase 3 Stormwater Management Plan, including sustainable revenue options for
   Storm Water funding.
   2.2.3 Design/permit 32nd Street Extended Detention Basin.
   2.2.4 Improve aging wastewater pipes through rehabilitation.

3. Aviation
   3.1 Operate and maintain airport facilities in a safe, efficient, and sustainable manner to support all forms of
   aviation services.
   3.1.1 Wastewater treatment facility upgrades.
   3.1.2 Acquire new Aircraft Rescue Firefighting (ARFF) vehicle.

3.2 Work with the airlines and regional partners to maintain and expand the commercial air service route
   network in order to promote a competitive airline environment, deliver high levels of service to the
   community, and maintain DRO’s status as the regional hub for aviation services.
   3.2.1 Increase annual total passenger traffic (enplanements and deplanements).
   3.2.2 Assess revenue generation/diversification opportunities to ensure long-term fiscal sustainability
   and competitive CPE positioning.

3.3 Implement Airport Master Plan.
   3.3.1 Rehabilitate Runway 3/21.
   3.3.2 Reconstruct Taxiway A between A2 and South GA Apron.
   3.3.3 Complete design and begin construction of Phase 1A of terminal development.
   3.3.4 Initiate design on Phase 1 of terminal landside rental car and public parking expansion.

4. Asset Management of Infrastructure
   4.1 Collate 5-year CIPs for all infrastructure departments including facilities with considerations for
   efficiencies in maintenance costs.
   4.2 Expand Infrastructure Management System. Determine the benefits, accommodations, and
   maintenance of the physical spaces analysis in an innovative operational manner, that may result in
   remote or mobile options for City operations.
   4.1.1 Expand use and update of Lucity for Asset Inventory, Work Order use, and GIS maps.
   4.1.2 Research City-wide needs/uses for asset management.
   4.1.3 Municipal projects Specs include GIS input in record drawings. Update Water Model and
   Stormwater Modeling into Lucity for GIS.
   4.1.4 Update Lucity to include bridge structures and conditions as reported by CDOT.
   4.1.5 Complete inventory verification of Public Works Infrastructure Assets Implement Construction
   Project Management system to comprehensively report Capital Improvement Project progress.
1. Reduce the city’s carbon footprint
   1.1 Adopt and utilize a sustainability plan to guide greenhouse gas emissions reductions and climate action.
      1.1.1 Complete sustainability plan and present to council for their adoption.
      1.1.2 Introduce plan to all necessary city departments and establish effective system for inter-departmental coordination.
      1.1.3 Track and report on LEED for Cities certification requirements, sustainability indicators, and sustainability-related actions.
   1.2 Continually maintain and upgrade city facilities to reduce Energy Use Intensity (EUI).
      1.2.1 Complete financially feasible efficiency upgrade projects including capital improvement projects and completing the energy performance contract.
   1.3 Reduce transportation-related emissions by implementing actions outlined in the Electric Vehicle Readiness plan and pursue state and federal funding available for EV infrastructure and fleet transformation.
      1.3.1 Establish and effective system for city-wide coordination on EV funding applications (public infrastructure and incentive programs, Durango Transit, and other city fleet.
      1.3.2 Complete an assessment of fleet vehicles and evaluate vehicles at end-of-life to ensure if replacements are needed, electric alternatives are considered and purchased when feasible.
      1.3.3 Expand installation and management of city-owned publicly available charging infrastructure.
   1.4 Create high-quality outreach and engagement programs that foster awareness and guide community-wide action on reducing GHG emissions.
      1.4.1 Educate the community about Durango’s carbon footprint and ways to reduce emissions through energy conservation, multimodal transportation, water conservation, and waste reduction.
      1.4.2 Support programs that target Durango’s businesses to reduce their emissions.
      1.4.3 Provide grant funding to community organizations implementing sustainability and resiliency projects.

2. Increase availability of renewable energy
   2.1 Pursue opportunities to install renewable energy on city-owned facilities and land when viable and financially feasible.
      2.1.1 Complete financially feasible renewable energy (e.g., solar PV) projects including capital improvement projects and completing the energy performance contract.
   2.2 Coordinate and engage with LPEA and other key stakeholders on potential projects and beneficial policies to advance renewable energy generation within our community.
      2.2.1 Evaluate opportunities for leverage points under city control (e.g., rebates/grants, code updates, building energy benchmarking programs, etc.).

3. Improve the quality and resiliency of natural resources through conservation and effective management
   3.1 Maintain high quality levels on environmental indicators such as air quality, water quality, landfilled waste, and light pollution.
      3.1.1 Work with community stakeholders and organizations to develop a poor air quality response plan.
3.1.2 Work with community stakeholders and organizations to support Animas River watershed water quality monitoring.
3.1.3 Maintain or improve Dark Sky Quality Meter.

3.2 Protect and manage our community’s ecosystems, open space, trees, and wildlife.
   3.2.1 Continue community forest tree planting and stewardship by planting new trees annually and prune 5% of the existing maintained trees each year.
   3.2.2 Continue to implement programs that reduce wildlife conflicts including but not limited to issues with trash containers, traffic, and pets.
   3.2.3 Utilize management practices that protect wildlife habitat, migration corridors, and ecologically sensitive areas in coordination with surrounding public lands management.
   3.2.4 Support responsible pet waste management through enforcement, free pet waste bags, and clean-up events.
   3.2.5 Continue invasive species management program and native species restoration as financially feasible.
   3.2.6 Continue to implement best-practice wildfire mitigation on city open space and promote community-wide fire mitigation initiatives.

3.3 Provide river protection through minimizing flooding, inappropriate materials and contaminants that reach the river. (Las Animas and tributaries)
   3.3.1 Reduce sediment entering the river through effective street sweeping program.
   3.3.2 Reduce sediment entering the river through effective cleaning of stormwater management features.
   3.3.3 Reduce sediment entering the river through effective Stormwater Permits Compliance/Violations Management Plan.
   3.3.4 Improve river water quality by maintaining compliance with wastewater treatment permit.

4. Provide Solid Waste Disposal that is oriented toward Recycle and Reuse
   4.1 Promote conservation and recycling of material resources through well-designed and well-managed city services.
      4.1.1 Evaluate landfill waste streams for potentially recyclable material.
      4.1.2 Adopt goals for both Municipal Solid Waste (MSW) generated per capita and diversion rates.
      4.1.3 Expand organics diversion through partnership with Table to Farm Compost.
      4.1.4 Expand fats, oils, and grease (FOG) program.
      4.1.5 Continue sustainable street sweeping program to remove unwanted materials from flowing into the storm system and polluting water resource.
      4.1.6 Increase diversion from landfill to recycle by City processes.
      4.1.7 Recycle asphalt for Streets Department reuse.
      4.1.8 Storm drain and pipe cleaning to mitigate backups and flooding.
      4.1.9 Water quality pond maintenance and cleaning.
      4.1.10 Continue use of traction sand/salt and deicers in an environmentally responsible and sustainable fashion.
   4.2 Continue to offer award-winning single stream recycling and trash services in an environmentally and fiscally responsible manner.
ENGAGED & COLLABORATIVE GOVERNANCE

1. Community outreach consistently indicates a strong desire to preserve and cultivate a sense of place and vibrancy as Durango grows
   1.1.1 Respond to all communications from public as Durango continues to grow and evolve.
   1.1.2 Streamline and add online availability for new business license applications to innovate and provide ease of access.
   1.1.3 Install and configure two computer kiosks at City Hall for citizen use, one to be installed late March 2022 for the purpose of accessibility and for public engagement.
   1.1.4 Partner with Parks and Recreation Department to conduct a special event town hall meeting for non-profits.
   1.1.5 Facilitate a community meeting by City Clerk’s office for licensing updates to local businesses.
   1.1.6 Deploy MUNIREvs (Gov OS) software implementation for online business licensing processing for efficiencies and ease of use for businesses.

2. Increase and focus on marketing outreach that would improve customer service and increase participation
   2.1 Strengthen messaging opportunities that are easily digestible by utilizing a diverse array of media outlets and proactive community outreach.
   2.1.1 Use electronic flyers to community agents (Chamber, non-profits etc.) to provide information on elections and advertise Boards and Commission vacancies.
   2.1.2 Explore opportunities of marketing public service announcements to special event licensees to be aired on city communication channels.
   2.1.3 Implement annual community town hall as an opportunity for residents to have facetime with City Departments.

3. Create & enhance City’s brand & marketing that includes community outreach and collaboration and tells the story of Durango’s preservation and growth
   3.1 Improve the online presence of a high-quality communications program to foster awareness in the community.
   3.2 Expand community outreach, engagement platforms, and opportunities by coordinating with underserved audiences.
   3.3 Establish a brand that celebrates and promotes the City of Durango identity.

4. Work with development community/property owners to provide engineering guidance in compliance and problem-solving to support managed growth and redevelopment
   4.1 Engineering Standards and Construction Specifications Update.
   4.1.1 Update 2 sections of development standards.
   4.1.2 Update Utilities Construction Standards.
   4.1.3 Update Division 100 Construction Specs.
   4.1.4 Engage consultant to begin review comparison with industry standards.
   4.1.5 Engineering documentation of support services.
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<thead>
<tr>
<th><strong>STRATEGIC OPERATING PLAN BY SERVICE</strong></th>
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<tr>
<td><strong>DIVERSITY, EQUITY, INCLUSION</strong></td>
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<td><strong>FINANCIAL EXCELLENCE &amp; HIGH PERFORMING GOVERNMENT</strong></td>
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<td><strong>AFFORDABILITY &amp; ECONOMIC OPPORTUNITY</strong></td>
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<td><strong>ENHANCED LIVABILITY &amp; SENSE OF PLACE</strong></td>
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<td><strong>EFFECTIVE INFRASTRUCTURE NETWORK</strong></td>
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<td><strong>ENVIRONMENTAL SUSTAINABILITY &amp; RESILIENCE</strong></td>
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<td><strong>ENGAGED &amp; COLLABORATIVE GOVERNANCE</strong></td>
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