

# City Commission Planning Workshop Report

Planning Session Date: March 22, 2021



**FINAL REPORT**

June 4, 2021

Authored by: Kathleen Novak

## *Introduction*

The Clovis City Council Planning Session, held on March 22, 2021, focused on reviewing information gathered in the individual meetings with the facilitator and on providing the commission an opportunity to identify strategic priorities to guide the staff in developing strategic plans for the future, and to utilize in budget development. This Planning session was facilitated by Kathie Novak. Attendees included the Mayor, most members of the Commission, and representatives for all city departments.

## *Table of Contents*

Report Summary and Strategic Planning Results	Page 2
Attachment 1: Agenda	Page 14
Attachment 2: Ground Rules	Page 15
Attachment 3: Environmental Scan	Page 16
Attachment 4: Challenges and Priorities from the Mayor and Commissioners	Page 19
Attachment 5: Challenges and Priorities from the Department Directors and Leadership	Page 22
Attachment 6: Flip Chart Original Photos	Page 27

## Report Summary

The day began with a welcome by the Mayor and City Manager, and introductions. After consenting to the proposed agenda (**Attachment 1**), the group identified ground rules for the day. These can be found in **Attachment 2**.

The group then engaged “PEST” analysis, where they were asked to think about relevant Political/Legal, Economic, Social, and Technological trends in the environment to identify possible opportunities and threats facing the city of Clovis in the next 5 – 10 years. See **Attachment 3** for details. Significant trends include:

- Immigration/Equality
- Minimum wage and employment
- Technology
- Social and Demographic Changes
- Healthcare
- Economic trends and COVID Recovery
- Climate Change/Energy

The group revisited the report from the 2013 planning effort and noted that the goals and vision for the city remain unchanged:

**MISSION:** “It is the mission of Clovis city government to provide quality municipal services in the best, most effective and most economical manner; to operate in a spirit of cooperation and collaboration with all people and in every endeavor; to expect every employee of the City to perform to the highest of their capacity and to provide leadership and resources in a community based program of economic development; and to consider every issue on the basis that Clovis is a 'Community for Family'.”

### **STRATEGIC PRIORITY AREAS:**

- Good Governance
- Community Life (Recreation, Culture, Neighborhoods)
- Economic Development
- Safe Community
- Transportation and Infrastructure

The Commission and Directors noted that most of the items identified in that report had been accomplished or were underway. Some, like water, are long term projects that may never be “accomplished,” and others may have encountered significant roadblocks.

There was an extended discussion around the questions of how well the city has communicated these accomplishments and successes to residents. Leadership noted that there has been considerable movement in this with the hiring of a new communication person and the development of a new website and social media strategy.

The group also noted the challenge in funding identified projects. Finally, The Lyceum, shooting range, and a remodeled city hall have also been addressed and started in the recent past.

The conversation ended with the following conclusions:

- Water supply and conservation affects many things
- Political implications and considerations of everything (police, public safety)
- Changes in the way people do business i.e. Telework, online
- We have similar goals
- Quality of life is important
- Activities for all ages youth and senior
- Nurturing economic development without impacting the environment-economic driver
- People are indifferent about many things
- Healthcare and mental health important
- Immigration equality
- “Brain drain” in the state
- Succession planning
- Qualified workforce
- Concern about political climate future
- Employee retention within the city
- Staffing
  - Recruiting, retention, development

The group moved on to discussion of projects and priorities identified in the interviews with the facilitator. Each Department Director highlighted their priorities and discussed the importance of these in achieving the city’s mission and strategic priority areas. **(Attachment 5)** The commission asked clarifying questions and often commended the staff for their work.

The Commissioners then offered additional discussion on their priorities as presented in the planning documents **(Attachment 4)**. Additional items discussed at the workshop but not included in the planning documents generated prior to the workshop are highlighted in **RED**.

As time was drawing to a close, the City Manager discussed the next steps. After receipt and adoption of the goals and objectives in this report, staff will begin working these priorities into

a multi-year work plan for the city, and then adjust the CIP, and develop a budget to address these priorities. There will be additional discussions with the Commission as these plans are developed.

While the time was short, the final activity asked each participant to identify and “award” that they would like to see the city receive if all these priorities were brought to fruition. Most of the “awards” identified were in line with the mission of the city: that Clovis is a 'Community for Family.'

Finally, the group reflected on the desired outcomes, and was pleased with the progress, however, acknowledged that additional time would be necessary for extended discussions on priority areas, and city management can facilitate these future conversations.

Respectfully submitted,

A handwritten signature in cursive script that reads "Kathleen M. Novak". The signature is written in black ink and is positioned above the printed name.

Kathleen Novak

Facilitator

# 2021 CITY OF CLOVIS STRATEGIC PLANNING RESULTS

## (Good) GOVERNANCE

### Goals and objectives:

- 1. Protect and sustainably manage City's financial, human and physical resources**
  - a. Modernize the way the city does business
    - i. Tyler MUNIS full implementation (Building Safety permitting, Tyler 311)
    - ii. Move the city to digital
    - iii. Develop a CIP
  - b. Staff Training
  - c. Enhance city communications to the community
    - i. Branding and promotion of the city
  - d. AMP
  - e. Grant Funding
  - f. Interdepartmental collaboration
  - g. Building Safety
    - i. Update Code
    - ii. Policy and Procedures Manual
    - iii. Restructure Environmental Response Team
    - iv. Vehicle and equipment replacement plan
    - v. Professional uniforms for Building Safety staff
    - vi. Implementation of the citizens self-serve kiosk
    - vii. Additional ERT position
    - viii. Pro-active Code Enforcement (after updating code)
    - ix. Streamline process with municipal court
  
- 2. Become Clovis' employer of choice by attracting, retaining, motivating and developing a high-quality workforce, dedicated to public service**
  - a. Compensation
  - b. Recruit, retain, develop, train
  - c. Equipment and resources
  - d. Cross training and succession planning
  - e. Develop a referral program

- f. Conversion of some positions from non-exempt to exempt
- g. Employee morale committee
- h. Update job descriptions so KSAs are consistent and aligned

**3. Enhance and facilitate accountability, efficiencies, best practices and trust**

- a. Modernize the way the city does business
  - i. Tyler MUNIS full implementation (Building Safety permitting, Tyler 311)
  - ii. Move the city to digital/paperless
  - iii. Develop a CIP
  - iv. Customer and Vendor self-service modules
  - v. Policy for ACH payments for vendors
- b. Interdepartmental collaboration
- c. Funding for the Technology Plan

## COMMUNITY LIFE (RECREATION, CULTURE, NEIGHBORHOODS)

### Goals and objectives:

- 1. Provide multi-generational and culturally diverse activities and entertainment that meet the needs of residents and foster a sense of community**
  - a. Things to do for people in different stages of life
  - b. Engage and include the entire community, including the agricultural community
  - c. Community events to bring people together
  - d. Senior Services
    - i. Develop innovative programs to serve the needs of “Baby Boomers”
    - ii. Work with RSVP to develop programming and create a “one-stop shop”
    - iii. Work with other city departments to fit programming in with other areas of the city
    - iv. Work to unite seniors culturally
    - v. Concerns about closing Baxter-Curren (engage with current users)
  
- 2. Develop and maintain safe and accessible built and natural facilities that support a variety of programs and activities**
  - a. Market current amenities better
  - b. Lyceum
  - c. Playground replacement program
  - d. Amenities for Base Personnel
  - e. Parking lot resurfacing
  - f. Construct additional and maintain playgrounds
  - g. Lighting for ballfields
  - h. Concerts/bandstands
  - i. Museums
  - j. Dog park
  - k. Develop plans:
    - i. Tree replacement program
    - ii. Vehicle and equipment replacement program
    - iii. Capital plan
    - iv. Staffing plan
    - v. Turf management plan
  - l. Improve communication with youth sports leagues
  - m. Maintain parks
  - n. Look at repurposing space to meet changes in community recreation needs
  - o. Master plan Ned Houk Park
  - p. Sports leagues for youth and adults
  - q. Wellness center open completely
  - r. Update Greene Acres
  - s. Expand amenities



- t. Library
    - i. New software program
    - ii. Needs analysis to transition from traditional library to library of the future
    - iii. Clifton arrowhead collection display cabinets
    - iv. Looking at options for the drive through book drop slot
    - v. Landscaping and lobby furniture (working on grant funding)
- 3. Provide for a balanced diversity of housing options that meet the needs of the community**
- a. Community Development
  - b. Affordable Housing/MRA
- 4. Promote safe, clean and attractive neighborhoods**
- a. Beautification (public and private property)
    - i. City must take care of property, entryways, arterials
    - ii. Main highway corridor – Hwy 60/84
    - iii. Improve the “First Impression”
    - iv. Focus on aging areas of the city
    - v. Clean up graffiti
    - vi. Determine how to address old buildings on private property (residential and commercial)
    - vii. Work to change NM Anti-donation laws
    - viii. Code Enforcement as a priority
    - ix. Encourage people to take pride in their properties and maintain them well
    - x. Building Safety resources
    - xi. MRA
    - xii. Get people to take pride in the community
    - xiii. Public Landscaping: Design, Build, Maintain
    - xiv. Alternate labor sources?
    - xv. Update and change codes to promote beautification

## ECONOMIC DEVELOPMENT

### Goals and objectives:

#### 1. Recruit and retain a well-balanced mix of businesses

- a. Retail recovery
- b. Retail expansion to meet community wants and needs (looking forward to work from *Retail Strategies* consultant)
  - i. Entertainment
  - ii. Restaurants
  - iii. Breweries
  - iv. Liquor establishments (also brings other business)
  - v. Essential products (mall)
- c. Service Sector
- d. Manufacturing and tech industries (primary jobs)
- e. Assist businesses to adapt to new, post-COVID world
- f. Assist local businesses to have a strong online presence
- g. Develop jobs for base spouses
- h. Build on our agricultural base
- i. Places to spend money
- j. Give young/college people a reason to come home
- k. Expansion of healthcare – medical specialists
- l. Mental Health Facility

#### 2. Ensure downtown area and other business centers are safe and well-maintained

- a. Take advantage of Main Street – grow it, want to see all kinds of people walking around and enjoying time out together
- b. Healthy businesses in all parts of town
- c. How to use and re-activate the old mall

#### 3. Market the community's amenities, location and livability

- a. Promote Solo/remote work

#### 4. Facilitate business development and growth through incentives, partnerships and minimizing "red tape"

- a. Make sure Clovis is “business friendly”
- b. Clovis Industrial Development Corporation
  - i. Clovis is a gigabyte city
  - ii. Industrial Park
- c. How can we take advantage of the Base? Of the Community College?
- d. How can we take advantage of highways and railroads through our city to help us grow?

## SAFE COMMUNITY

### Goals and objectives:

#### 1. Provide a visible, responsive and effective public safety presence supported by sufficiently trained and equipped resources.

- a. Emergency Management:
  - i. Replace and add new outdoor warning sirens
  - ii. Back-up generators at city facilities
  - iii. Dispatch systems and radio systems and infrastructure updated
  - iv. Weather warning system and notifications
  - v. LEPC Training
  - vi. Return to in person exercises to meet state and federal requirements.
  - vii. Additional planning:
    1. Community preparedness and exercises
  - viii. Continuity of operations plans for every department in the city
  - ix. Renew Teen CERT program to the level prior to COVID
- b. Fire Department
  - i. Viability assessment for solar array on Station One roof
  - ii. Recruit for vacant openings
  - iii. Determine if additional station is needed in NE part of city
  - iv. Implement vehicle replacement plans
  - v. New Administration Building
- c. Police Department
  - i. Need to fill instructor positions in different areas of the law enforcement training areas
  - ii. Continue researching resources to assist in growing the department, to meet the needs of the community and help the agency provide better service.
  - iii. Securing funding / grants for the following needs:
    1. Upgrading the lighting within the buildings to be LED capable
    2. Upgrade the communications center base station
    3. Replace the building generator
  - iv. Enhance animal control services
    1. Funding to secure a new Animal Control Facility
  - v. Expand programs:
    1. Coffee with Cops
    2. Cops and Kids Christmas
    3. Citizens Academy
    4. Neighborhood Watch Programs
    5. National Night Out Programs
    6. More community programs

## TRANSPORTATION & INFRASTRUCTURE

### Goals and objectives:

#### 1. Support an efficient regional transportation system

- a. Implementation of a successful vehicle maintenance & preventive maintenance program for CATS (day & night shifts)
- b. Implementation of vehicle maintenance & facility maintenance tracking program in Tyler MUNIS
- c. Write a Fleet Maintenance Policy (including staff department vehicle)
- d. Develop a professional customer brochure
- e. Viable infrastructure replacement plan
- f. As ridership returns and grows, hire 2 full time clerks to handle phone traffic from 6:00 am – 7:00 pm, Mon-Fri and 7:30-5:30 on Saturday and at least 1 more driver.
- g. Alternative ways to deliver service (on call, night service, holiday and special function routes, etc.)
  - i. CATS fixed route

#### 2. Design, build and maintain a traffic network that eases congestion, improves traffic flow and enhances mobility

- a. Road maintenance (potholes)
- b. Sidewalk improvements
- c. ADA access and routes
- d. Drainage improvements
- e. Street lighting (for safety)
- f. Four lanes from Clovis to the west (State involvement)
- g. Green spaces and walkways/trails
- h. Encourage ridesharing to assist in transportation needs
- i. Emphasize crossroads and railroads
- j. Funding for infrastructure needs
  - i. Aged roads
  - ii. Sewer lines failing
- k. Further develop pavement management program

#### 3. Expand and maintain airport to facilitate regional accessibility

- a. Provide appropriate Fixed Base Operator (FBO) facilities and services
- b. Get enplanement numbers up
- c. Improve t-hangars
- d. Expand social media presence
- e. Improve landing facilities
- f. Add additional destinations
- g. Expand or rebuild terminal
- h. Build new fire station

- i. Expand the aircraft ramp
- j. Improve entranceway to the Airport
- k. Bring in cargo operator
- l. Be able to bring in military aircraft
- m. Continue to encourage airport development

**4. Provide for the protection, conservation and efficient use of water to insure the long-term sustainability of this resource**

- a. Need to keep in forefront, even as projects are progressing
- b. What is the next best move for Clovis?
- c. Develop a clear vision for how to meet water needs and then educate the community on the vision and plan
- d. Continue to encourage conservation
- e. Concern about those on wells
- f. Additional re-use opportunities
- g. Ute Pipeline

## SPECIFIC PROJECTS

- Roads and Infrastructure
  - Specific roads mentioned:
    - MLK (and sidewalks)
    - 7<sup>th</sup> St.
    - 14<sup>th</sup> St. (and sidewalks)
    - Norris St.
    - 21<sup>st</sup> to Wilhite on Prince St.
  - Install self-serve fueling
  - Construct new Senior Center at Hillcrest Park

# ATTACHMENTS

## *Attachment 1: Agenda*

### Desired Outcomes:

- Enhance relationships between Commissions and Staff Leadership
- Prioritize programs and initiatives and give direction to staff on resource and effort allocations.
- Agree on TOP priorities that will be the “talk of the town” – be able to answer the question: What is the city working on? Where are we headed?

### Agenda:

- Welcome
  - Agenda review
  - Introductions
- Ground Rules
- Environmental Scanning
- Revisit Mission, Prior Efforts, Successes
- Identify/Clarify Initiatives and Projects
- Discuss Priorities
- Priority Sorting
- “Awards” Activity
- Next Steps

## *Attachment 2: Ground Rules*

- Everyone has a voice
- No bad questions or dumb ideas
- Attack problems, not people
- Mutual Respect
- Off-topic comments-> parking lot
- Avoid the weeds
- Requirements: 1) mental presence 2) active listening
- Be respectful of time – return from breaks promptly
- Be open minded



## *Attachment 3: Environmental Scan*

Issues and trends grouped into areas:

### **IMMIGRATION/EQUALITY**

- Border crisis impacting our community
- Immigration
- Equality
- Equality for all

### **MINIMUM WAGE AND QUALITY OF LIFE - EMPLOYMENT**

- More efficient Workspace
- Workforce not ready for change
- Flex Schedules
- Flexible Work Schedules, work from home
- Employment
- Minimum wage rates
- Minimum wage increases
- difficult for small business
- Political changes in minimum wage
- Minimum wage
- Telework
- Decreased workforce due to decreased population

### **TECHNOLOGY**

- Telework
- Google Meet advancement
- Facebook
- Paperless workplace
- Keep current technology
- Greater transparency all docs publicly available easily
- Citizens becoming familiar w technology, need to keep up with demand
- Virtual activities
- Paperless system

### **SOCIAL AND DEMOGRAPHIC CHANGES**

- New senior center
- Enhanced programming for seniors
- Next generation

- Increase in crime rates Senior population expanding
- Societal beliefs are changing and different
- Legalization of Recreational drugs
- Changes to Alcohol Laws
- Cannabis Legislation
- Legalization of recreational marijuana
- Cannabis legalized in NM
- New president
- Supreme court judges
- Unfriendly business laws political dissolution
- FEMA-continuous changes by events
- Current trends and climate impacting law enforcement

### **HEALTHCARE**

- Health care
- COVID practices for future pandemics??
- Mental health
- Social media concerns on youth

### **ECONOMIC TRENDS AND COVID RECOVERY**

- Land/space for business park airport
- Animal rights vs agricultural community
- Increased construction costs
- Economic LEDA \$ for retail
- Health care
- Repayment of stimulus money
- Economic downturn
- Economy impaired by pandemic
- In person vs online shopping
- Bringing business
- E-commerce and consumer habits in our state

### **CLIMATE CHANGE/ENERGY**

- Increased drought
- Environmental regulations
- Environmental protection hurting state rev
- Climate change bringing bigger disasters
- Green energy
- Find ways to go green as a city
- Fuel and oil reduction
- Tech: electric cars
- Decrease in rainfall
- Tech is ever changing and expensive
- Cyber-attacks – money and productivity

**WATER**

- Water availability
- Water issues and conservation
- Ute pipeline

**CITY TRENDS**

- Replacing retiring staff
- Impacts on aviation
- Revitalization in MRA areas
- Improve main st
- Roads need MLK and 7th st completed
- Code book update
- Changing building codes
- Gig city, regional airport, low cost of living
- Parks need a master plan for all parks
- Employee retention issue
- Improve communication w citizens

## Attachment 4: Challenges and Priorities from the Mayor and Commissioners

- Economic Development
  - Retail recovery
  - Retail expansion to meet community wants and needs (looking forward to work from *Retail Strategies* consultant)
    - Entertainment
    - Restaurants
    - Breweries
    - Liquor establishments (also brings other business)
    - Essential products (mall)
  - Service Sector
  - Manufacturing and tech industries (primary jobs)
  - Assist businesses to adapt to new, post COVID world
  - How to use and re-activate the old mall
  - Healthy businesses in all parts of town
  - Assist local businesses to have a strong online presence
  - Develop jobs for base spouses
  - Build on our agricultural base
  - Make sure Clovis is “business friendly”
  - Promote Solo/remote work
- Roads and Infrastructure
  - Specific roads mentioned:
    - MLK (and sidewalks)
    - 7<sup>th</sup> St.
    - 14<sup>th</sup> St. (and sidewalks)
    - Norris St.
    - Sycamore
    - Cameo
    - 21<sup>st</sup> to Wilhite on Prince St.
  - Road maintenance (potholes)
  - Sidewalks
  - Handicap access and routes
  - Master Plan Ned Houk Park to maximize opportunities
  - Drainage
  - Lighting (for safety)
  - Wellness center open completely
  - Update Greene Acres
  - Continue to encourage airport development

- Four lanes from Clovis to the west (State involvement)
- CATS fixed route
- Green spaces and walkways/trails
- Encourage ridesharing to assist in transportation needs (ED or Infrastructure?)
- **Emphasize crossroads and railroads**
- **Need other sources of funding to meet needs**
- Water
  - Need to keep in forefront, even as projects are progressing
  - What is the next best move for Clovis?
  - Develop a clear vision for how to meet water needs and then educate the community on the vision and plan
  - Continue to encourage conservation
  - Concern about those on wells
  - **Additional re-use opportunities**
  - **Ute Pipeline**
- Beautification (public and private property)
  - Starts from the top – down: city must take care of property, entryways, arterials
    - Main highway corridor – Hwy 60/84
  - Improve the “First Impression”
  - Focus on aging areas of the city
  - Clean up graffiti
  - Determine how to address old buildings on private property (residential and commercial)
    - Work to change NM Anti-donation laws
  - Code Enforcement as a priority
  - Encourage people to take pride in their properties and maintain them well
  - **Building Safety resources**
  - **MRA**
  - **Get people to take pride in the community**
  - **Public Landscaping: Design, Build, Maintain**
    - **Alternate labor sources?**
  - **Update and change codes to promote beautification**
- Quality of Life
  - Places to spend money
  - Things to do for people in different stages of life
  - Give young/college people a reason to come home
  - Expansion of healthcare – medical specialists
  - Sports leagues for youth and adults
  - Concerns about closing Baxter-Curran (engage with current users)
  - Expand amenities
  - Market current amenities better
  - Maintain parks
  - Construct additional and maintain playgrounds
  - Engage and include the entire community, including the agricultural community

- Community events to bring people together
- Concerts/**bandstands**
- Museums
- Take advantage of Main Street – grow it, want to see all kinds of people walking around and enjoying time out together
- **Public and private**
- **Amenities for Base Personnel**
- **Ned Houk Park**
- **Citizen participation**
- **Other**
  - How can we take advantage of the Base? Of the Community College?
  - How can we take advantage of highways and railroads through our city to help us grow?
  - Ensure that we pay city employees a livable wage
  - **Advertise what we do, who we are, and opportunities**
- **Staffing**
  - **Compensation**
  - **Recruit, retain, develop**
  - **Equipment and resources**

## *Attachment 5: Challenges and Priorities from the Department Directors and Leadership*

### **City Manager's Office**

- **Internal**
  - Modernize the way the city does business
  - Tyler MUNIS full implementation
  - Move the city to digital
  - Develop a CIP
  - Staff Training
  - Staffing
  - Enhance city communications to the community
  - Branding and promotion of the city
  - AMP
  - Grant Funding
  
- **Community**
  - Economic Development
    - Clovis Industrial Development Corporation
      - Clovis is a gigabyte city
      - Industrial Park
      - Meaningful spousal employment (Cannon)
  - Community Development
    - Affordable Housing/MRA
    - Airport
    - Mental Health Facility
  - Quality of Life
    - Lyceum
  - Water

### **Airport**

- **Challenges**
  - Manpower and equipment
  - FBO Facilities
  - Hangar maintenance
- **Short Term goals**
  - Provide appropriate FBO facilities and services
  - Get passenger numbers up
  - Improve t-hangars

- Install self-serve fueling
- Add additional employees
- Expand social media presence
- **Long Term goals**
  - Improve landing facilities
  - Add additional destinations
  - Expand or rebuild terminal
  - Build new fire station
  - Expand the aircraft ramp
  - Improve entranceway to the Airport
  - Bring in cargo operator
  - Be able to bring in military aircraft

## **Building Safety**

- **Short term:**
  - Recruit and retain for vacant positions (Code Enforcement, certified building official)
  - Permitting module in Tyler MUNIS
  - Additional software
  - Update Code
  - Policy and Procedures Manual
  - More collaboration with other city departments (PD, Code Enforcement, Public Works)
  - Restructure Environmental Response Team
  - Additional Training and cross training for employees
  - Purchase 3 new fleet vehicles
  - Purchase new equipment (mower, skid steer loader, commercial pressure washer, riding mower, backpack blowers, snow removal equipment, misc. hand tools, two weed-eaters)
  - Vehicle and equipment replacement plan
  - Professional uniforms for Building Safety staff
  - Implementation of the citizens self-serve kiosk
  - Department marketing
- **Intermediate term:**
  - Additional ERT position
  - Pro-active Code Enforcement (after updating code)
  - Streamline process with municipal court

## **Clovis Area Transit System**

- Bringing back the public post COVID
- Implementation of a successful vehicle maintenance & preventive maintenance program for CATS (day & night shifts)



- Implementation of vehicle maintenance & facility maintenance tracking program in Tyler MUNIS
- Write a Fleet Maintenance Policy (including staff department vehicle)
- Develop a professional customer brochure
- Viable infrastructure replacement plan
- As ridership returns and grows, hire 2 full time clerks to handle phone traffic from 6:00 am – 7:00 pm, Mon-Fri and 7:30-5:30 on Saturday and at least 1 more driver.
- Alternative ways to deliver service (on call, night service, holiday and special function routes, etc.)
- Enable more reporting rights in Tyler MUNIS to make it easier to compile Monthly NMDOT Reports

### **Emergency Management**

- Replace and add new outdoor warning sirens
- Back-up generators
- Dispatch systems and Radio systems and infrastructure updated
- Weather warning system and notifications
- Training
- Need to return to in person exercises to meet state and federal requirements.
- Additional planning:
  - Community preparedness and exercises
- Continuity of Operations plans for every department in the city
- Shortage of Personal Protective Equipment (PPE) for community.
- Renew Teen CERT program to the level prior to COVID

### **Finance**

- Tyler MUNIS full implementation
  - Training and cross-training
  - Customer and Vendor self-service modules
- Policy for ACH payments for vendors
- Paperless city
- Cross training and succession planning
- Budget training for city employees
- Increase collaboration across city departments

### **Fire Department**

- Viability assessment for solar array on Station One roof
- Recruit for vacant openings
- Additional staffing needs to meet minimum staffing needs and needs at the airport
- Retain current personnel and reduce turnover
- Determine if additional station is needed in NE part of city
- Implement Tyler MUNIS Asset Management Module

- Implement vehicle replacement plans
- Administration Building

## **HR**

- Achieve goal to be Clovis' employer of choice
- Tyler MUNIS implementation
- Leadership training
- Additional training throughout the city
- Employee morale committee
- Update job descriptions so KSAs are consistent and aligned
- Supervisor support and training
- Succession planning throughout the city
- Develop a referral program
- Evaluate compensation system considering new minimum wage laws
- Conversion of some positions from non-exempt to exempt
- Post COVID marketing and recruitment strategy

## **IT**

- Employee recruitment and retention
- Funding for the Technology Plan
- Implement training programs for IT employees on different IT topics
- Enhance collaboration with all city departments
- Increasing tech training for all city employees and new employees

## **Library**

- New software program
- Needs analysis to transition from traditional library to library of the future
- Clifton arrowhead collection display cabinets
- Looking at options for the drive through book drop slot
- Landscaping and lobby furniture (working on grant funding)

## **Parks and Recreation**

- Playground replacement program
- Parking lot resurfacing
- Lighting for ballfields
- Dog park
- Develop plans:
  - Tree replacement program
  - Vehicle and equipment replacement program
  - Capital plan
  - Staffing plan
  - Turf management plan

- Improve communication with youth sports leagues
- Look at repurposing space to meet changes in community recreation needs
- Master plan Ned Houk Park

### **Police Department**

- Recruiting for police officer positions and other vacant positions in dept.
- Professional growth of our personnel
- Need to fill instructor positions in different areas of the law enforcement training areas
- Continue researching resources to assist in growing the department, to meet the needs of the community and help the agency provide better service.
- Securing funding / grants for the following needs:
  - Upgrading the lighting within the buildings to be LED capable
  - Upgrade the communications center base station
  - Replace the building generator
- Funding to secure a new Animal Control Facility
- Implement Asset Management through Tyler MUNIS
- Expand programs:
  - Coffee with Cops
  - Cops and Kids Christmas
  - Citizens Academy
  - More community programs

### **Public Works**

- Funding for infrastructure needs
  - Aged roads
  - Sewer lines failing
- Equipment and vehicle maintenance and replacement program
- Further develop pavement management program
- Fully implement Tyler MUNIS Asset Management system for reuse and wastewater collection systems
- Recruit and retain experienced workers in vital positions

### **Senior Services**

- Reopening post COVID
- Recruit and hire for vacant positions
- Develop innovative programs to serve the needs of “Baby Boomers”
- Work with RSVP to develop programming and create a “one-stop shop”
- Work with other city departments to fit programming in with other areas of the city
- Work to unite seniors culturally

## Attachment 6: Flip Chart Original Photos

### Desired Outcomes

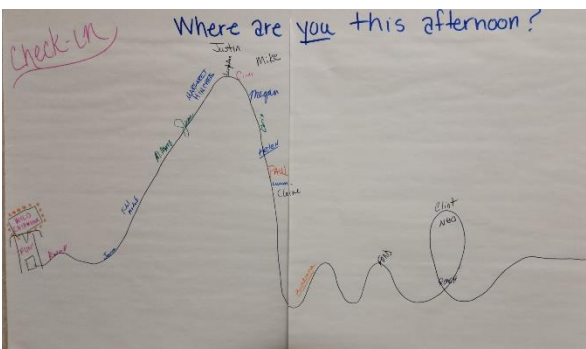
- Enhanced Relationships – Commission + staff Leadership
- Prioritize programs/initiatives → direction to staff on resource + effort allocations
- Agree on the answer to: "What is the city working on?"

### GROUND RULES

- Everyone has a voice
- No bad questions or dumb ideas
- Attack problems, not people
- Mutual respect
- Off-topic comments ⇒ parking lot
- Avoid the weeds
- Requirements:
  - 1) mental presence
  - 2) active listening
- Time →
- Be open-minded

Check-in

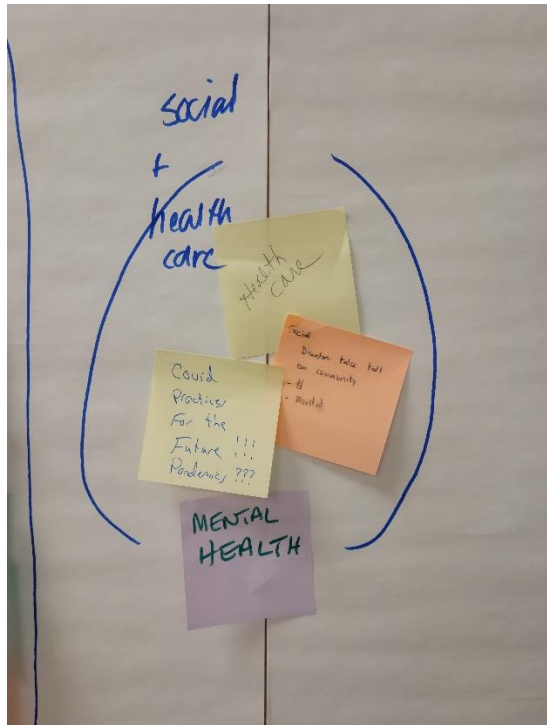
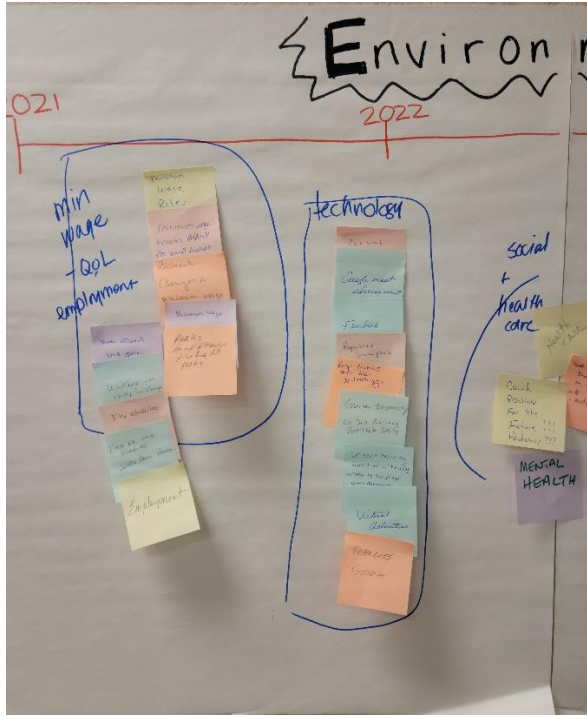
Where are you this afternoon?

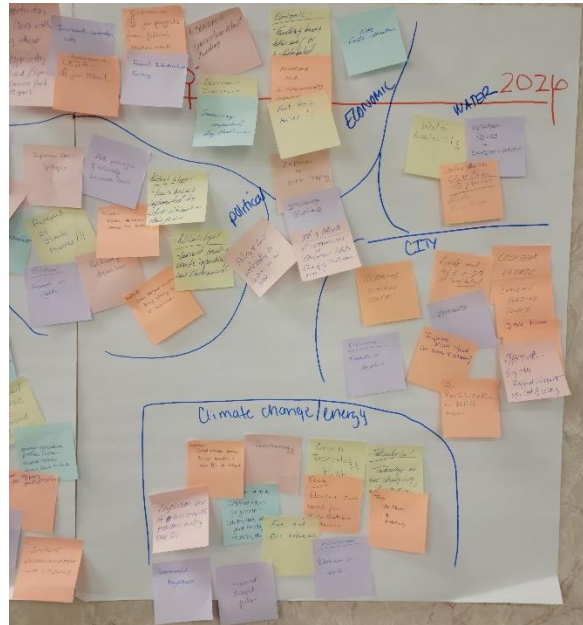
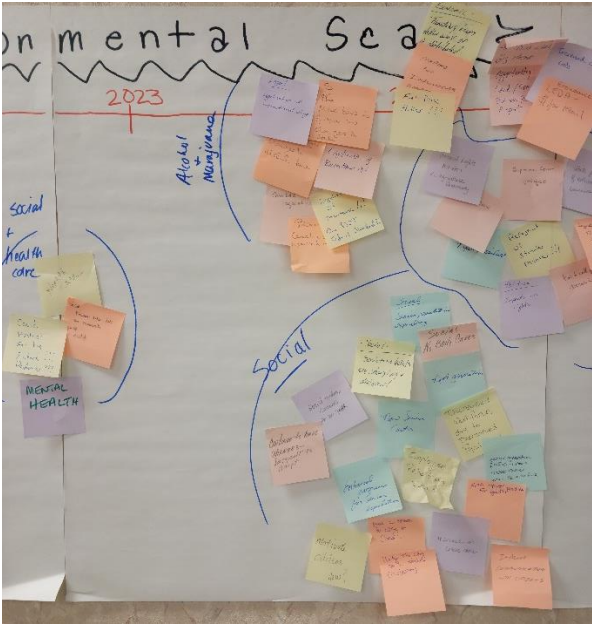


### Celebrate + Build on Success!

- many (most) have been accomplished or well-under way
- same goals + vision
  - ↳ what hasn't been accomplished?
    - roadblocks?
    - think differently
- how have we communicated accomplishments to residents / celebrate employees\*
  - new communication person
  - new website + social media
- still a problem getting funding for projects
- evaluate + learn from failures + don't change for the sake of change

additional :  
 - lyceum  
 - shopping range  
 - not new, but remodeld city hall  
 - priorities change !





Environmental Scan Conclusions:

- water supply + conservation affects many thing
- political implications + considerations of everything (police, public safety)
- changes in the way people do business - telework, online
- we have similar goals
- Quality of Life is important.
- activities for all ages - youth + senior
- nurturing economic development w/o impacting the environment - economic driver
- people are indifferent about many things
- healthcare + mental health important

*Handwritten notes in margins:*

- \* immigration + equity
- \* Concern about political climate + future
- \* employee retention in the city
- Success in planning qualified workforce
- \* brain drain in the state

- staffing
  - recruiting, retention, development

## Commission Priorities

- Staffing
  - compensation
  - recruit, retain, develop
  - equipment + resources
- Economic Development
  - retail offerings
  - industry
  - entertainment
  - solo/remote work
- Quality of Life Issues *leads to Q of L + retention*
  - recreation - things to do
    - all ages → teenagers
    - public + private
    - bringing people together
    - Base
  - Need More parks
  - concerts/bars/stand local talent
  - Citizen participation - organizations
- Advertise what we do + who we are? opportunities
- Beautification
  - Building Safety Resources
  - M.R.A.
  - Pride in the community
  - Landscaping - design, build, maintain
    - alternate labor sources
  - Codes + code changes
    - ↳ updates done!

## • Roads!

- emphasize cross roads + railroads (industrials)
- need other sources of funding to meet needs

## • Water

- re-use
- fill pipeline
- Conservation