The Denver and Rio Grande Railroad Company formed Durango along the banks of the Animas River in September 1880 to serve the San Juan mining district. Today, the city proudly serves a diverse community of approximately 19,000 neighbors in all facets of life, work, and recreation in our natural environment. Each day, a devoted workforce of approximately 400 full-time employees come together to ensure the needs of the community are met through municipal service. 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.

**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.
The 2022 Strategic Plan outlines short- and mid-term objectives, influences the city’s budgeting process and guides the implementation of the city’s full range of services to:

- Set priorities aligned with organizational strategy
- Motivate energy and resources & well-being
- Strengthen operations
- Ensure the team is working on common goals

The City of Durango is committed to being a data-driven organization. Using quantifiable data and analysis, the City tracks and measures success in achieving the Key Outcomes and Strategic Goals defined in this plan. This includes identifying appropriate metrics related to both Key Outcomes and Strategic Goals, establishing appropriate targets for each of these metrics, tracking the actual performance of each metric over time, and regularly reviewing and discussing performance.
FINANCIAL EXCELLENCE & HIGH PERFORMING GOVERNMENT

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 reap-proval.

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.

2. Continuous Review of Policies & Ethical Practices


3. Set standards for sound, effective, trained governance

3.1 Leverage technology to deliver faster and more convenient services.

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

4. Update the municipal code as needed

PERFORMANCE METRICS

Accuracy of Cumulative Budgeted Expenses ($ millions) This metric covers the accuracy and precision of planned (budgeted) and actual expenditures. Expenditures include operating costs, such as personnel, insurance, consulting, and supplies, as well as debt payments and capital equipment purchases. Not included are the costs of large capital projects that occur over several years and have a beginning and end.

Actual Cumulative Revenue Compared to Budget ($ millions) This metric covers differences from anticipated (budgeted) and actual revenue. Revenue includes taxes, fees, grants, fines, interest earnings, etc.

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.

Financial Ratios Total Debt per capita, total revenue per capita, total expenditures per capita. This metric demonstrates conservative use of debt and a predisposition to pay cash vs. borrow, intent to increase fund balance during healthy financial years providing a buffer during lean years, the community’s expectation for high service level delivery and willingness to tax themselves to support those expectations.

IT Business Survey Results This metric measures performance for IT Satisfaction and Value, and for Understanding Needs, Communicating Effectively, Executing Requests and Training Effectively, as ranked by manager-level staff and above.

IT End User Survey Results This metric measures performance around Business Enablement, IT Communications, IT Services, Applications Suites.

Availability, Reliability of IT Infrastructure This metric measures performance of the City’s operational commitment to infrastructure resilience, security and availability of data, applications, and internet, including during scheduled maintenance windows.

Vendor Survey Vendor agreement indicating the City’s procurement process is open, fair, and competitive.

Investment in Leader Development Allocated funding has been consistently supported by City leaders for seminars and continuing education, as well as professional licenses and membership and participation in the Growth and Momentum Learning Series.

Employee Engagement Survey In 2022, the City implemented an employee engagement survey with a target participation rate of 70%. The survey process segments the data in multiple ways and provides actionable feedback to assist leaders in their growth and development.

City Employee Cumulative Turnover Rate Turnover is a metric of the rate at which employees leave employment with the City. It includes classified and unclassified management employees and all separation reasons.

City Employee Safety The Total Recordable Injury Rate (TRIR) is a nationally recognized standard safety metric. It is based upon the total number of work-related injury and illness cases reported that, generally speaking, required more than standard first aid treatment, as it relates to the total number of employee hours worked.

% of reviewed documents completed within 10 working days Demonstrates commitment to timely turnaround of legal documents.

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.
   1.2 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.

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.
   2.2 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.
   2.3 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.

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

PERFORMANCE METRICS

Affordable and Workforce Housing Inventory Affordable and workforce housing units house the City’s lower wage earners and are important component to the sustainability and local housing landscape of our community. Through policy and funding, the City would like to at least maintain and preferably increase the number of units available to consumers needing this type of housing. Affordable housing in Durango typically targets at or below 80% Area Median Income (AMI). Workforce housing typically targets households qualifying between 80%-120% AMI.

Inventory of Affordable Units Affordable housing houses the City’s lowest wage earners and are important to the viability and diversity of our community. Through policy and funding, the City will increase the number of units available to citizens requiring this type of housing. Affordable housing in Durango is defined as serving those who earn 80% or less of the Area Median Income (AMI).

Housing Opportunity Index (HOI) The Housing Opportunity Index (HOI) is defined as the share of homes sold in an area that would have been affordable to a family earning the local area median income (AMI). This can be compared to other peer communities and we can track trends and progress in Durango against other cities in the region. With considerations of affordability in our local housing environment.

Units constructed and occupied by type and price category

Percent of building inspections completed within one working day of request

Changes in key industry sectors, such as technology, clean manufacturing, aerospace Track annual changes in number of firms and employees in specific industry clusters.

Number of first-time business owners The number of business owners who are starting a business for the first time and have chosen to do so in the City of Durango.

Business Retention The number of business's that are retained in the City of Durango.
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.
   1.2. Increase public safety operational efficiency.
   1.3. Implement procedural enhancements to improve service level standards for 911 Communications.

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.
   2.2. 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.
   3.2. 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.
   3.3. Design and allocate resources to construct improvements to downtown Durango and other mixed-use districts throughout the City.

PERFORMANCE METRICS

Average Response Time to Police Priority 1 Calls: This metric represents the average response time to Police Priority 1 calls. These are the highest priority of call, one that is an immediate threat to life, a felony-in-progress call, or a call where a weapon is being used. This metric is from the time the call is received to the time the officer arrives at the scene.

Number of Injury/Fatal Crashes: Injury/Fatal crashes is the number of reported public street crashes involving motor vehicles, bicyclists or pedestrians where someone was injured or killed.

Part 1 Crimes in Durango (per 1,000 population): Part 1 crimes are defined by the FBI as Aggravated Assault, Arson, Auto Theft, Burglary, Homicide, Rape, Robbery and Theft. Part 1 crimes are the common set of criminal offenses that law enforcement agencies across the county collect data and report statistics for on an annual basis.

Effective Code Enforcement Strategies: To reduce nuisances, enhance visual appearance and improve overall health and safety by 10%.

Library Total Circulation: Identifies the use of the Durango Public Library in comparison to libraries across Colorado with similar population densities.

Natural Areas Cumulative Number of visitors: The total number of people accessing and utilizing the Natural Areas.

Paved Trails Cumulative Number of Visits: The total number of people accessing and utilizing the City’s paved trails system.

Parks and Recreation Programs: The total number of participants in Parks and Recreation programs, events and facility visits and utilizing recreation facilities including the Durango Recreation Center, Lake Nighthorse, Chapman Ice Rink and Ski Hill.

Arts and Culture Funding: Through the newly created Lodger’s Tax Arts and Culture funding and other sources, measure the number of organizations funded and dollar amount distributed to support arts and culture development. Measuring also outcomes from the funding to include expansion of program’s.

Public Art: Total number of public art pieces made available to Durango residents and visitors.

Public Realm and Streetscape Activation: Ensure flexibility in use of public realm and streetscapes by creating infrastructure to safely support activation of public spaces.

Create Memorable Community Gathering Spaces: Increase the number of unique and functional public spaces for the community to gather.
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 for inclusivity of vision and efforts
   2.1 Clearly articulate and define the business justification for DEI.
   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.
   3.2 Expand Recruitment candidate pools and diversity of candidates including City Council candidates.
   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.

PERFORMANCE METRICS

Minorities Management/Professional Positions Percentage of management or professional positions that are held by minorities.

% of Disadvantaged Business Enterprises (DBE) included in municipal construction project bids Percent of construction bids awarded to DBE entities with the goal to award 10% of bids by the end of 2023.

Language Translation Durango is a diverse community with residents who speak many different languages. In order to provide a high quality of service to those residents whose primary language is not English, the city strives to provide its workforce to accommodate the written and verbal needs of persons speaking languages other than English.

Bids received for competitive solicitation by Minority/Women Owned Business Enterprises The City is developing an effort to track and monitor MWBE in the City’s purchasing process.

Investment in DEI Development Allocated funding has been consistently supported by City leaders for education around Diversity, Equity, and Inclusion.

New Businesses owned by women and BIPOC community members The number of businesses that are owned by women or BIPOC community members in Durango.
EFFECTIVE INFRASTRUCTURE NETWORK

1. Mobility: Accessibility, Transit, and Streets System
   1.1 Improve safety and connectivity for all modes of transportation.
   1.2 Integrate Parking into Transportation Demand Management Program.
   1.3 Develop a sustainable funding strategy for expanded transit operations.
   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.
   1.7 Advance community accessibility and walkability.

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.
   2.2 Continue to return sewer, wastewater and stormwater to the Animas River and tributaries in compliance with CDPHE guidelines.

3. Aviation
   3.1 Operate and maintain airport facilities in a safe, efficient, and sustainable manner to support all forms of aviation services.
   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.
   3.3 Implement Airport Master Plan.

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.

PERFORMANCE METRICS

Community Water Use per Capita This metric tracks water use (gallons) per capita, split by commercial and residential use. It is calculated by taking the total water use divided by the number of days in the quarter and estimated population in the City of Durango Utilities customers.

Wastewater Treatment Effectiveness Rate (%) The utility’s compliance with the effluent quality standards in effect for the Water Reclamation. The indicator is expressed as the percent of days each year that the facility is in full compliance with applicable effluent quality requirements.

Cumulative Lane Miles of Roadway Pavement Improved The number of lane miles improved via seal coating, crack sealing, overlay or reconstruction displays the City’s commitment to providing safe, well-maintained streets. Proper maintenance reduces future replacement costs by extending the life of the pavement and maximizing our investments. Measuring percentage of lane miles of overall and roadway maintenance activities.

Transit Ridership (in thousands) The total number of fixed route & paratransit passenger boardings. The target is a 5% increase in fixed route & paratransit ridership over the previous year. With the goal to increase ridership from choice riders.

Ease of Travel by Bicycle The League of American Bicyclists rates the City a Gold-level Bicycle Friendly Community.

Capital Projects Completion Indicates process effectiveness with the % complete of projects designed and constructed for infrastructure and quality of life facilities attained. Measuring on-time completion and within budget at 100% excluding changed conditions and quantity miscalculations.

Operating Cost Per Enplaned Passenger The Durango-La Plata County Airport consistently outperforms comparable regional airports in sustaining lower operating costs per enplaned passenger while maintaining tenant and passenger satisfaction with airport facilities.

Building Maintenance and Fleet Work Orders Demonstrates a high performing internal support function of building maintenance and repairs and investment in maintaining City assets.

Increased and Maintained Bicycle Facilities Measured in miles (i.e. bike lanes & sharrows). Target of one mile.

Engineering Standards and Construction Specifications Update These metrics will update progress on bringing said documents into compliance with standard industry practice in coordination with City-specific needs.

Initiate Asset Management System for City Expand use and update of Lucity for Asset Inventory and Work Order use and update of GIS maps. Research City-wide needs/uses for asset management.
ENIVRONMENTAL SUSTAINABILITY & RESILIENCE

1. Reduce the city’s carbon footprint
   1.1 Adopt and utilize a sustainability plan to guide greenhouse gas emissions reductions and climate action.
   1.2 Continually maintain and upgrade city facilities to reduce Energy Use Intensity (EUI).
   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.
   1.4 Create a high-quality outreach and engagement programs that foster awareness and guide community-wide action on reducing GHG emissions.

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.
   2.2 Coordinate and engage with LPEA and other key stakeholders on potential projects and beneficial policies to advance renewable energy generation within our community.

3. Improve 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.
   3.2 Protect and manage our community’s ecosystems, open space, trees, and wildlife.
   3.3 Provide river protection through minimizing flooding, inappropriate materials and contaminants that reach the river.

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.
   4.2 Continue to offer award-winning single stream recycling and trash services in an environmentally and fiscally responsible manner.

PERFORMANCE METRICS

Electricity and Natural Gas Consumption in Buildings (community-wide, and municipal facilities) Energy consumption in buildings is one of the largest contributors to community greenhouse gas emissions. Reducing energy consumption results in a smaller carbon footprint.

Renewable Electricity Generation, both grid-mix and locally installed renewables (community-wide, and municipal facilities) Increasing the amount of renewable energy in our grid-supplied energy as well as the amount of local installations are two important paths forward. Operate CoGeneration at SRWRF during 80% of operations. Install solar panel power generation at a facility each year.

Electric Vehicle Charging Stations, Number Installed, and Electricity Used (municipal) Electric vehicles and the associated charging infrastructure are critical for the transition away from powering our vehicles with fossil fuels.

Municipal Solid Waste, per capita amount sent to landfill and diversion rates Reducing landfill waste and increasing diversion reduces emissions and pollution, and reducing unnecessary material consumption in general decreases the amount of resources used to produce materials in the first place. Reuse of materials is encouraged in City Operations. This measurement focuses on tons diverted from landfill to recycle by City processes, tons per capita removed by City and tons of asphalt recycled for streets reuse.

River Maintenance through Wastewater Treatment and Stormwater Permits Compliance/Violations We have a responsibility to ensure that water leaves the City in as good or better condition that it enters. The goal is 3,000 tons of sediment removed by street sweeping and stormwater water feature cleaning with less than 10 developer violations of stormwater management plan. And 0 violations of wastewater treatment permit.

Open Space Acres Managed Properly managing open space can provides benefits to humans, plants, and animals, and is crucial for maintaining the quality of our natural environment and our quality of life.

Number of Trees in City Inventory Trees have multiple benefits including improving community health and wellbeing, reducing summer heat, providing habitat, and capturing carbon emissions.
1. Community outreach consistently indicates a strong desire to preserve and cultivate a sense of place and vibrancy as Durango grows

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.

3. Create & enhance City’s brand 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.

4.0 Work with Development Community/Property Owners to provide guidance in compliance and problem-solving to support managed growth and redevelopment
   4.1 Engineering Standards and Construction Specifications Update.

PERFORMANCE METRICS

Social Media Engagement (Facebook, Twitter, LinkedIn, Instagram) The number of visits compared to population, displays the City’s commitment to marketing outreach that increases participation.

Community Survey Indicates the quality of communication and satisfaction with city services and the impact on quality of life.

% of contracts and agreements executed within 30 days of Council approval Demonstrates timely completion.

% of filed record internal requests provided within 24 hr. Response time related to requests demonstrating expedited response times.

# of Council & Board Meeting Agendas Posted The transparency of all Board meetings demonstrating high level of public trust.

# of Meetings and/or Calls with Developers/Owners Indicates availability to support community through Engineering engagement.

# of Emergency Call-Outs Responded Indicates availability to minimize emergencies’ impact on community through responsiveness.