

2024 Strategic Plan



DURANGO COMMUNITY



Leadership & Governance

CITY COUNCIL



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Mayor



Gilda Yazzie
Mayor Pro Tem



Mellissa Youssef
City Councilor



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City Councilor



Dave Woodruff
City Councilor

EXECUTIVE LEADERSHIP TEAM

José Madrigal, City Manager

Mark Morgan, City Attorney

Erin Hyder, Assistant City Manager

Bob Brammer, Assistant City Manager

Bonnie Kling, Human Resources Director

Brice Current, Chief of Police

Scott Shine, Community Development Director

Devon Schmidt, Chief Financial Officer

Faye Harmer, City Clerk

Luke Alvey-Henderson, Library Director

Tony Vicari, Aviation Director

Allison Baker, Public Works Director

Kelly Schmidt, Parks & Recreation Director

Zeta Fail, 911 Communication Director

Sarah Hill, Transportation Services Director

Justin Carlton, Information Technology Director

With great pleasure and pride, I present the City of Durango 2024 Strategic Plan to you. This document is our compass, guiding our efforts and aspirations for the next five years. It embodies our collective vision for a vibrant, inclusive, and sustainable community that we can all be proud to call home. At the heart of this strategic plan are our shared values and aspirations. We envision a Durango that is authentic, diverse, engaged, thriving, and environmentally responsible, where past, present, and future generations can flourish. Crafted through collaboration and informed by diverse perspectives, this plan reflects the voices of our community members, businesses, Council members, and City staff. It is a testament to the power of unity and collective action, demonstrating what we can achieve when we work together toward common goals.

The insights gleaned from our recent community survey have reaffirmed the importance of preserving and enhancing our natural environment, a sentiment echoed by over 80% of respondents. We also acknowledge our challenges, particularly affordability and economic sustainability. This strategic plan is not just a roadmap but an approach to addressing these challenges, seizing opportunities, and prioritizing community needs, ensuring a brighter future for all. As we embark on this journey together, I invite you to actively participate in implementing our strategic plan. Your input, ideas, and collaboration are essential as we work to shape the future of our beloved Durango. Thank you for your continued support, dedication, and commitment to making Durango the best it can be. Together, we will build a brighter future for all.

Sincerely,



José R. Madrigal
City Manager



City Overview

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 approaching 20,000 neighbors in all facets of life, work, and recreation in our natural environment. Each day, a devoted workforce of approximately 430 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 2024.

Strategic Plan Purpose

The 2024 Strategic Plan outlines long term objectives of the City, influencing the City's budgeting process and guiding 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 organization is working to achieve the goals, mission, vision, and values to best serve the Durango community.



Mission, Vision & Values

OUR MISSION: WHY WE EXIST

We provide outstanding services and experiences for the entire community.

OUR VISION: WHAT WE ASPIRE TO BE

A multigenerational community which is authentic, diverse, engaged, thriving, and environmentally responsible.

OUR VALUES: WHAT WE BELIEVE

Teamwork | Dependability | Professionalism
Service | Respect | Innovation | Wellbeing



1. Organizational Stewardship

DEFINITION

Organizational Stewardship addresses the key infrastructure and foundational processes in the organization that serve as a framework for success, ensuring the organization has the resources and approaches in place to support strategic and operational focus. This goal area ensures the integration of organizational efforts and critical factors for short-term success and long-term sustainability.



OBJECTIVES

1.1 Ensure a financially sustainable and innovation-led framework that thrives on building effective partnerships to alleviate city costs, and harnesses the power of technology for efficiency.

1.2 Foster strong community group partnerships through effective communication and a commitment to diversity, equity, and inclusivity efforts while focusing on increased accessibility of services for underserved communities.

1.3 Advance a systematic approach toward environmental sustainability through focused efforts to conserve resources and mitigate environmental stressors by meeting or exceeding local, state, and national standards.



2. Innovative Housing & Economic Development

DEFINITION

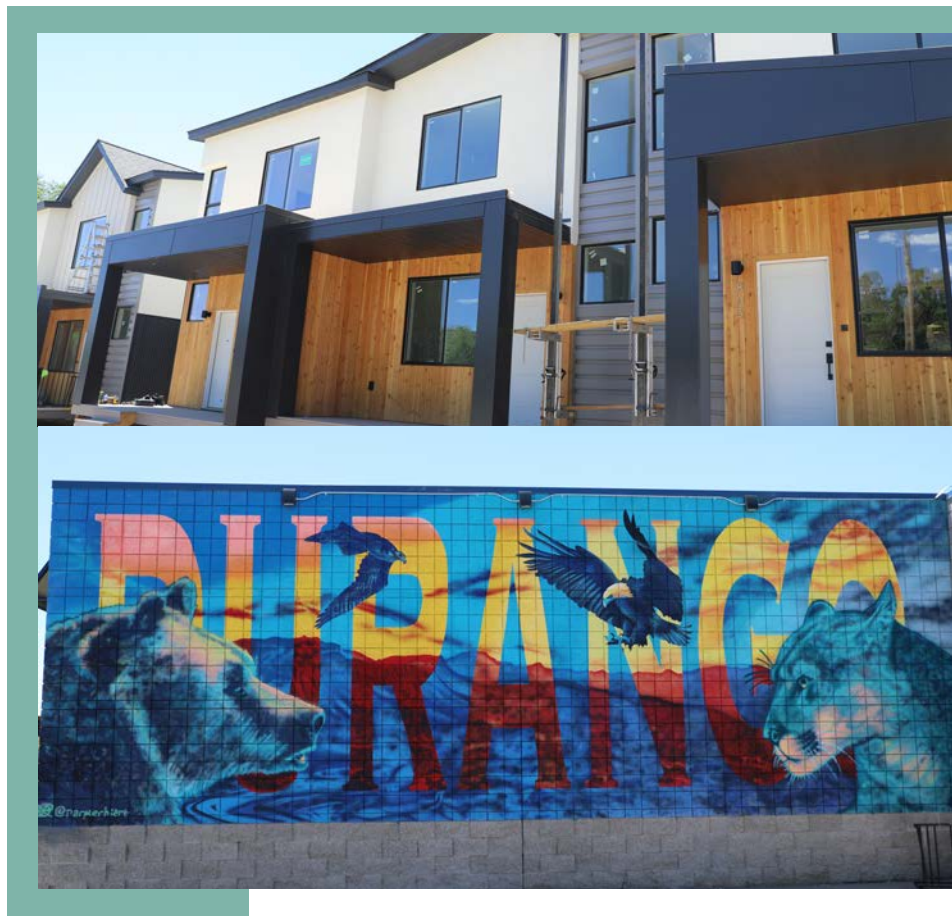
Innovative Housing & Economic Development (IHED) aims to advance the city's housing and economic landscape through strategic partnerships and innovative solutions that bridge the affordability gap and support a multigenerational community. This goal area strives to propel economic progress by encouraging regional collaboration, entrepreneurship, and business growth, underpinned by city-supported initiatives. It also aims to enhance Durango's unique charm and economic competitiveness by promoting community involvement, strategic infrastructure development, and robust public-private collaborations.

OBJECTIVES

2.1 Cultivate innovative housing solutions and partnerships to advance the development of a variety of housing options to support a multigenerational and mixed-income community by narrowing the gap between income levels and housing affordability.

2.2 Stimulate economic progress and resiliency through strategic collaboration, nurturing entrepreneurship and supporting business growth through well-designed City services and programs.

2.3 Preserve and enhance Durango's distinctive appeal and competitive edge as an attractive community by engaging in community-driven planning, strategic infrastructure investments, and partnerships between the public and private sectors.



3. Safety & Quality of Life



DEFINITION

Safety & Quality of Life (SQL) focuses on fostering a safe and vibrant community by ensuring the continuous enhancement of police, emergency response, and code enforcement services. This goal area emphasizes the importance of sustainable cultural, artistic, literary, and recreational programs that meet diverse community needs, and the ongoing stewardship of parks, trails, and natural lands to enhance the community's quality of life.

OBJECTIVES

3.1 Ensure the seamless operation and continual enhancement of police, code enforcement, 911 communications, and contracted emergency services to advance public safety measures, and cooperative emergency preparedness to reinforce community trust to reduce targeted crime rates and enhance the overall sense of safety.

3.2 Provide sustainable and inclusive arts, literacy, culture, and recreation opportunities by listening to the community's diverse needs.

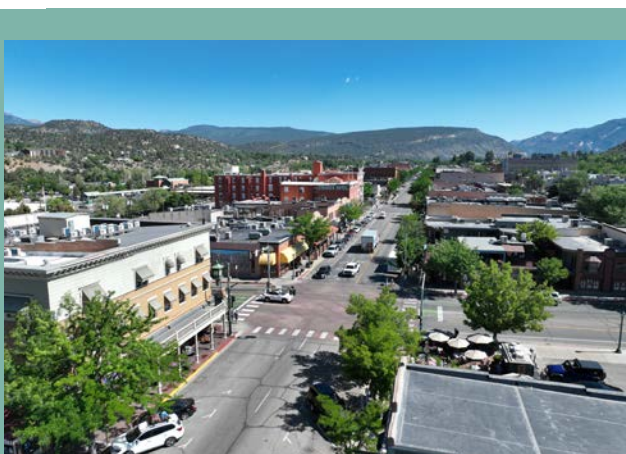
3.3 Continue the ongoing maintenance, preservation, and acquisition of quality parks, trails, and natural lands.



4. Reliable Infrastructure & Community Connectivity

DEFINITION

Reliable Infrastructure & Community Connectivity (RICC) focuses on establishing a resilient and efficient infrastructure network that supports safe and accessible transportation, innovative utility management, and reliable IT systems. This goal area is committed to enhancing the city's transportation infrastructure, ensuring compliance with environmental standards, maintaining the regional airport as a key aviation hub, and improving existing infrastructure.



OBJECTIVES

4.1 Provide consistently safe, reliable, and accessible mobility and transportation services throughout the community.

4.2 Invest in transportation and infrastructure systems that maximize safety, mobility, innovation, accessibility, and user satisfaction.

4.3 Uphold a continuous, high-efficiency system for managing water, wastewater, and stormwater systems that adhere to strict compliance with environmental regulations.

4.4 Maintain and enhance DRO's status as the key regional hub for aviation services by delivering safe, efficient, and sustainable airport operations and promoting a competitive airline environment.

4.5 Provide resources supporting maintenance, expansion, and ensuring reliable and secure IT infrastructure management.

4.6 Continue planned expansion of City surface transportation system and maintain existing assets within Right of Way



5. Engaged & Informed Community



DEFINITION

Engaged & Informed Community (EIC) is dedicated to creating a vibrant civic culture by championing systematic approaches to community engagement, education, and outreach. EIC is focused on cultivating effective communication channels that offer open and accessible information, thereby empowering residents to be actively involved in community affairs and contributing to well-connected and informed citizens.

OBJECTIVES

5.1 Champion a systematic approach where community engagement, education, outreach and communication thrive as cornerstones of civic involvement.

5.2 Cultivate and leverage communication systems through convenient, open, and accessible information.



6. Strategic Workforce Development

DEFINITION

Strategic Workforce Development (SWD) is dedicated to enhancing the skills, capabilities, and satisfaction of Durango's employees. By investing in comprehensive training programs and career development opportunities, SWD aims to build a resilient and adaptable workforce. This goal area underpins the strategic deployment of human resources, ensuring alignment with the city's long-term objectives and immediate operational needs, thereby strengthening the foundation for sustainable growth and innovation.

OBJECTIVES

6.1 Foster a workplace culture designed to attract and retain diverse, skilled and engaged staff members, which enhances employee satisfaction, engagement and performance by offering an environment reflective of the City's commitment to excellence and strategic alignment.

6.2 Ensure a comprehensive career progression strategy that readies employees for key roles and leadership positions in alignment with the City's long-term goals.

6.3 Facilitate workforce preparedness through management of City processes, capacity and capability, ensuring optimization of staff skill levels designed to meet operational needs and evolving municipal demands.

