

City of Clovis, NM City Commission Planning Session Draft Final Report

Planning Session Date: March 28, 2013



FINAL REPORT

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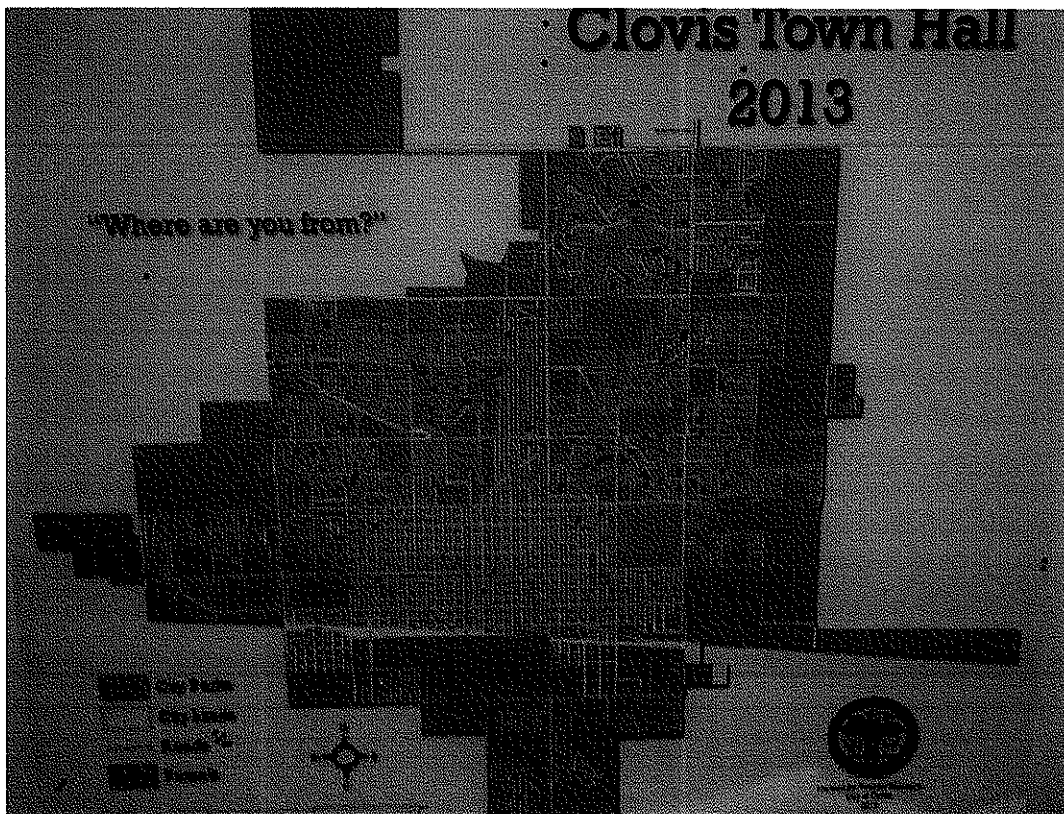
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Introduction

The Clovis City Council Planning Session, held on March 28, 2013, focused on reviewing information gathered in the Town Hall Meeting, held February 28, 2013 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, all members of the Commission, and representatives for all city departments.

The Town Hall Meeting - February 28, 2013

A primary goal of the Clovis Town Hall meeting is to engage a large and diverse segment of the community in an effort to articulate the strategic priorities for the City of Clovis. On Thursday, February 28, 2013, over 140 people came together at the Clovis Civic Center for a Town Hall Meeting. As people checked in, they were asked to indicate their residences on a large map of the city. As seen below, there was broad representation from the community.



Participants were asked to place a red dot on their home.

Meeting Process:

After welcoming comments from the Mayor, David Lansford, the group was asked to identify, discuss, and record what successes the City of Clovis can claim. What is going well in the city? What are they proud of? What do they like about Clovis? They said:

- | | |
|---|--|
| Easy commute – good traffic | Ability of community to come together in adversity
(tornado/Cannon) |
| Good schools | Community college |
| Cheese plant (Southwest Cheese) | Parks improvements |
| Cannon AFB | City drainage |
| Civic Center & Special Event Center | Making strides towards sustainable water |
| Library | Churches great |
| People in community | Medical facilities/hospital expansion |
| Cost of Living | Main street is looking good |
| Community teamwork | Friendly to seniors – programs for elderly |
| Large faith based community | Lack of traffic congestion |
| Good place to raise kids – soccer/swim club | Takes care of seniors |
| Good character | CATS transportation for those who are elderly |
| Cleanup of abandoned property | Zoo |
| Hotel Clovis | Committee for ethnic affairs |
| Inexpensive higher education | Music programs in schools |
| Everything you need | Regional hub for diverse economy base |
| Community support for non-profits | Lower unemployment |
| Crime gone down though city's grown | Airport improvements |
| New construction good | Youth activity improvements |
| Quality of life improved | City staff |
| Community watch programs | Splash pad Water Park |
| Community support for Cannon | Chamber of commerce |

Following the “harvesting” of these successes, participants were asked to discuss a series of questions at their tables. Each participant was asked to write down their thoughts on index cards that were collected and compiled after the meeting. Participants were asked to change tables throughout the evening in order to provide opportunities to meet and talk with others. There were 8 rounds, and the participants were invited to discuss the following:

- How should/does the city provide for infrastructure and transportation?
- How should/does the city provide for economic development?
- How should/does the city provide for community life and neighborhoods?
- How should/does the city provide for culture, education and recreation?
- How should/does the city provide for youth, families, and seniors?
- How should/does the city provide for a safe community?
- How should/does the city provide for Miscellaneous – anything else you want to comment on that wasn’t addressed before?
- How should/does the city provide for Governance and Civic Leadership?

Attached to this report is a list of all comments received during the sessions. This list reflects the wording used by participants.

Based on the information gathered at the town hall meeting, The following observations are offered by category:

Infrastructure and Transportation:

The citizens of Clovis appear to have a deep concern with the appearance of their city and its ability to survive without drastic changes. There is great consensus that the most important factor that needs addressing is the road system. Roads need to be well-maintained, have safe traffic flow, be well-lit.

Clovis wants to feel networked in to a larger community and open up commuting options through interstate/city travel. They appear to greatly desire forms of public transit, both within the city, and within the region. There is also desire for connectivity for air-travel.

Water and Energy concerns weigh heavily on the community as their aquifer allegedly empties and energy prices spike. There is a modest groundswell for wind and limited solar. Water will only increase as a top concern if no effort is made to address the problem. In addition, they identified some issues related Stormwater management.

Economic Development:

The citizens of Clovis continue to show their concerns of water consumption and sustainability, and its importance in attracting new business.

There is a great desire for the comforts/ conveniences of larger city life, with a substantial push for "big-box" stores and recognizable restaurant chains.. Need to ensure processes are "business-friendly" and encourage growth.

Clovis' citizens have stated the need for courting multiple high value business assets and the need for training/recruiting people to fill the jobs brought by those new businesses.

Community Life and Neighborhoods:

Clovis has a good sense of community. The citizens desire an increase in neighborhood identity, and a focus on neighborhood recreational opportunities for members of all neighborhoods.

Citizens seem to value and support the numerous civic organizations. Community events are valued.

There is a recurring interest in increasing shopping opportunities and a variety of retail establishments. The citizens desire clean and attractive properties throughout the community, specifically the entrances to the city, and residential property. There is a support for additional/enhanced code enforcement, as well as a major, community-led cleanup.

The citizens greatly desire safety in their communities and increased police forces, as well as safe, above ground and underground infrastructure.

Culture, Recreation, and Education:

There are many participants who appreciate and desire more live-theater, events, and arts culture in Clovis. Participants expressed a desire for more activities and facilities geared to families, youth and children.

Clovis wants increased post-secondary education, particularly vocational and job-related. They also value, support, and encourage quality K-12 education in Clovis.

Recreation facilities are highly desired in all parts of the city, particularly aquatic facilities. Sports fields and related recreational leagues are also valued.

Youth, Families, Seniors:

Swimming and recreational facilities, sidewalks, trails, and organized activities are a critical component to the citizens of Clovis who see them as important to family structure and health.

There is a recognition that aging baby-boomers require different/enhanced recreational facilities and programming.

Several mentions of a desire for intergenerational activities and opportunities.

The citizens of Clovis desire for all ages to be valued and entertained. They want to give the elderly means of maintaining a presence within the community while giving youth the support needed to take pride and want to stay.

There is continued desire for improved infrastructure in all aspects (water, roads, sidewalks).

Safe Community:

There is support for enhancing public safety activities, particularly police.

The citizens are concerned with gangs and drugs and alcohol activity.

Citizens want to be well-prepared for emergencies.

There is an underlying characteristic that embodies the "Idle Hands" saying. Citizens want a variety of activities for youth and adults to participate in to prevent the population from resorting to destructive/disruptive activities.

Citizens support neighborhood and community involvement in creating and maintaining a safe community. The citizen's desire updated and modernized infrastructure. Citizens see infrastructure contributing to a safe community.

Comments also indicate that a clean, healthy community with access to medical care is important aspects to a safe community.

Miscellaneous:

There were some comments regarding improved compensation for public servants, particularly teachers and police, as well as comments regarding renovating city hall, and the theme of "working together."

Governance and Civic Leadership:

The citizens of Clovis have a desire for civility, transparency, unity and accountability for administrators and elected officials.

There is a theme of ensuring that economic development incentives are vetted and as transparent as possible.

Participants desire greater involvement and engagement opportunities.

Many comments indicate a need for increased/enhanced communication throughout the community. This includes information on what is going on, as well as opportunities for better /increased opportunities to communicate with their city government.

The unique characteristics of Clovis lend themselves to greater cooperation and collaboration with all levels of government.

The feedback from this meeting was used to inform the Commission's Planning Session.

Commission Planning Session – March 28, 2013

Process

On March 28, 2013, City Commission met with the City Manager and the Leadership Team of the City of Clovis New Mexico.

Introductions

The meeting was convened by Mayor David Lansford and included introductory remarks, and an introduction of those at the table. Kathie Novak facilitated the session and began by reviewing the desired outcomes, agenda and outlining ground rules.

Desired Outcomes:

- Define various desired outcomes (results) for Clovis 10 years from now.
- Prioritize the outcomes and give direction to staff on resource and effort allocations.
- Learn what others on the Commission are thinking

Agenda:

- Welcome
 - Agenda review
 - Introductions
- Ground Rules
- Environmental Scanning
- Revisit Mission, Prior Efforts, Successes
- Identify/Clarify Results
- Result Definitions
- Results validation/Prioritization
- Next Steps

Ground Rules:

- Stay focused
- Take technology outside
- Throw out ideas – get things done
- Good communication – discuss and share thoughts
- Be receptive of communication
- Respect
- No side conversations
- Be realistic
- Equality
- Honesty
- Fun

Environmental Scanning

The group participated in a “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. Following are items identified during this session.

- The economy will continue to be a challenge
 - We will need to be more aggressive in identifying and diversifying our revenue sources
 - We don’t have the resources to meet all the needs and desires of the community
- Water is our limiting resource
- Increasing federal and state regulations in many areas *might* be problematic
- Mandates from state and federal level will continue
- We will need to be more self-sufficient
- Drug use is at core of many of our social issues
- Changes in the Healthcare, Legal, Mental Health systems may impact our community
- Technology offers a lot of possibilities
- Geography is less important
 - People can choose to live where they want, not necessarily where they need to work.
 - We will need the infrastructure to support telecommuting and other work options
- Youth present both challenges and opportunities
 - It is a challenge to get indifferent young people up and going. We need to engage them and encourage them to be more productive
 - There needs to be an awakening and work to change the trend of youth moving away – our “brain drain”.

The feeling of the group was that they can meet these challenges. In the midst of change, however, it is important to hang on to what is most important to the community, and what they must hang on to in order to maintain what makes Clovis the special place it is.

- The ability to provide services to the people, and a willingness to serve these needs
- Citizens must continue to have pride and ownership in the city. Citizens need to be active participants in the community, as examples: the collaborations between the Police Department and citizens through Neighborhood Watch and Citizens Police Academy
- Clovis is, and should remain, a friendly community
- Clovis has a rich history that includes the military, the railroad, and agriculture. We need to appreciate, remember, and build on this history.
- The city is in a good financial position, and must continue to provide a good working environment, including compensation, for employees.
- The Commission is responsible for sustaining the city
- The city must continue to be aggressive in attracting commerce and industry

Revisit of the Vision, Mission, and Prior Visioning and Planning Efforts

The group reviewed existing documents and prior efforts in order to set the stage for the planning conversation.

Mission Statement:

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'.

The group felt that the mission statement was still valid and highlighted key values for the community.

Prior Planning and Visioning Efforts:

Priorities Identified in the 1996 Visioning Process:

1. Expanded recreational activities for all ages:
 - Close municipal golf course to begin to develop other facilities
 - Develop Green Acres into vital family recreation center
 - Establish % of total city funds to go to Parks and Recreation
 - Encourage private participation for recreational facilities

2. Multi-use Cultural Sports Center (Civic Center)
 - Identify type of facility
 - Determine design, location, funding, and timeline
 - Sell it to the people
 - Break ground and do it!

3. Public/Private Investment in Industrial Development
 - Develop a site ready industrial park
 - Research and recruit target industries
 - Attract commodity processing plants
 - Continue to recruit milk processing plant to expand/support dairy industry
 - Work force survey -- follow up with training

4. Accessible Quality Transportation
 - Establish public information liaison
 - Implement focused program
 - 4 lane hwy. 70 & north south hwy. corridor
 - Cooperation between city, county, and regional
 - State/federal funding
 - City establish Airport Task Force
 - Improve air service
 - Develop industrial park
 - Inventory and identify needed and existing infrastructure
 - Improve public transportation within city-county
 - Efficient
 - Fee based
 - Decreased subsidies
 - Shuttle among principle points

5. Infrastructure
 - Efficient Drainage Now
 - Continue ¼% gross receipts by February 1997
 - Reset/reconfirm priorities of existing long range plan
 - Issue bonds to accelerate priority projects
 - Construction of priority projects

- Landfill
 - Begin permitting process for present site by March 1997
 - Identify alternative site and make purchase
 - Identify funding mechanisms
 - Begin Construction

2002 Strategic Objectives

Strategy One

We will strengthen partnerships among the City of Clovis, Curry County, Cannon Air Force Base, Clovis/Curry County Chamber of Commerce, Clovis Municipal Schools, Clovis Community College, and the Clovis Industrial Development Corporation.

Strategy Two

We will research, identify, and obtain additional revenue sources.

Strategy Three

We will conserve and develop water supply.

Strategy Four

We will develop a highly competitive salary and benefit package to hire and retain quality personnel.

2009 Regional Growth Management Plan

This plan addressed and offered recommendations regarding the following:

Housing:

- Establish a housing task force
- Market local housing requirements to the building and financial communities
- Begin discussions concerning 801 housing disposition

Land use:

- Complete joint land use study
- Revise and coordinate planning, zoning and subdivision regulations to be consistent with regional growth management policies and objectives
 - Adopt regional land use growth management goals and guidelines

Public and Private Utilities and Infrastructure

- Continue to support the Ute Reservoir Water Project
- Continue development of a means to accept cheese plant water
- Investigate the potential to operate CAFB utilities
- (address storm water drainage issues)
- (continue to assess strategies to use reclaimed water for irrigation)

Transportation

- Support Clovis Municipal Airport Improvements
- Develop a regional comprehensive transportation plan

Education

- Construct a new middle school in the Clovis School District
- Support changes to the State Education funding Formula

Health and Social Services

- Support continued recruitment of physicians and dental area providers
- Support establishing a Microplex outpatient drug and alcohol treatment center
- Create a mental health steering group to address mental health provider support in light of national shortage of specialists and resources

Public Safety and Emergency Services

- Periodically evaluate and adjust emergency management/public safety staffing
- Review medical emergency services to identify most effective ways to meet changing needs in the Micropolex
 - Establish a Microplex working group of each jurisdiction and CAFB to develop plans to address future needs

Economic and Fiscal Impact

- Expand regional educational achievement to enhance economic development
- Identify local workforce skills that match needs of high-wage employers
- Apply for an OEA Economic Diversification Grant

Quality of Life

- Review Quality of Life Matrix factors every three (3) years
- Inventory available resources and support in the Microplex
- Approach Quality of Life as regional responsibility

It was clear to the group that planning makes a difference, as they acknowledged that these projects has been completed, or were making significant progress.

2013 Identification of Strategic Priorities

The group spent considerable time discussing the comments generated during the Town Hall Meeting in February, 2013 and identified the following as priorities. These topics are not presented in priority order, however.

Transportation and Infrastructure

- **Public Transit**
 - Fixed routes for senior transportation.
 - Conduct cost-benefit analysis
 - Must include ADA requirements (curb service)

- Bus stops
- Balance public efforts with private efforts. Don't infringe on private sector – let them step up.
- Regional access to CAFB, Portales, and Texico
- **Reliable air service**
 - Regional jet air service to major hub airport
- **Accessible streets, sidewalks, and trails**
 - Sidewalks, lighting and bike lanes, will be installed with all new construction
 - Focus on construction in the older parts of town where traffic and pedestrians meet to ensure safety for all – auto, pedestrian, bicycles
- **Roads**
 - Balance investments between expansion and maintenance
 - Address congestion
 - Planning
 - Signal coordination
 - Dedicated turn lanes
 - Driveway connections
- **Railroad track crossings/relief route**
 - Recognize that this is a long term (20+ years) and expensive project, however there is a need to continue planning
- **Revise Master Drainage Plan**
- **Encourage cable competition for better access and service**
- **Encourage broadband build out**
 - Partner with vendors
 - Pursue grants to assist
- **New city hall**
 - Look to develop partnerships with other governments to create a one-stop complex

Water:

- **Support funding and construction of the Ute Pipeline Project.**
- **Diversify the water supply**
 - Develop the Re-use infrastructure
 - Encourage the development of more local ground water resources and infrastructure in the Northwest and Northeast parts of town
 - Consider all water sources
 - Continue conservation and education efforts

- **City must lead by example and be good stewards of this precious resource**
 - Explore changing the definition of “parks” and their usage to consider limited water resources (should all “parks” be irrigated turf?)
 - Irrigate parks with reclaimed water
 - Consolidate facilities to minimize water infrastructure construction costs

Community Life: (recreation, culture, neighborhoods)

- **Ensure that community amenities are located in all areas of town**
 - Phase large projects in order to spread costs over many years
- **Work to integrate planning efforts to ensure consistency among planning documents**
- **Enhance the recycling program**
- **Work to improve the appearance of the city to create a safer and more prosperous community that will attract more economic development opportunities and better jobs.**
 - Work with the community to clean up the city, using voluntary, not mandatory clean up programs.
- **Develop and enhance partnerships with the users of municipal and recreational facilities, especially sports groups and organizations interested in using the theaters.**

Safe community:

- **Keep citizen involvement in neighborhoods**
 - Develop more neighborhood watch programs
- **Improve the appearance of the city to establish pride of ownership in all parts of the community**
 - Develop and fund a plan to deal with old and/or uninhabitable houses
 - Look into renovation and rehabilitation partnerships
- **Increase public safety education programs**
- **Increase the use of Citizen Code Blue Patrols**
- **Increase the involvement of city in youth committees to encourage new project progress and ensure completion**
- **Continue to support and invest in necessary community safety facilities**
 - New fire stations
- **Encourage and assist citizens to develop individual emergency plans**

Economic Development

- **Communicate with and educate the public about economic development initiatives, opportunities, and developments.**
- **Ensure an attractive tax structure to attract industry**

- **Support the work of the CIDC, Chamber, and other community partners to achieve quality and desired economic development programs and projects.**
 - Support the development and education of a high-quality workforce
 - Work with CAFB and Community College to create desired new/different training programs
- **Look for opportunities to diversify our economy**
 - Promote wind energy
 - Ensure that city practices are “Business Friendly”
 - Ensure that an adequate and diverse housing supply exists
- **Utilize the “Senior – Retiree” market as an economic engine in Clovis.**
 - Create and develop amenities that will attract seniors
 - Walking trails, exercise facilities, band shelter
 - Encourage and support a feeling of community among the Senior population
 - Market and publicize Clovis and its surrounding attractions as a desirable place to retire
 - Look into the rating programs for “Best Places to Retire”

Youth, Families and Seniors

- **Develop adult respite care for homebound care givers**
- **Encourage social and recreational opportunities for all**
 - Promote the “cool” places for citizens to gather and enjoy
- **Encourage and support summer youth programs**
 - Work to make the programs affordable for all
 - Ensure programs are accessible
- **Encourage cooperation and collaboration between youth programs – sports, church, etc.**
 - Inventory youth programs in order to identify opportunities, gaps, overlaps
 - Publicize and communicate these programs throughout the community
- **Continue to provide community events, and encourage and support the community-wide events offered by other community organizations**
- **Communicate and market the wide variety of programs and activities in Clovis, and ask residents to engage.**
 - Utilize the role of the city to Inspire, Encourage, Motivate

Governance

- **Encourage a culture of transparency**
 - Continue to utilize and update the city website
 - Look into streaming meetings on the website
- **Hold regular town hall meetings to engage and communicate with residents**

- Find ways to meet the needs of disabled population, for example closed captioning for meetings
- Meet and collaborate with other government entities
- Create and develop new ways to get people involved, especially with boards and commissions
 - Develop a Citizen Academy to educate citizens on the workings of the city as a whole
- Examine and evaluate committees to ensure meaningful input and participation in the city governance.
- Work to ensure that city communication is open, accessible, and responsive

Specific Projects/Initiatives

During the course of the day, several specific projects were mentioned and discussed as desirable projects and initiatives to pursue over the next 5 years. However, the Commission acknowledges that there are no identified funding sources for most of these projects.

- Support funding and construction of the Ute Pipeline Project
- Develop an interim water project to address needs until the Ute Pipeline Project is complete
- Build infrastructure to transport effluent/re-use water all the way to the parks
- Concentrate on maintenance and rehabilitating primary roads
- Focus efforts on Economic Development
 - Airport projects
 - Regional air service
 - Focus on creating a retiree community
 - Develop/support a proportional economic development funding mechanism
 - Attract residential development and primary jobs
- Conduct a city wide market driven compensation survey and plan
- Construct two fire stations
- Develop a Police Department Substation on the south side of town
- Widen 7th Street
- Develop a fixed route transit system and systems to connect with the county
- Complete the wellness center next phase
- Construct a Senior Center
- Focus on building partnerships
 - Must be mutually beneficial for all partners
- Identify available sources to assist in funding priorities for the next 5 years

Final comments focused on the fact that many of the projects and initiatives identified in the Town Hall Meeting are already under way. This underscores the importance of communicating with the community.

It was a pleasure working with the citizens, staff, and elected officials of the City of Clovis. Should you have any questions, please feel free to contact me.

Respectfully Submitted,
Kathleen Novak, Facilitator
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