

# CITY OF POLSON

## COMMISSION STRATEGIC PLANNING WORKSHOP

Golf Course Restaurant

February 27, 2016

9:00 a.m.

**ATTENDANCE:** Mayor Heather Knutson, Commissioners Coutts, Erickson, Siler, and Southerland, City Manager Mark Shrives, City Clerk Cora Pritt

**ABSENT:** Commissioners Donovan and Turner

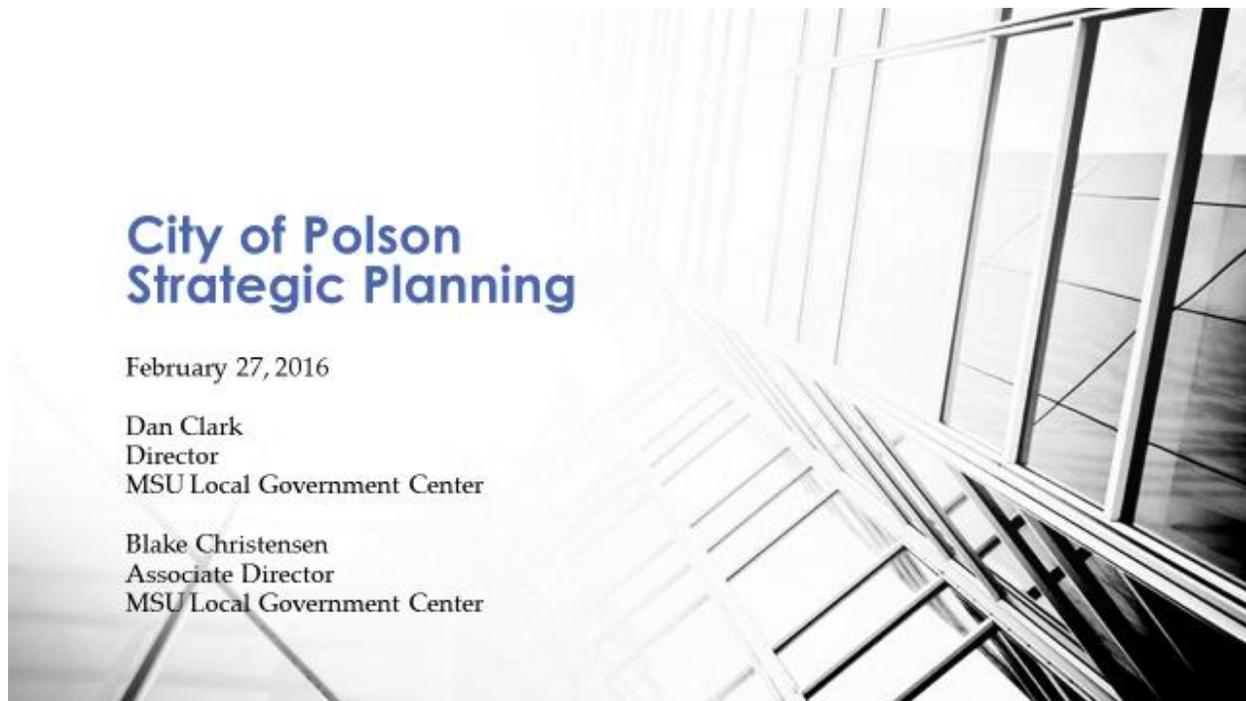
**CITY DEPARTMENT HEADS:** Clint Cottle, Cindy Dooley, City Attorney Rich Gebhardt, Terry Gembala, Wade Nash, Pat Nowlen, Tony Porrazzo, Kyle Roberts, Ardrene Sarracino, Roger Wallace

**CITY DEPARTMENT HEADS ABSENT:** Karen Sargeant, David Simons Jr.

The workshop was facilitated by Local Government Center Director Dan Clark and Assistant Director Blake Christensen.

This workshop was to create a Mission Statement, Vision Statement, Core Values, Goal, Strategies, and Actions. The workshop focused on creating the Mission Statement, Vision Statement, Core Values, and goals. The Strategies and Actions will be worked on by the Department Head staff once the report is put together by the Local Government Center and presented to the Commission during the March 21<sup>st</sup> City Commission meeting.

The following power point presentation was given:



## Desired Outcomes:

- Review and discuss board survey results
- Determine and agree upon the City's purpose and mission and core values
- Identify strategic goals for the next 3-5 years
- Assess current organizational objectives/strategies

## Ground Rules

- Our success depends on YOUR participation and effort
- Be present – turn off cell phones
- Be respectful of others
- Actively listen to each other – hear what is being said
- Only one person speaks at a time
- Adopt a position of inquiry
- Say what you have to say . . . but use efficient speech
- No side-bar conversations
- Take care of yourself – misery is optional
- Question ideas not motives
- Focus on outcomes not people
- YOU determine how enjoyable this process is

## Today's Agenda

<b>Saturday, February 27, 2016</b>
<b>Welcome &amp; Introductions</b>
<b>Overview</b> Ground rules and expectations
<b>Appreciative Inquiry</b>
<b>Strategic Planning Process</b> Review and discuss survey outcomes
<b>Break</b>
<b>Sticky Wall Exercise</b> What is Fading, Standard, Trending and Radical (F*S*T*R)
<b>Develop and revise organization goal themes</b>
Lunch
<b>Idea Gallery</b> Group brainstorming Group goal statement creation
<b>Break</b>
<b>Develop and revise organizational goal statements</b>
<b>Break</b>
<b>Review day's progress and outcomes</b>
<b>Closing Remarks</b>
<b>Adjourn</b>

# Perspective





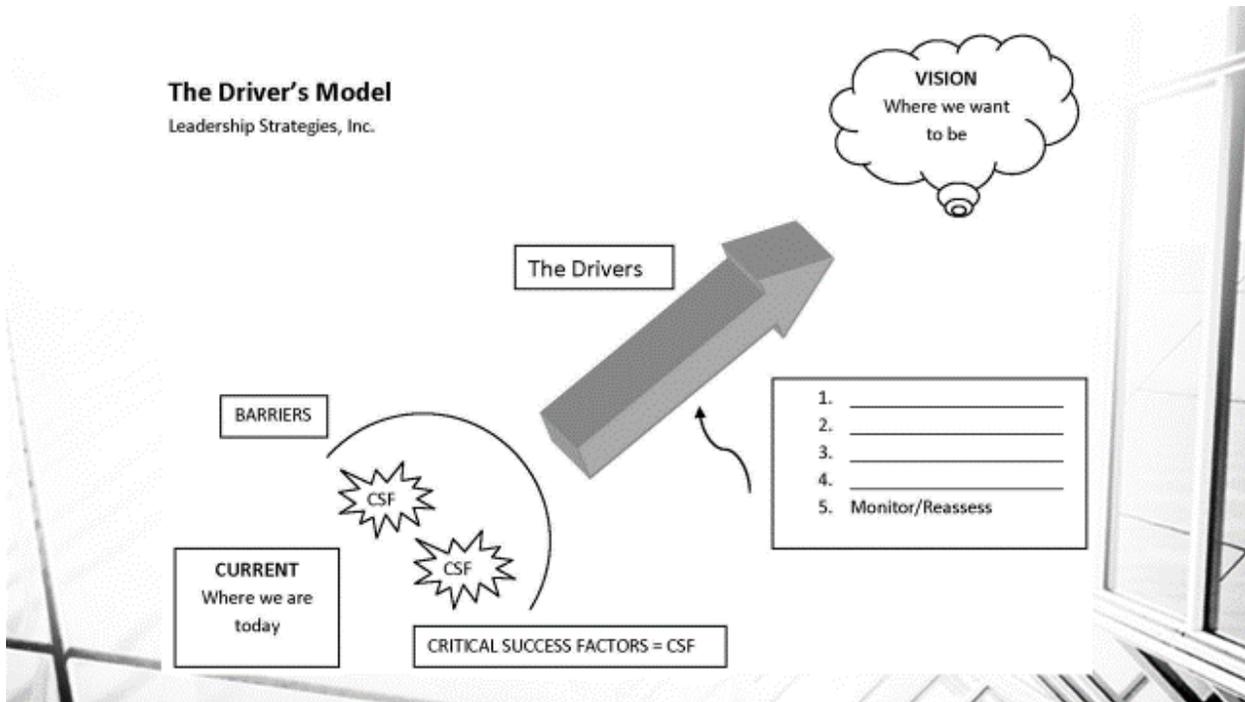


The future doesn't just happen.  
It is shaped by decisions.

-Paul Tagliabue, Former NFL Commissioner

## The Driver's Model

Leadership Strategies, Inc.



## Appreciative Inquiry

- AI is based on the assumption that *organizations change in the way they inquire.*
- Inquire into “problems” or “needs” and you will find more of the same.
- An organization which tries to appreciate what is best in itself will find/discover more and more of what is good.

# Survey Results

Purpose: Frame the discussion, identify appropriate process outcomes, and think strategically about the future of Polson.

## 1. Please list 2-3 accomplishments in Polson during the last five years that you feel most proud of or you feel have had the most impact on your department/the city/the broader community: (1/2)

- Increased government transparency
- Waste water treatment plant
- Dog park and subsequent facility additions
- New procedure for project submittals
- Mainstreet streetscape project
- Manager form of government
- Polson development code rewrite
- Skyline project
- Phone system conversion
- Proactive drug task force
- Recodification of ordinances
- Records retention
- Better planning

## Achievements continued:

- Downtown water looping project completion
  - Skatepark
  - Efficient handling of increased volume and arrests
  - More open and communicative council meetings
  - Defining clear and efficient department processes and procedures
  - Mission bay project
  - Better retirement
  - GIS mapping and planning/financing/progress toward goal
  - Emergency Management Institute FEMA IS-100 & 200
  - Staff professionalism
  - Separating from Rural Fire Department
  - Improved communication with citizens
  - Well #7 – the largest producing well Polson has now
  - Safe and Accessible Streets Policy
  - Large-scale affordable housing project
  - Computer/cat-5 cable upgrade
  - Carol Sherick trail head improvements
  - Implementation of pay scale
  - Reduced number of liability claims and settlement of existing claims
- Cooperative project on Hawk Dr.

## 2. What gets you most excited about Polson's future?

- Polson's tremendous potential & being on ground floor
- Commissioners working hard as a group for citizens
- Location and potential for positive, planned growth. Polson could/should be a resort and recreation destination
- Commercial growth
- Residential growth
- Sewer flow away from Flathead Lake
- Expansion of trails/pathways system
- Growth at Ridgewater
- Creating more efficient, effective, better run departments
- Greater proactivity and planning ahead as a city

### 3. What major accomplishments, whether planned or not, best demonstrate the effectiveness of the particular City office/department you work in?

- Leadership
- Private cart storage building at golf course
- Letters/communication to citizens
- Commissioners working together, valuing public comment
- Support from city manager, building, and planning department staff
- Ability of department to take on a project and see it to completion
- Community partnerships, educating and being proactive
- FEMA training
- Walkway on the lake linking downtown area to Sacajawea park

### 4. What do you see as Polson's two most important INTERNAL strengths? (1/2)

- City manager (knowledge, leadership, support)
- Dedicated staff
- Department head leadership skills
- Collaboration among department heads
- Knowledgeable and experienced leadership
- Great people
- Dedicated committee volunteers
- Staff willing to work together
- Strong finance department
- Get things done attitude that is also flexible and supportive
- Team work
- Long term employees and their intimate city knowledge
- Willingness to help and willingness to resolve issues

## Internal Strengths Continued

- An excellent police department
- Mayor (engaged, thoughtful, uniter, creative)
- Long term continuity
- Departments working well together
- Commitment to culture and history
- Transparency
- Employee flexibility and work ethic
- High desire to reach potential

## 5. What do you see as Polson's two most critical INTERNAL challenges?

- Infrastructure needs
- Financial systems/status knowledge
- Communication between departments
- Old alliances damaging to city
- Old ordinances and issues that need cleaning up
- "That's how we've always done it" mentality
- Keeping quality leadership
- Funding per federal mandates and lightening the tax burden
- Those who don't understand teamwork/team skills and undermine team efforts
- Budgets
- Personnel management
- Micromanagement
- Succession planning

## Internal Challenges Continued

- Retaining quality employees with competitive wages
- Lack of detailed legal advice/input for city commission
- Communication
- Hidden agendas
- Completing resource management plans
- Lack of affordable housing
- Healthcare
- Boundaries and differentiation
- Office space
- Documentation/defining of processes and procedures
- Payroll department

## 6. What do you see as Polson's two most important EXTERNAL strengths?

- Location/tourist destination
- County seat
- Relationships with other political entities
- Excellent police department and relationship with community
- Fire department leadership and direction, PR for community
- Relations with business community
- Customer service
- Progressive attitude and willingness to view change positively
- Citizens who love Polson, are passionate for community. Small town mentality
- Retirees with varied backgrounds
- Water quality
- Ability to use staff from other departments to finish projects

## 7. What do you see as Polson's two most critical EXTERNAL challenges?

- Funding for infrastructure and equipment needs
- Established network of negative and divisive individuals
- Increasing environmental regulations
- Infrastructure for additional commercial growth
- Being on a reservation/tribal relationships
- Residents who do not accept growth/change
- Lack of uniformity/consistency
- Consideration of resort tax
- Lack of qualified/hirable employees, staffing levels
- Lack of education re: critical issues
- High poverty/drug problems
- Advancing economic viability
- Geographical and reservation constraints
- Low paying jobs and lack of housing
- Need for greater trust in city government and decision making
- Education re: what city departments do

## 8. What core areas should Polson &/or your department focus its efforts on during the next three to five years?

- Current records retention and records storage system
- Sustainable manpower
- Chip sealing of streets and funding for sidewalks/streets, greater infrastructure
- Public safety building and City Hall
- Development code, growth policy, and ordinances
- Streamlining processes and procedures for all departments
- Economic development/increasing tax base by facilitating more businesses/industries
- Annexation of properties surrounded by city limits
- Efficient and effective department vision and planning
- Promotion of/dedication to water quality
- Official and department succession planning
- Better court setting for defendants
- Employee training and management
- Promotion as tourist destination
- Positive development without excessive regulation
- City and business community working together
- Revitalization of main street
- Team mentality

## 9. Please list 2-4 ACTIONS (opportunities, projects, or initiatives) you would like to see Polson &/or your department take on over the next three to five years: (1/3)

- Inventory of needs/improvements by department, budget for those, ideas on financial support for those, and ultimately implementation when we can begin work on them
- Affordable housing
- Environmental stewardship program
- Become part of main street program
- Resort tax/SIDs/levy/bond sale
- Budget reserve for equipment replacement
- Pass development code
- Building better suited to needs of all departments
- Wholly surrounded property annexations/annexation plan
- New job growth and payscale
- Wastewater treatment plant

## Actions Continued

- Upgrade all playground areas
- Full inventory of real and personal property/eliminate surplus property
- Increase safety of court (close off chambers, don't move defendants past city employees)
- Educate all employees re: how their growth affects city in positive way
- Walkway and bike trail expansion
- Complete internal GIS mapping
- Better city docks and parking
- Well-maintained fire department
- Reasonable and affordable tax structure
- Community partnerships
- Improve major roadways leading into Polson

## Actions Continued

- Project management education
- Fix/replace problematic sewer lines to take load off old lift stations
- Good customer service
- Transparency and accessibility
- School resource officer
- Public safety building/capital improvement plan
- Work with community/business leaders re: economic development
- Work in proactive manner rather than reactive
- Golf course irrigation systems
- Bathroom facilities renovation
- County-wide drug court

## 10. What BARRIERS or CHALLENGES will Polson &/or your department face as it works towards accomplishing these opportunities, projects, and initiatives?

- Lack of funding
- Lack of communication
- Micromanagement
- Public opposition to development code
- City infrastructure
- Feeling overwhelmed or deflated at magnitude of projects
- Lack of residential development
- Inadequate staffing levels
- Not accepting need for change
- Policies that seem discriminatory
- Budget cooperation with developers
- Employees needing education/guidance
- Protective of departments and budgets—unwillingness to change

## 11. Over the next ten years, what are the top 3-5 items your office needs to meet its service expectations?

- Money, either through assistance from the state via more entitlement funding, grants and or a resort tax
- Legal advice/input
- Central irrigation control program
- Effective processes and procedures
- Appropriate staffing levels to meet demands
- Knowledgeable and experienced leadership
- Safe, efficient set up for court
- Better quality equipment
- Software for mining Black Mountain database
- Chip sealing of streets to increase lifespan
- Provide public with information and get feedback
- Equipment and budget for records storage
- A full-time city attorney
- Outside the box thinking
- Professional behavior/team concept training

## 12. What topics or matters do you hope we can address at the planning session? (1/2)

- Future City Hall and/or a public safety building, which will not only address space needs, but will also address safety issues and will present a more professional appearance to the public. The City is growing and we should reflect that look within the City offices
- How to better promote Polson as a tourist destination, as well as a shopping hub for the region
- How we want the City of Polson to be viewed by our citizens. And have everyone on the same page and working towards that in everyday work and interactions
- Direction regarding developing a plan for addressing the annexation of wholly surrounded properties and "clean up the city limits"
- Practical application of the Safe and Accessible Streets Policy
- New economic growth

## Topics to Address Continued

- The push for new economic growth while keeping the feel of Polson
- Communication under a city manager form of government
- Funding for street improvements and equipment replacement
- What is a strategic plan? How do they get established? What is a short term goal and a long term goal? Who is in charge of the plan? Who implements the plan? What does a GREAT team look like?
- Wage increases for all city employees and health care
- Team skills/organizational structure/role definition
- Infrastructure
- Affordable housing
- Setting goals for increasing revenue

## 13. What do you wish this survey asked but did not? Please also share any other comments or suggestions you may have.

- What are the specific issues that are pertinent to the wards we serve?
- What do you think the goals of the City of Polson are? Have you seen, heard or know what the current strategic plan for your department is? or for the City?
- What am I personally willing to do to bring about change? What skills do I bring to the table to be able to assist in that change? What are the major blocks that I see to change and what am I willing to do to work through those blocks?

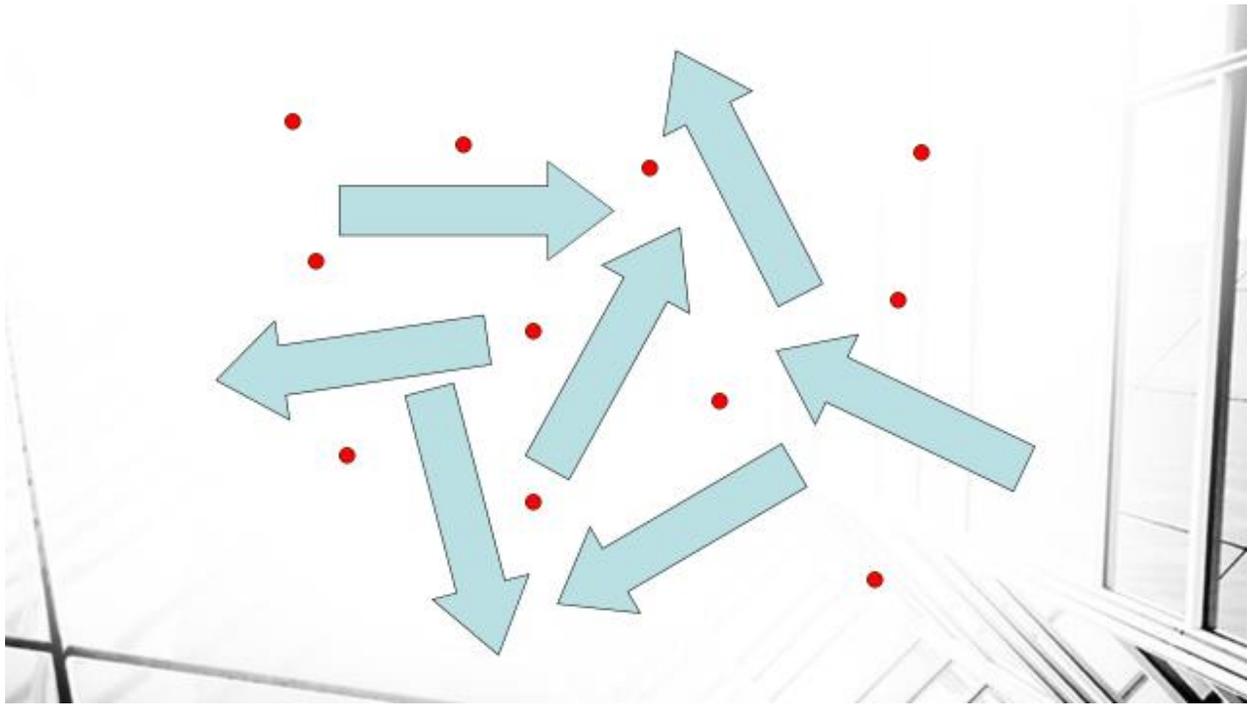
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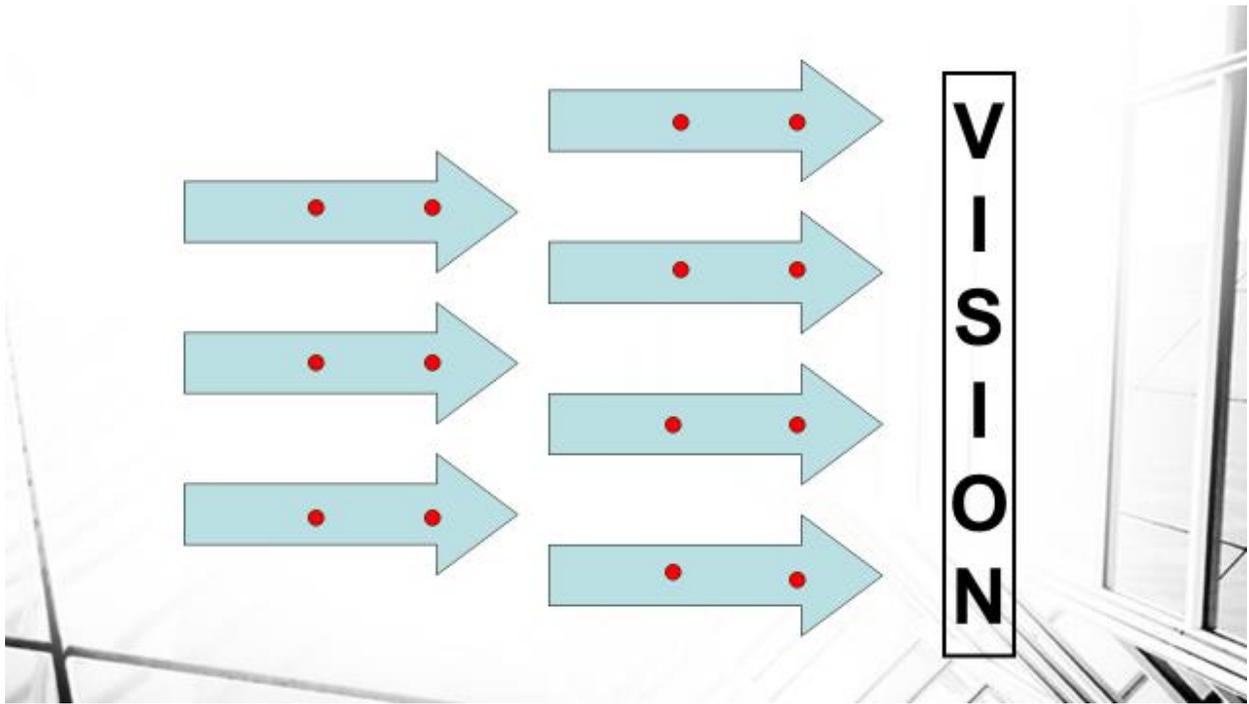
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## Investment Follows Vision

“If you want to move people, it has to be toward a vision that’s positive for them, that taps important values, that gets them something they desire, and it has to be presented in a way that they feel compelled to follow.”

-Martin Luther King, Jr.





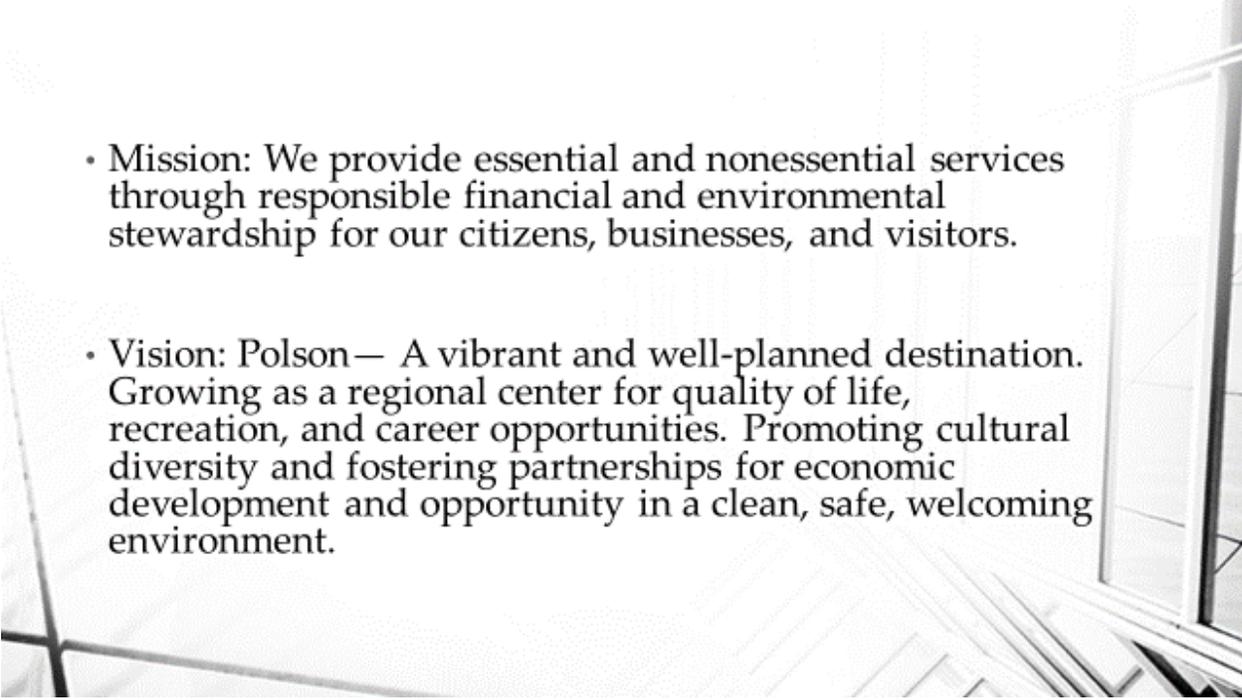
## Credibility & Competence

## Draft Mission Statement

- We provide essential and nonessential services through responsible financial and environmental stewardship for our neighbors, businesses, and visitors.
- 2: We provide essential professional courteous service to our citizens and visitors through collaborative teamwork and innovative leadership
- 1: To provide essential and nonessential services in a knowledgeable and courteous manner while being fiscally responsible. ~~As a regional center and destination where recreation is abundant,~~

## Draft Vision Statements

- 1: Polson— A vibrant and well-planned destination. Promoting cultural diversity and providing for economic development and opportunity in a clean, safe, welcoming environment. Growing as a regional center for quality of life, recreation, and career opportunities.
- 2: The city of Polson's vision is to foster and maintain a clean, safe, welcoming environment where people want to live, work, recreate, and enjoy this unique community.

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- **Mission:** We provide essential and nonessential services through responsible financial and environmental stewardship for our citizens, businesses, and visitors.
  - **Vision:** Polson— A vibrant and well-planned destination. Growing as a regional center for quality of life, recreation, and career opportunities. Promoting cultural diversity and fostering partnerships for economic development and opportunity in a clean, safe, welcoming environment.



## City of Polson Core Values

## Develop and revise organizational goal themes:

## Idea Gallery

- Groups brainstorm ideas for each goal theme
- Groups create goal statement for one theme



**Develop and revise organizational goal statements**



**Review day's progress and outcomes**

## Closing remarks

ADJOURN: 3:55 p.m.

\_\_\_\_\_  
**Heather Knutson, Mayor**

**ATTEST:**\_\_\_\_\_

**Cora E. Pritt, City Clerk**