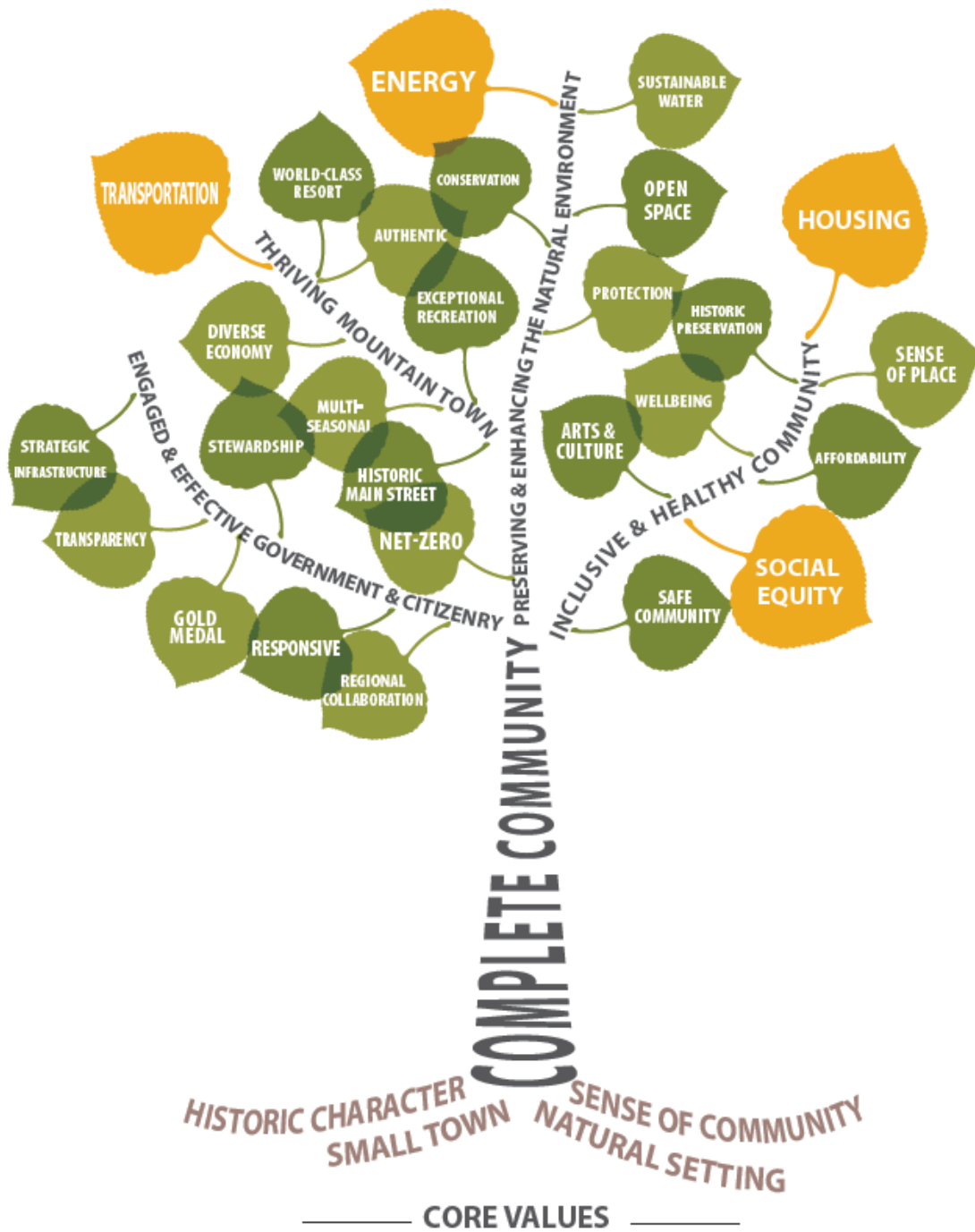


PARK CITY MUNICIPAL'S

LONG-TERM STRATEGIC PLAN



Through **evolving and sustaining a complete community**, the City Council of Park City Municipal Corporation developed four strategic goals and three critical priorities that guide decision-making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the community's vision and values.



This document summarizes Park City's approach in the long-term to pursue Council's Strategic Goals & Priorities and to **keep Park City "Park City"**.



Executive Summary

Park City is a first-name town offering first-class service. The City provides exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. Park City attracts visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture scene, multi-seasonal events, and “funky” personality. Park City is an accessible and well-managed community, which makes it a unique and desirable place to call home—for a weekend or for a lifetime.

Park City Municipal’s Long-term Strategic Plan gives us—full and part-time residents, PCMC employees, hospitality workers, and whoever loves Park City and is interested in ensuring its future success—the tools to align resources and decision making so that we do not run from uncertainty but embrace it and plan for it. Park City Municipal’s Long-term Strategic Plan is comprised of the Community Vision and Values, a Mission Statement, Council Strategic Goals and Priorities, Desired Outcomes, and Key Indicators and is the definitive resource that aligns all of these components while demonstrating to the community the various efforts underway to realize their vision.

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In 2009, Park City Municipal Corporation conducted a process that included a series of interviews, surveys, open houses and other community input methods to better understand the way residents see Park City, what they value and what they want their local government to focus on. The City learned that its mandate is to **Keep Park City "Park City."** The community also identified four **Core Values**, three **Unique Attributes** and four **Influence Levers** that make Park City "Park City."

Keeping Park City "Park City"

The Community Vision: This is the foundation of any long-range plan, is aspirational in nature and articulates the ongoing desired future state of the community. It is intended to inspire stakeholders to a common goal and to guide policy and resource allocation decisions. Used properly, it can outlast short-term philosophical shifts or priority changes to ensure the city's progress continues along a path consistent with its residents' shared values. By the same token, making the vision transparent and continuing to engage the community around it ensures the opportunity for it to evolve along with the residents.

The Core Values: These are the qualities identified through the visioning process that reflect the core, or heart, of Park City. These core qualities are enduring and if significantly altered would affect the essence of Park City.



Sense of Community: This is what unites Parkites—a common ground built on a diverse social, economic, and cultural backgrounds. It's essential that Park City strike a balance between maintaining the local quality of life and cultivating a thriving tourism industry.

Natural Setting: This value reflects not only the beauty of our natural environment, but also the important role of nature in Parkites' commitment to the environment. This commitment includes open space, sustainability, green building practices, balanced growth, and wildlife.

Small Town: An experience of place through the natural and built environment. To secure Park City for future generations and the experience we have today, an approach to balanced growth must be a key tenet of our community development strategy.

Historic Character: Protecting the rich history of place, character and heritage while allowing economic development that complements it.

Unique Attributes: The qualities that make Park City unique and set Park City apart from other communities that may also have similar core qualities. These attributes may evolve and change over time.



These assets and attributes form the core of Park City and make it a highly desirable place to live and visit. Because of this, Park City has much to offer – including world-class skiing and recreation, vibrant arts and culture, and exceptional resident benefits. When the core values are carefully preserved in harmony with those attributes the community has to offer the rest of the world, Park City will remain "Park City."

The Influence Levers: The levers work in an interconnected framework to keep Park City "Park City." These four areas form a network of considerations that must be taken into account when analyzing how a project will affect Park City's system:

Environmental Impact: How will the proposed activity demonstrate responsible environmental stewardship?

Quality of Life Impact: How will the proposed activity contribute to keeping Park City "Park City?"

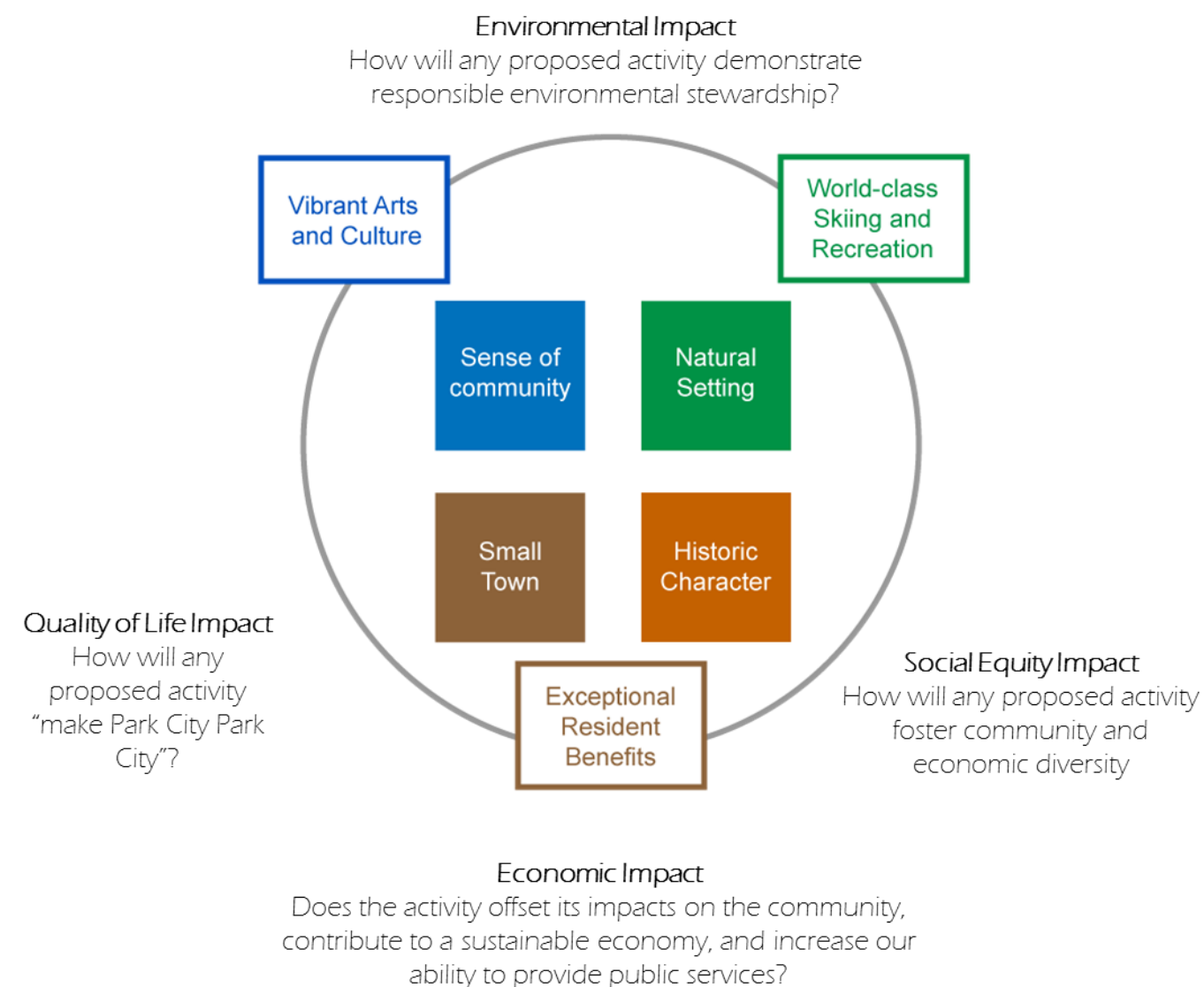
Social Equity Impact: How will the proposed activity foster community and economic diversity?

Economic Impact: How will the proposed activity offset its impacts on the community, contribute to a sustainable economy, and increase our ability to provide public services?



Keeping Park City "Park City"

sense of community | natural setting | small town | historic character



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 compelling way that they feel inspired to follow. ~Martin Luther King

MISSION STATEMENT

EVOLVING & SUSTAINING A COMPLETE COMMUNITY



Looking to the Past to Create a Complete Community

In helping forge the future of our town, there is value in looking to the past. Park City's legacy helped create our modern identity and, indeed, our soul. Historically, ours was a fairly complete town that included a full cross-section of residents and a wide spectrum of economies. Because of its remoteness, the community was, by necessity, more self-contained and more self-sufficient. People lived, shopped, and recreated within the town itself.

Opportunity for All, not just for Some

Before tourism became a major driver of the economy people came to Park City looking for a better life. Theirs was not a luxurious life, but it was rich with connections and community. Despite Park City's ramshackle appearance, they felt a palpable sense of opportunity. And they were following in their predecessors' footsteps: miners also came seeking their fortunes against tough odds. Through hard work—and, make no mistake, a great deal of luck—folks were able to come out ahead and make a place for their families.

We want to make sure that future generations have the same opportunities we did, but worry that this is slipping away. We also worry when we hear folks in town express a sense of entitlement about their good fortune. This sentiment can be very dangerous, and the resulting "us-versus-them" attitude only degrades the fabric that binds us together.

Fortune smiled upon Park City once during the silver strike, and we're enjoying a second run of good luck now. But the success of our local ski industry has created a paradox: the town was built by many who cannot enjoy the fruits of their own labor. The cost of living has become prohibitive for the working and middle classes, and we have become less complete and more polarized as a result. Vital members of our community live outside the city, commuting greater and greater distances. Those who do reside in town often live in over-crowded conditions or spend an exorbitant portion of their income on monthly housing costs. The truth of the matter is that a sizable contingent of our community is living in poverty, and we have yet to really come to grips with the issue. These folks don't have a voice in the public dialogue, but the town couldn't run without them. We must engage them in the public discourse and community affairs.

Restoring Completeness through our Critical Priorities:

Transportation, Housing & Energy

City Council has designated three issues as critical priorities—traffic and transportation, affordable housing, and energy reduction. We understand that these issues are intrinsically linked: solving housing will greatly mitigate traffic, and mitigating traffic and commute times will greatly reduce energy use and air pollution. Some residents worry that bringing more affordable and attainable housing into the region will affect property values, but we would counter that a community without completeness is less resilient, less vibrant, and less desirable. We don't want to become a shell of what we "once were."

It's About all of Us, so Make your Voice Heard

As we tackle these critical priorities, I encourage you to be part of the conversation. We endeavor to be as accountable, accessible, and transparent as possible. As the phrase goes, what we lack in efficiency we make up for in transparency! Accountability also goes hand in hand with trust, and trust stems from four things: competence, commonality, conduct, and intent. If people feel they are being heard, they will trust you to manage the process.

The challenges we face as a community are daunting, but we're excited about what lies ahead. How do we return to the completeness of our grandparents' and great-grandparents' generations? Knowing what our predecessors went through when they lived in Park City (theirs was truly a hardscrabble existence), we are immensely grateful for our current standard of living. Our predecessors enjoyed a collective sense of belonging, and that is what will really make us happy in the end.

We hope you share our optimism about the future of our town, and we hope you will make your voice heard—whether at a city council meeting, a community event, or just a casual conversation on the street with your neighbor. Together, we can, once again, make Park City a complete community—one that reflects our collective values of empathy, dignity, cultural richness, and environmental stewardship.

MISSION STATEMENT

EVOLVING & SUSTAINING A COMPLETE COMMUNITY



What does *Evolving & Sustaining a Complete Community* mean?

A mission statement is a statement of purpose. It clearly outlines the overarching goal of the organization. It answers these questions for the organization: Why do we exist? What do we do? What is our core purpose? What is unique about us? Who do we do it for? Who should we do it for?

Park City Municipal's mission statement is "Evolving & Sustaining a Complete Community." This was developed at the 2016 Council Retreat and gets to the heart of what the City is striving to do. A complete community strikes a balance between sustaining an exceptional quality of life and managing a thriving mountain community, while continuing to preserve and enhance the natural environmental. A complete community is engaged with their government, which is, in turn, engaged with the public. Through community engagement the City Council has identified three critical priorities: Energy, Transportation, and Housing. The City believes that by striving to solve these three issues our town will be more complete. The following are the elements that make up a complete community:

Complete Representation

Multi-cultural, non-discriminatory, diversity, inclusion
All ages, incomes, races, occupations, religions, beliefs and preferences

Complete Life Cycles

From cradle to cane
Families that continue in the community

Complete Infrastructure

Fundamental (or essential) first
Roads, water, safety, energy, wellness and transportation

Complete Services or Amenities

Schools, libraries, arts & culture, grocery, parks, restaurants, shops, recreation, and government

Complete Economy

Resort economy balanced with local economies within the community

Complete Environment

Preserved natural resources
Net-zero
Open Spaces

Complete Engagement

Citizen involvement
Responsive government
Stewards of the public trust

Complete History

Protecting all our pasts to tell the story to the future
Historic preservation of buildings & structures

Complete Design

Artful relationship of building that is sensitive to the site, neighborhood, regional vernacular, and environment

MISSION STATEMENT

Park City Municipal's mission statement is **Evolving & Sustaining a Complete Community** and gets to the heart of what the City is striving to do. A complete community strikes a balance between sustaining an exceptional quality of life and managing a thriving mountain town, while continuing to preserve and enhance the natural environment. A complete community is engaged with their government, which is, in turn, engaged with the public. Through community engagement the City Council has identified four critical priorities: **Energy, Transportation, Housing, and Social Equity**. The City believes that by striving to make substantive progress on these four issues our town will be more complete.

Council Strategic Goals

Comprehensive, high-level, and over-arching reasons the organization exists in the eyes of the community

Thriving Mountain Town

Community Critical Priority

Transportation: Congestion Reduction, Local and Regional \$CIP

Desired Outcomes:

- World-class Resort Community \$CIP
Resilient and Sustainable Economy \$CIP
Wide Variety of Exceptional Recreation \$CIP
Varied and Multi-seasonal Event Offerings \$
Balance Between Tourism and Local Quality of Life
Sustainable and Effective Multi-modal Transportation \$CIP

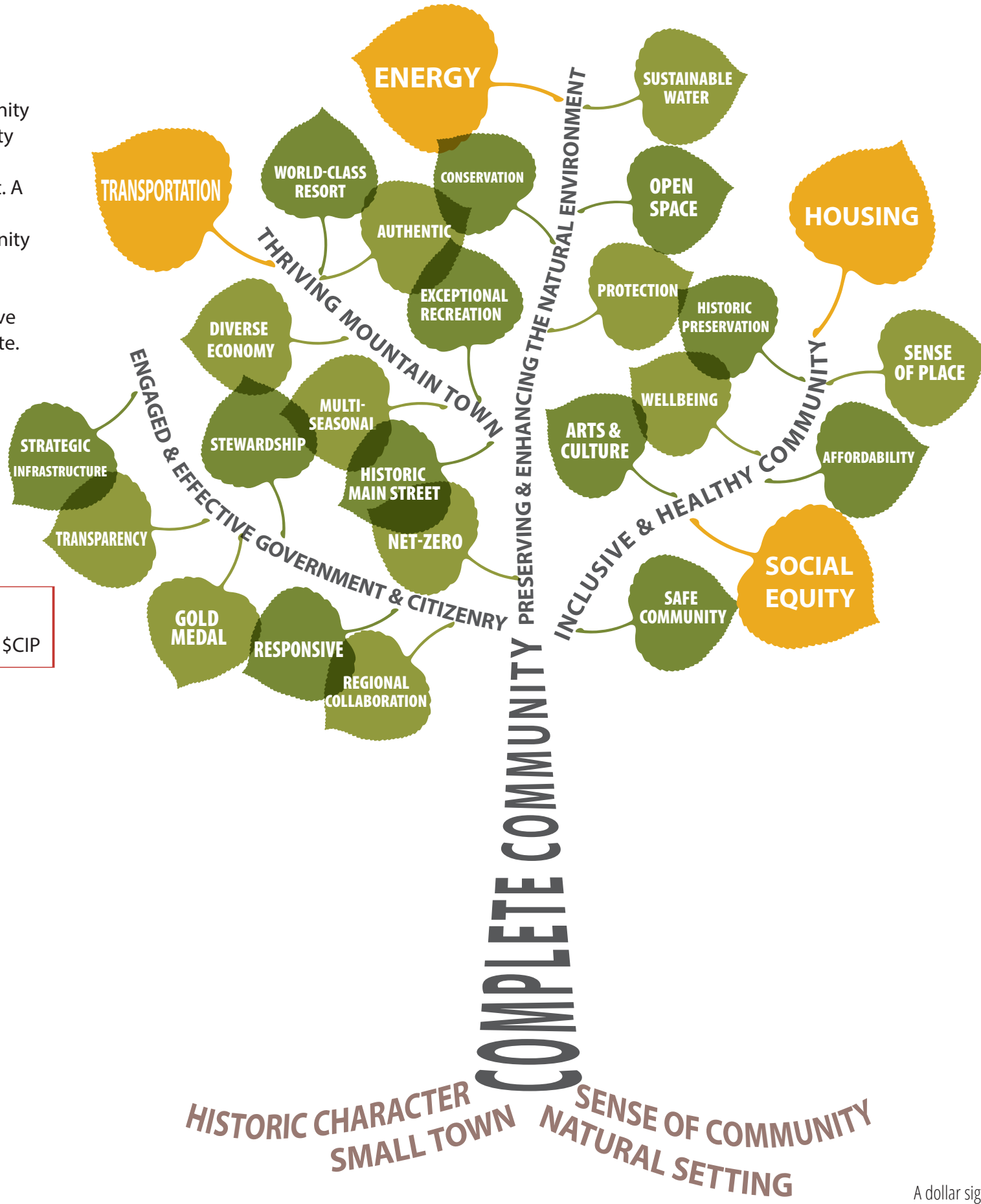
Engaged & Effective Government & Citizenry

Community Top Priority

Community Engagement \$

Desired Outcomes:

- Fiscally and Legally Sound \$
Well-maintained Assets and Infrastructure \$CIP
Transparent Government
Responsive Customer Service
Engaged and Informed Citizenry \$CIP
Gold Medal Performance Organization
Strong Working Relationships with Strategic Stakeholders



Community Priorities

Critical: If we don't get these right, could have a significant negative impact on our community.
Top: City Council would like to see significant progress on these.

Preserving and Enhancing the Natural Environment

Community Critical Priority

Energy: Conservation, Renewable Energy, Carbon Reduction and Green Building Incentives \$

Desired Outcomes:

- High Quality and Sustainable Water \$CIP
Net-zero Carbon City by 2032 \$
Net-zero Carbon Government by 2022 \$
Environmental Pollution Mitigation \$CIP
Abundant, Preserved, and Accessible Open Space \$CIP

Inclusive & Healthy Community

Community Priorities

CRITICAL: Housing: Middle Income, Attainable & Affordable Housing \$CIP
Social Equity
TOP: Citizen Wellbeing \$
Arts & Culture \$CIP

Desired Outcomes:

- Safe Community \$
Affordable Cost of Living
Live and Work Locally \$CIP
Vibrant Arts and Culture \$CIP
Distinctive Sense of Place \$CIP
Protected and Celebrated History
Social Justice and Well-being for All
Walkable and Bike-able Community \$CIP
Mental, Physical, and Behavioral Health \$

A dollar sign (\$) indicates a new annual operating budget recommended funding allocation.
A dollar sign and CIP (\$CIP) indicates recommended capital improvement funding.
Essential Desired Outcomes in Bold

TRANSPORTATION

ARTS & CULTURE

WORLD-CLASS

RESPONSIVE

REGIONAL COLLABORATION

AFFORDABILITY

SUSTAINABLE WATER

NET-ZERO

DIVERSE ECONOMY

GOLD MEDAL

STRATEGIC GOALS



The City Council developed four Strategic Goals—each followed by a narrative description of success—that guide decision-making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision. The goals are a key component of Park City’s Long-term Strategic Plan, not only for Council but for residents and Park City staff as well. They provide a philosophical foundation for the Council in its role as a policymaking body. For Park City staff, they provide guidance on how to manage finite resources in the face of nearly infinite expectations. Strategic goals should be:

High-level and overarching reasons the organization exists in the eyes of the community

Remain consistent and unchanged over time

Comprehensive

Thriving Mountain Town

Park City is known as a world-class resort community because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Park City has struck a unique balance between tourism and sustaining an exceptional local quality of life. Tourism remains a chief driver of Park City’s economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values.

Engaged & Effective Government and Involved Citizenry

PCMC has earned the trust of the community by engaging its citizens and regional partners, being responsible stewards of tax dollars, and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our people is essential to maintaining a high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative, and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound.

Preserving & Enhancing the Natural Environment

Park City is proud that it is recognized as a model environmentally-conscious community as it works towards its net-zero goals. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy, clean soils, water conservation programs and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City’s current and future need is essential to our long-term viability.



Inclusive & Healthy Community

Park City is a safe and healthy community where residents can live, work and play. In order to maintain Park City’s appeal, PCMC invests in those areas that ensure an exceptional quality of life. By creating a sense of place, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. A mix of art, culture, perspectives, and lifestyles is welcomed and celebrated. There are diverse job opportunities that pay a living wage and enable full-time residents to affordably live within a reasonable distance of their jobs. Preserving our unique history is vital to the longevity of the City’s character and is at the forefront when key planning and economic development decisions are made.

PRIORITIES



The Community Vision and Core Values were created based on extensive feedback from residents who expressed their desire to maintain many of the current characteristics of the city they call home. While Park City residents want to preserve the historic character and small town feel of the city, many also expressed concern about the lack of housing affordability, increasing traffic and congestion, the need to cultivate diversity, and the fragility of a snow-dependent economy. They believe that, left unaddressed, these issues threaten the future of Park City. These concerns are reflected throughout the vision and are addressed more specifically by Council’s Priorities. The idea was to bring high focus to issues the City needs to “get right” and to be able to see progress on these issues by highlighting them and continually discussing them. These are the “marching orders” for the year, where Council would like to see a more detailed or specific plan of action. This action plan may include a new direction, plan, or resources in order to achieve the Council’s priorities. Council reviewed and updated these priorities in their 2017 Council Retreat.

Critical Priorities

If we don’t get these right, could have a significant negative impact on our community:

Housing: Middle Income, Attainable & Affordable Housing

Facilitate a range of affordable, quality housing opportunities that meet the life-cycle needs of persons at all economic levels.

Transportation: Congestion reduction; local & regional plans

Develop and maintain a safe, energy efficient, and integrated multi-modal transportation system.

Energy: Energy Conservation, Renewable Energy & Carbon Reduction, and Green Building Incentives

Conscientious energy consumption and continuously evaluate opportunities to reduce carbon footprint.

Social Equity:

Recognize our diverse populations within our complete community and strive for equitable public administration of services, justice and social well-being for all. Value and appreciate our differences and embrace our common humanity and contributions

Top Priorities

City Council would like to see significant progress on these:

Community Engagement

Citizen Wellbeing

Arts & Culture



In order to ensure results and accountability, **Desired Outcomes** were built into the City's Strategic Plan grouped together by Council's Goals. The Desired Outcomes are observable effects that visibly demonstrate success in each Goal area. They are the guideposts for making funding and planning decisions. They help determine if we are moving the "dial" on achieving Council's objectives. The Budgeting for Outcomes process is tied intrinsically to the Desired Outcomes, which help ensure that resources are allocated to the most effective efforts related to achieving the community's vision. The Desired Outcomes were reviewed and updated during the City Council Retreat in March. These Desired Outcomes are below:

Thriving Mountain Community

- Sustainable and Effective Multi-modal Transportation
- World-class Resort Community
- Wide Variety of Exceptional Recreation
- Balance Between Tourism and Local Quality of Life
- Varied and Multi-seasonal Event Offerings
- Resilient and Sustainable Economy

Engaged & Effective Government & Citizenry

- **Fiscally and Legally Sound***
- **Well-maintained Assets and Infrastructure***
- Engaged and Informed Citizenry
- Strong Working Relationships with Strategic Stakeholders
- Transparent Government
- Gold Medal Performance Organization
- Responsive Customer Service

Preserving & Enhancing the Natural Environment

- **High Quality and Sustainable Water***
- Net-zero Carbon Government by 2022
- Net-zero Carbon City by 2032
- Abundant, Preserved and Publicly-accessible Open Space
- Mitigation of Environmental Pollutants

Inclusive & Healthy Community

- **Safe Community***
- Live and Work Locally
- Affordable Cost of Living
- Diverse and Tolerant Population
- Distinctive Sense of Place
- Protected and Celebrated History
- Vibrant Arts and Culture
- Walkable and Bike-able Community
- Mental, Physical and Behavioral Health

Strategic Planning:
A *deliberative, disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.*
~John M. Bryson



Key Performance Indicators

Similarly, the **Key Performance Indicators** are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to that of similar service providers and monitor their efforts over time. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for Outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community's vision. The Key Indicators selected do not represent the totality of measures that could be used, rather they are those that will best communicate whether we are meeting the expectations set forth in the community visioning process.

*Essential Desired Outcomes



An integral piece of the strategic planning process is to ensure that the municipal government's operations and processes provide the appropriate environment for the City to succeed at achieving the Community's Vision. Simply producing a strategic planning document does not ensure success. That requires effective leadership and an implementation plan that takes the current City practices to the next level by incorporating the concepts of the strategic plan into the City's day-to-day activities.



The City's Long-term Strategic Plan relies on the Biennial Strategic Plans, the Departmental Business Plans, and the Budgeting for Outcomes process to ensure that City operations are working in tandem with Council's priorities and outcomes. While this plan should be updated every four years, these documents are updated more regularly (annually and biennially) in order to ensure continued progress toward the Community Vision and keep the concepts active. The next few paragraphs define the use of each of these resources and how they make the City's Long-term Strategic Plan a living document:

Biennial Strategic Plan

The **Biennial Strategic Plan** is a single strategic document that takes the City's Long-term Strategic Plan and breaks it down into shorter, more actionable units. As the name implies, the plan is produced every two years and provides a two-year

horizon for the strategic direction of the City. It is envisioned that only minor updates will occur in the off year as this document is not intended to provide tactical, day-to-day operations of the City but a higher level of strategic direction that will give the community a better sense for where the City is heading. The Biennial Strategic Plan is categorized by each of the four Council Goals and a central document for citizens to reference that best describes the strategies that the City is using to achieve the Desired Outcomes. The Biennial Strategic Plan is a culmination of the more detailed Departmental Business Plans that are produced and updated by each City department at the beginning of the budget process each year.

Department Business Plans

Department Business Plans are developed and revised annually to reflect the more day-to-day operations of a department and how it aims to, in that fiscal year, work to move the dial on the Desired Outcomes and Key Indicators outlined in the City's Long-term Strategic Plan. The Department Business Plans are not produced in a silo, but rather are developed in teams as staff works to develop the Biennial Strategic Plan. Working with these two documents together will ensure that departments are not doing duplicative work and will help to further promote coordination of resources to achieve the outcomes identified in the most effective manner. The Department Business Plans are working documents that provide each department with tactical guidance on the specific "how" and "what" for achieving the Council's Desired Outcomes. Not all of the specific strategies that are in the Department Business Plans are in the Biennial Strategic Plan; however, every high level strategy that is in the Biennial Strategic Plan represents a strategy in a Department Business Plan.

Furthermore, to ensure that Council's goals are carried out, department managers must also identify and refer to them when making the departmental goals, strategic objectives, action items and performance measures.

Mission/Vision/Values

Provides guidance and inspiration as to what a dept/team is focused on achieving in the long-term—the "north star"

Dept/Team Goals

Comprehensive and broad primary outcomes
More detailed explanation of mission, vision, values

Strategic Objectives

Thoughtfully constructed strategy or approach that will be employed to achieve the goal

Achieve Goals through:

Action Items
Performance Measures
BFO Programs (\$) CIP Projects (\$)



The budget process is an essential element of financial planning, management, control, and evaluation for the City. It provides an opportunity for the citizens paying for governmental services to be heard by their elected representatives.

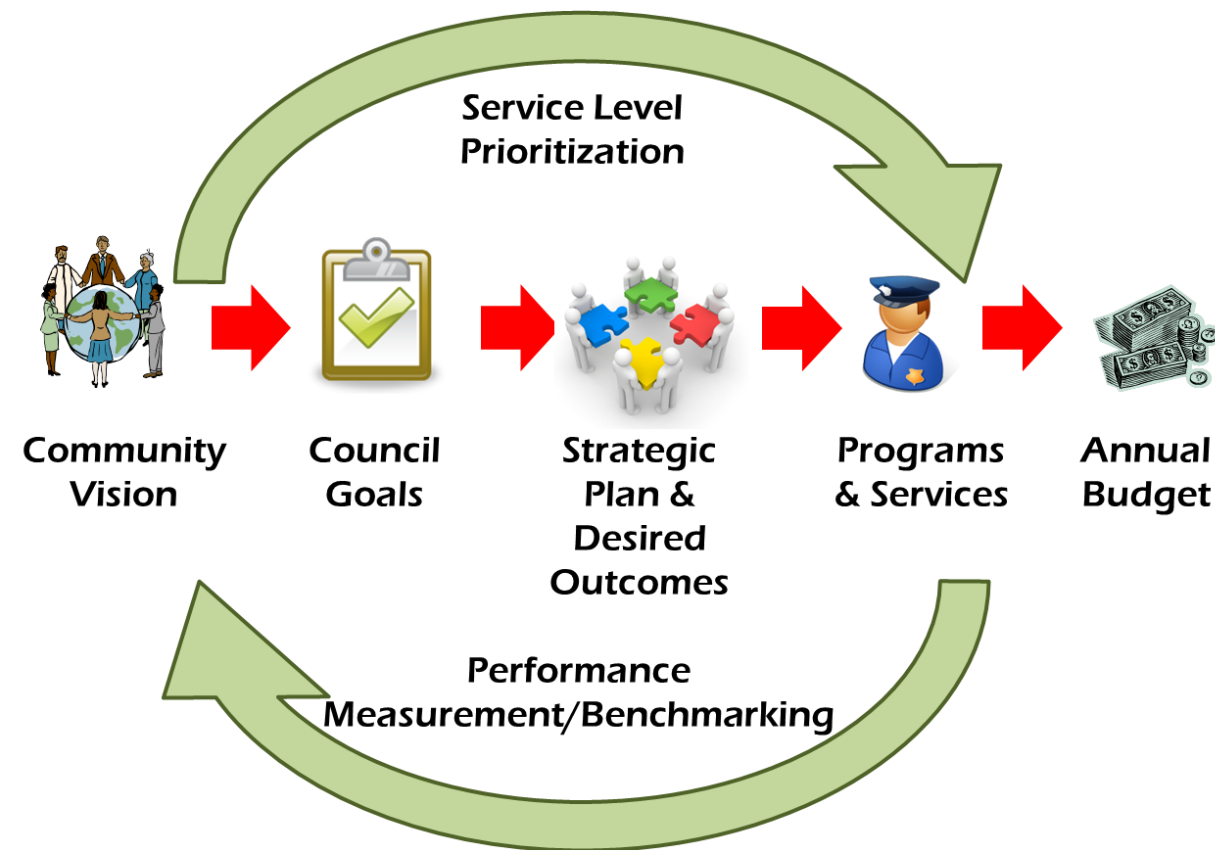
Budgeting for Outcomes (BFO)

Currently, the City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. BFO is a way to link Council's policy goals to the day-to-day management operations of the City. Council's Goals are taken into account when department managers identify which Desired Outcomes will be met when requesting budget operating and capital options.

goals and then receiving offers from City departments, the City can make better-informed decisions regarding the prioritization and cost of City services and programs.

The evaluation of programs as part of this process may also identify potential duplication of efforts or opportunities to consolidate similar programs and/or services that are delivered through partnership with other governmental agencies, non-profit agencies, or the private sector.

The **Budgeting for Outcomes** bid process provides the monetary resources to support and implement the strategies that are identified in the Department Business Plans. If any changes of funding occur that eliminate a service or program, or significantly decrease the funding for a service or program during the



BFO provides a comprehensive review of the organization, identifying every program offered and its cost, evaluating the relevance of every program on the basis of the community's priorities, and ultimately guiding elected officials to the policy questions they can answer with the information gained from the process. Thus, BFO will inform the development of the City's Budget and serves as a tool to identify potential service reductions and eliminations. By creating Desired Outcomes within Council

budget process, the Department Business Plans need to be updated to reflect the impact of that decision to achieving the Desired Outcomes. Over time, the City may determine that some of the services and strategies currently observed do not help to move the dial on achieving the outcomes identified in the City's Long-term Strategic Plan and may shift gears with certain strategies or initiatives and those changes will be approved/disapproved during the Budget for Outcomes process.

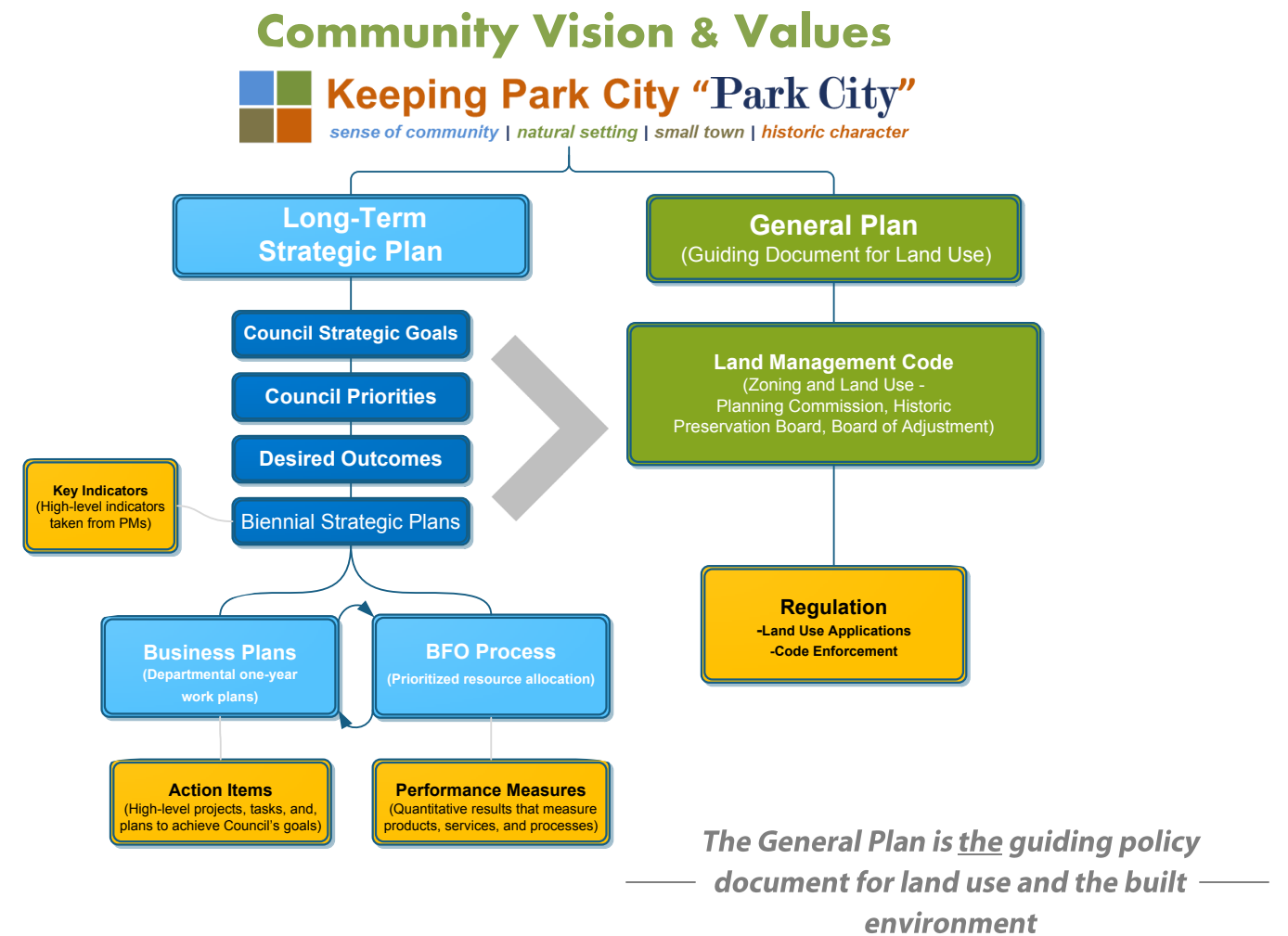


Long-term Strategic Plan

Park City Municipal's Long-term Strategic Plan gives us the tools we need to guide decision-making and provide a structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision and Council Goals and Priorities. It provides a philosophical foundation for the Council in its role as a policymaking body. For Park City staff, it provides guidance on how to manage finite resources in the face of nearly infinite expectations. It's the definitive resource that aligns all of the strategic components while demonstrating to the community the various efforts underway to realize their vision.

The General Plan

The General Plan is the blueprint for future growth and development of land within the community. It builds upon and is structured by the City's Core Values. It was adopted by Council three years ago and should be updated every five. The General Plan is a long-range policy plan that guides future Land Management Code (LMC) changes. The LMC is the regulatory document addressing specific zoning and land uses. Enforcement of the LMC is implemented through processing land use applications. Code enforcement takes action on existing LMC violations.



Conclusion

The City's Long-term Strategic Plan and the General Plan have different purposes and goals, but both stem from the same roots of the City's Core Values and both are striving toward sustaining a complete community. The hope is that, as the City works with the two strategic documents, they shouldn't be seen as competing or confusing to the public or to the staff who are trying to determine how to align their work to achieving the City's vision, but rather that they work in harmony with one another.