



MEMORANDUM

P.O. Box 4100 ♦ FRISCO, COLORADO 80443

**TO: MAYOR AND TOWN COUNCIL**  
**FROM: TOM FISHER, TOWN MANAGER**  
**RE: STRATEGIC PLAN ADOPTION**  
**DATE: AUGUST 27, 2024**

**Summary and Background:** On August 13, 2024, staff met with Council to review the Strategic Plan. Council was supportive of the Plan as presented and requested a handful of changes:

- **Values.** Council requested to change on the values, “Care Too Much”, as this could be negatively interpreted. This value has been changed to: *“Lead and Serve with Care”*
- **Mission Statement.** The proposed mission statement included the word “community” twice and was redundant. The revised mission statement is changed to:  
*“We create a powerful sense of community by maintaining public safety, providing quality core services, fostering connections to one another, and creating unparalleled experiences.”*

Council also discussed the strategic pillars. The definition of each pillar should remain relatively stable for three to five years with minimal editing. Council agreed with these pillars and the definitions of the pillars. Weights were also allocated to each pillar during the Council retreat on June 10, 2024. These weights were discussed at length by Council during the work session but ultimately the Council did not collectively support making any changes to these allocated weights. These weights will be revisited annually based on progress made and shifting Town objectives.

The new Strategic Plan and Resolution 24-29 are included as attachments for Council approval during the August 27, 2024, meeting.

**Analysis:** On June 10, 2024, the Frisco Town Council met with Dr. Andrew Schnackenberg, Associate Professor of Management with the Daniels College of Business at the University of Denver to facilitate a retreat on strategic planning. The goal of the retreat was to develop a strategic framework for identifying and incorporating Council priorities moving forward. During the work session on August 13, 2024, staff presented the findings discussed during the retreat, including the new definitions of the strategic pillars and the weights allocated to each pillar. Council supported the Plan as presented and requested a handful of changes that have been made to the Plan.

This Strategic Plan will be used for the following purposes:

- To articulate Frisco Town government’s commitment to the community.
- To clearly state the future vision and the mission of the organization.
- To describe how the Council would like the Town to look, act and end up like in the future.
- To develop an annual work plan for the Town Government to achieve the future vision.
- To hire and align employees, under an employee-recognized and Council-supported culture,

- that can move the organization towards the plan.
- To guide how financial and time resources are allocated in order to achieve the goals in the plan.

In the fall of 2023, staff completed an Employee Opinion Survey, followed by a survey specific to culture in January 2024. Based upon the results of these surveys, the Town of Frisco offers many opportunities for workplace uniqueness and inspiration, but these did not seem to be represented well in the current vision, mission and values.

Staff began working with Dr. Schnackenberg in January 2024, to help define and develop the Town of Frisco culture with the help of all staff within the organization. Dr. Schackenberg's work included a staff survey, training and presentation to all staff, and two workshops with the Leadership team. As a result of this work, a new vision, mission and values were developed and reviewed with Council during their retreat on June 10, 2024:

Dr. Schackenberg continued his work with the Council during this retreat to leverage the progress done with staff on the vision, mission and values in helping develop the new strategic plan. During the retreat, Council confirmed the four strategic objectives of the plan. These objectives are the same as the objectives in the approved strategic plan from 2023:

- Provide Vibrant Culture, Arts and Recreation Opportunities
- Provide Progress-driven Quality Core Services
- Enhance Community Inclusivity
- Support a Thriving Economy

Once these objectives were confirmed, Council was asked to define the strategic pillars. The definition of each pillar should remain relatively stable for three to five years with minimal editing. It was recommended that for each strategic objective there be no more than three pillars for each objective. This simplifies the strategic plan and provides clear, concise, and future-focused direction to all on what our Town of Frisco organization is, who it serves, what it does and why it does what it does. Staff reviewed and confirmed with Council each of these strategic objectives and the strategic pillars associated with each objective.

Allocating weights to each pillar is also critical, and ties directly into the annual budgeting process. The weight of these pillars were also reviewed with Council during the work session. For each strategic objective, there are two to three strategic pillars and a weight percentage assigned to each. The total percentage adds up to 100%, with the following breakdown per strategic objective:

- Provide Vibrant Culture, Arts and Recreation Opportunities – 25%
- Provide Progress-driven Quality Core Services – 30%
- Enhance Community Inclusivity – 20%
- Support a Thriving Economy – 25%

These weights were discussed at length by Council during the work session but ultimately the Council did not collectively support making any changes to these allocated weights. These weights will be revisited annually based on progress made and shifting Town objectives.

**Alignment with Strategic Plan:** This will establish a new Strategic Plan for the years 2024- 2028. The plan will be reviewed annually with Council to allocate weights to each pillar.

**Staff Recommendation:** Staff recommends that Council approve the Strategic Plan for the years 2024-2028.

**Reviews and Approvals:** This report has been reviewed and approved by:

- Diane McBride, Assistant Town Manager
- Leslie Edwards, Finance Director

**Attachments:**

- Attachment 1 – Updated Town of Frisco Strategic Plan 2024-2028
- Attachment 2 – Resolution 24-29 Adoption of Updated Strategic Plan