



MEMORANDUM

P.O. BOX 4100 ♦ FRISCO, COLORADO 80443

TO: MAYOR AND TOWN COUNCIL
FROM: TOM FISHER, TOWN MANAGER
RE: STRATEGIC PLAN UPDATE
DATE: JULY 23, 2024

Summary and Background: 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 July 23, 2024, staff will present the findings discussed during the retreat, including the new definitions of the strategic pillars and the weights allocated to each pillar. The goal of the work session is to finalize the strategic plan, which will then be brought back to Council on August 13, 2024, for adoption through resolution.

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.

Staff looks forward to the discussion with Council and welcomes feedback during this work session.

Analysis:

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:

Vision: *To be a welcoming mountain town that connects people with nature and supports opportunities for community wellbeing.*

Mission: *We create a powerful sense of community by maintaining community safety, providing quality core services, fostering connections to one another, and creating unparalleled experiences.*

Values:

- *Be Courageous*
- *Care Too Much*
- *Show Gratitude*
- *Own It*
- *Embrace Play*

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 will review and confirm 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 will also be reviewed with Council during the work session. The breakdown of these pillars and weights is included in Table 1 below. 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%

Council will be asked to confirm these weights during the work session and to reweigh these pillars annually based on progress made and shifting Town objectives.

Table 1: Strategic Pillar Weights*Strategic Objective: Provide Vibrant Culture, Arts and Recreation Opportunities*

Strategic Pillar	Weight
Preservation of Historic Assets	5%
Arts, Culture & Recreation for Residents	15%
Accessible Opportunities for All	5%
TOTAL	25%

Strategic Objective: Provide Progress-driven Quality Core Services

Strategic Pillar	Weight
Environmental Stewardship & Climate Change	10%
Infrastructure & Public Safety	15%
Financial Responsibility, Community Engagement, & Governance	5%
TOTAL	30%

Strategic Objective: Enhance Community Inclusivity

Strategic Pillar	Weight
Lasting Social Sustainability	5%
Diverse Housing	15%
TOTAL	20%

Strategic Objective: Support a Thriving Economy

Strategic Pillar	Weight
Economic Growth and Regulation	5%
Workforce and Community Support	15%
Infrastructure Development	5%
TOTAL	25%

During the work session, staff will also review the strategic scorecard that highlights completed goals from the previous plan, as well as goals either in progress or future goals.

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 review the materials presented with the goal of finalizing the plan for adoption during the August 13, 2024, Council meeting.

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

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

Attachments:

- Attachment 1 – 2024 Strategic Plan