

**GRAND JUNCTION CITY COUNCIL  
ADDITIONAL WORKSHOP  
AND  
SPECIAL SESSION  
MAY 1, 2006, 11:30 A.M.  
CITY HALL BREAK ROOM  
250 N. 5<sup>TH</sup> STREET**

11:30 a.m. **STRATEGIC PLAN:** Discuss update process, format and timetable.

[Attach 1](#)

**MOVE TO ADMINISTRATION CONFERENCE ROOM  
CONVENE INTO SPECIAL SESSION**

12:30 p.m. **EXECUTIVE SESSION:** To discuss the purchase, acquisition, lease, transfer, or sale of real, personal, or other property interest under Section 402(4)(a) of the Open Meetings Law relative to the Saccomanno Property and Land in Proximity to Tiara Rado Golf Course

[Attach 2](#)

**ADJOURN**

**Attach 1  
Strategic Plan Update**

**CITY OF GRAND JUNCTION**

CITY COUNCIL AGENDA						
<b>Subject</b>		City Council's Strategic Plan for 2007/8				
<b>Meeting Date</b>		01 May 2006				
<b>Date Prepared</b>		26 April 2006				
<b>Author</b>		David Varley		Assistant City Manager		
<b>Presenter Name</b>		David Varley		Assistant City Manager		
<b>Report results back to Council</b>		<input type="checkbox"/>	<b>No</b>	<input checked="" type="checkbox"/>	<b>Yes</b>	<b>When</b> Ongoing
<b>Citizen Presentation</b>		<input type="checkbox"/>	<b>Yes</b>	<input checked="" type="checkbox"/>	<b>No</b>	<b>Name</b>
<input checked="" type="checkbox"/>	<b>Workshop</b>	<input type="checkbox"/>	<b>Formal Agenda</b>		<input type="checkbox"/>	<b>Consent</b>
		<input type="checkbox"/>			<input type="checkbox"/>	<b>Individual Consideration</b>

**Summary:**

City Council discussion of the next update for the City's Strategic Plan.

**Budget:**

n/a

**Action Requested/Recommendation:**

City Council discussion of the process to be followed for the 2007/8 update of the Strategic Plan and direction to staff so they can start preparing for this update.

**Attachments:**

Memo that contains relevant information to assist Council with this discussion and a list of issues that need to be addressed.

**Background Information:**

City Council adopted its first Strategic Plan in January 2002. The Plan was designed to contain specific items that are to be accomplished during the next two year period. This means that the Plan would be reviewed and updated every two years with new actions or objectives added. Based on this schedule the Plan for the years 2007/8 will be adopted by City Council in January 2007. In order to meet this schedule we need to start work on the Plan review/update within the next month or two. The attached memo contains information regarding this update process and questions that need to be answered in order to begin work on the Plan update.

**TO: Mayor and City Council**  
**FROM: David Varley, ACM**  
**DATE: 26 April 2006**  
**SUBJECT: Strategic Plan: Two Year Update Process: for 2007/8**

The City Council's 2005/6 Update of the City's Strategic Plan contains 56 Objectives. City staff tracks the work being done on each of these Objectives. Generally around this time of year City Council begins to discuss the process and timeline for updating the next two year version of the Strategic Plan.

In order to help facilitate the next update process Council received a report in March that detailed the progress of all of the Objectives in the Strategic Plan. Many of the Objectives have been completed while others are still in the process of being completed or are ongoing in nature.

In order to keep on track with our previous Plan schedules it is time to decide how we will develop the next Plan update. To help with this discussion the table below shows the process we have followed for the first two versions of the Strategic Plan. This table shows the various meetings that have been held including meetings with the Council and staff, neighborhood meetings, and the use of the citizen telephone survey.

<b>Strategic Plan Development Timetables</b>		
<b>WHAT</b>	<b>2003/4 Strategic Plan</b>	<b>2005/6 Strategic Plan</b>
<b>Strategic Plan development meetings with Council, staff &amp; consultants</b>	<ul style="list-style-type: none"> <li>▪ 04 March 2002</li> <li>▪ 15 April 2002</li> <li>▪ 01 May 2002</li> <li>▪ 03 June 2002</li> <li>▪ 16 July 2002</li> <li>▪ 06 August 2002</li> <li>▪ 24 September 2002</li> <li>▪ 12 November 2002</li> </ul>	<ul style="list-style-type: none"> <li>▪ 29 June 2004</li> <li>▪ 16-17 September 2004 Strategic Plan Update Meeting &amp; CC Retreat</li> <li>▪ 16 November 2004</li> </ul>
<b>Citizen Telephone Survey</b>	June 2002	July 2004
<b>Neighborhood Meetings</b>	September 2002	August 2004
<b>Strategic Plan adopted by Resolution</b>	15 January 2002	05 January 2005

The first Strategic Plan was developed during 2001 and adopted by City Council in January 2002. Since this was our first time we held eight meetings to develop the Plan.

The final Strategic Plan contained six Solution Areas which are statements designed to cover a 10 to 15 year time frame. These were followed by Goals which covered 3 to 5 years and then Objectives which covered two years and then Action Steps which would implement the Objectives during this two year period. Because the Plan details what we want to accomplish during the next two years, it was anticipated that it would be reviewed and updated every two years to keep it current and in line with Council's direction and goals.

When developing this first Plan we reviewed approximately 13 strategic-type plans from various governments and/or agencies in the Valley. The purpose was to identify consistent themes in these plans in order to focus on the

**SIX SOLUTION AREAS IN THE STRATEGIC PLAN**

- ▶ A BALANCE OF CHARACTER, ECONOMY & ENVIRONMENT
- ▶ EFFICIENT TRANSPORTATION
- ▶ OPEN SPACES AND COMMUNITY APPEARANCE
- ▶ RESPONSIBLE YOUNG CITIZENS
- ▶ SHELTER AND HOUSING THAT ARE ADEQUATE
- ▶ VITAL NEIGHBORHOODS

critical issues facing the Grand Valley. At the beginning of the Plan we also stated that the Plan was intended to build on, but not be limited by, the broad Grand Valley Vision 20/20 Plan. We also made it clear that the overriding commitment in the Plan was the City's continued support of the strong services and programs residents expect from the City and the superior service standards the City expects of itself.

To help us develop this Strategic Plan we used the consulting services of KezziahWatson. We also conducted a citizen telephone survey and held eight neighborhood meetings and one televised meeting in City Hall. The purpose of the meetings was to inform the citizens about the City's new Plan and solicit their input and feedback.

The second installment of the Strategic Plan was developed during 2004 with the first update meeting being held on 29 June 2004. During the update process Council reviewed the six Solution Areas and developed new Goals and Objectives. Because this was our second time we were able to conduct this update with fewer meetings. The Plan still contained the six Solution Areas but we incorporated the Action Steps into the Objectives because it was more efficient and avoided some redundancy from the first Plan. During this update we also used the services of KezziahWatkins, conducted a citizen telephone survey and held eight neighborhood meetings and one televised meeting in City Hall. The Plan was adopted by resolution at the City Council meeting of 05 January 2005.

As we prepare for the next two year Plan update we should review the process and decide how we wish to proceed so we can schedule meetings and prepare the necessary material. Some of the items to consider are the following:

1) Purpose: Generally, the Strategic Plan states a vision for the future of our community and identifies specific things we want to accomplish during the next two year period.

Before we start the next update we should discuss and reinforce the purpose of the Plan and what we hope to accomplish with the development of the next two year update.

2) Mission and Values: The City's Mission Statement and Core Values are integrated into the Strategic Plan and are listed toward the beginning of the Plan. Should we review these or just reaffirm that they are still a central part of the Plan and help determine our priorities and Policies?

3) Process: Do we want to continue with the same general process to develop a Strategic Plan or should we look at something entirely different? This process has worked quite well but it is worth discussing in case we wish to make either small or large changes to it.

4) Time Line: If we follow a similar schedule as we have in the past, we would work on the Plan this summer and fall and then adopt it in January 2007. For reference, on our last Plan update we held the first development/review meeting on 29 June. If we want to keep on schedule it is time to start planning the first update meeting.

**CITY MISSION STATEMENT**

➤ To Create A Great Community

**CORE VALUES**

➤ Integrity

➤ Professionalism

➤ Teamwork

➤ Honesty

➤ Creativity

➤ Fairness

➤ Respect

➤ Customer Service

5) Format: Should we keep the same format with Solution Areas, Goals and Objectives? Some possible options are the following:

- Keep the same basic format but reduce the number of Objectives in order to more directly focus our efforts. Some of the Objectives have been quite broad which makes it difficult to understand their original intent. If there are fewer, but more specific Objectives it might be more efficient to devote our efforts to these Objectives and measure our performance or achievements.
- Some of the Goals and Objectives have become permanent parts of our operations such as the Youth Council and the Neighborhood Program. One option is to add a section to the Plan that summarizes what we are already doing that supports each of the six Solution Areas. After this we could add specific goals to each area that would direct our efforts for the next two years.
- Another option is to develop a completely new format. We could review other plans and provide different formats for Council's review.

6) Consultant: Do we want to continue to use the services of a consultant to help us develop the next two year installment of the Strategic Plan. Should we continue to use KezziahWatkins who have helped with the development of the first two Plans? Staff believes this has been very useful and recommends that we use a consultant again.

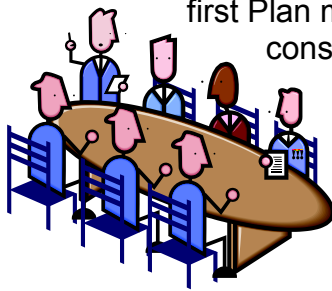
7) Citizen Survey: Do we want to conduct another citizen survey? If we continue with the survey we will have three years' worth of data which should show any trends in the various areas or services that are contained in the survey.

8) Neighborhood Meetings: Should we continue with this effort which tries to get input from our citizens? These have been well received and our citizens appreciate meeting with City Council in this type of setting. In addition, we would cover the Strategic Plan in the City Newsletter and would print booklet-type copies of it like we have in the past.



9) Other City Plans: How will this Strategic Plan Update fit in, or integrate with our other plans such as a master plan, neighborhood plans, the Parks Master Plan, etc? Should we change the process a little bit to more fully integrate these plans or does the Strategic Plan already serve to compliment these, or vice versa?

In addition to the items listed above, there may be other issues Council would like to address while discussing our next Strategic Plan Update. Also, we should schedule our first Plan meeting so we can get prepared and work with the consultants' schedule so they can attend our meeting if we decide to use one again this year. Perhaps the first meeting could be scheduled for a workshop either in May or June.



**Attach 2**  
**Executive Session**

**City Council has been provided information  
under separate cover.**