

# Strategic Plan Progress

Department Updates  
Town Council Meeting:  
November 12, 2019



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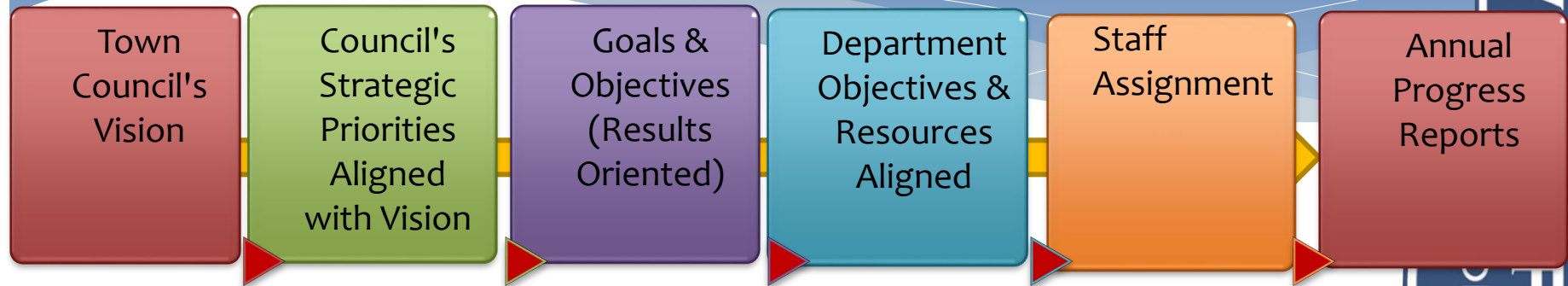
# Overview

Nancy Kerry  
Town Manager



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# Strategic Planning Process



- \* Council met for its Strategic Planning session in March
- \* Reviewed previous visioning / planning efforts
- \* Developed an overall vision and high priority goals *for this year*
- \* Adopted the Strategic Plan in May, 6 months ago
- \* Departments developed action plans within Council's priorities
- \* Today is a summary of our collective progress

# Today's Updates

- ✓ Today, is a progress report from Departments; the next report will be April 2020.
- \* A meaningful and effective “plan” is nothing without action and implementation.
- ✓ Goals are best set high -- often the best achievements are realized when we don't know how we'll get there.
- \* Strategic Plan includes 5 areas of focus, three high-priorities, plus 40 additional goals, and multiple goals within each – all aligned to achieving the Town Council's vision for this year.

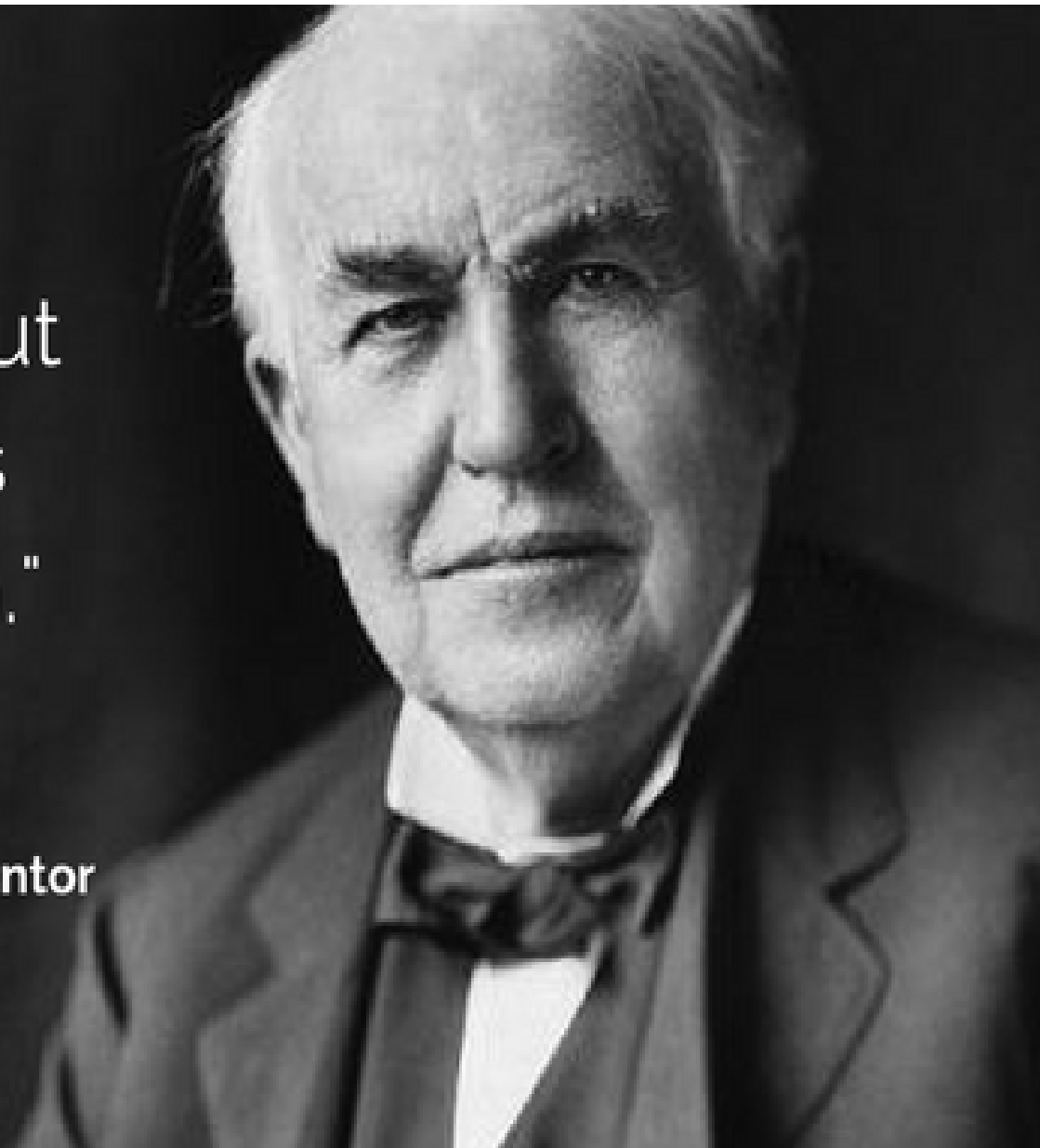


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"Vision without  
execution is  
hallucination."

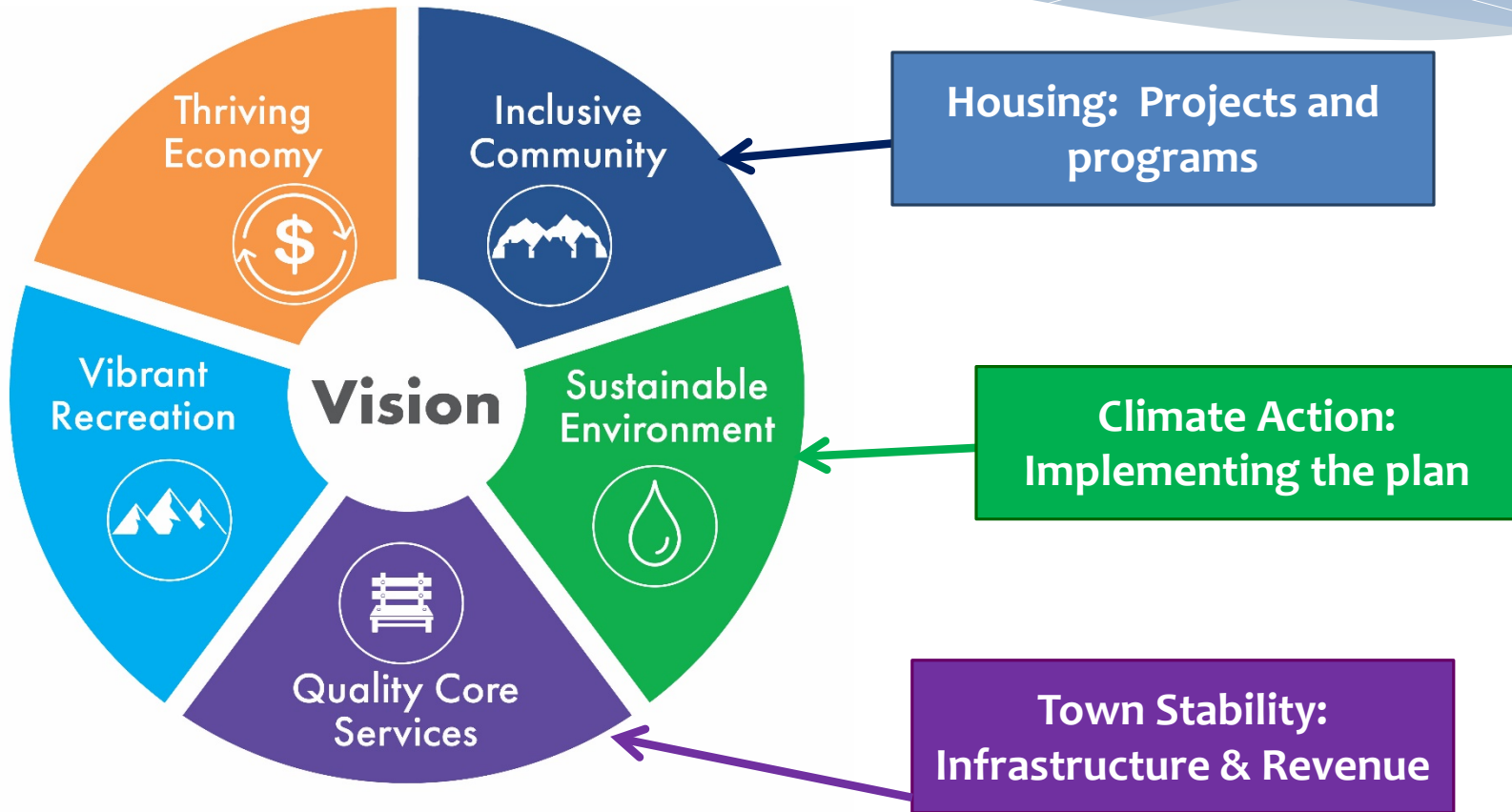
**THOMAS EDISON**  
America's greatest inventor



# Town Council's High Priorities

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# Police Department

Tom Wickman  
Police Chief



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## Goal: Retain Fully Staffed Police Department

- >Propose new salary schedule to address retention
- >Identify alternative recruitment streams
- >Promote Frisco PD through recruiting video and new outreach
- >Identify housing opportunities





# Goal: Improve Police Department Core Services

- > Evaluate parking and code enforcement prioritizing key areas of concern
- > Design and propose remodel of Squad Room
- > Promote Frisco PD's outstanding service





### Goal: Increase Police Officer Training

- > Create robust training program to include: CIT training, active shooter, negative Bias training, Krav Maga, and as-needed. We average approximately 100 hours of training per officer per year.
- > Recognize training achievements

### Goal: Evaluate and Improve Town Employee Safety

- > Identify all target hardening locations
- > Propose solutions
- > Conduct employee all-hands training exercise

# Communications, Marketing and Events

Vanessa Agee

Director of Marketing and  
Communications



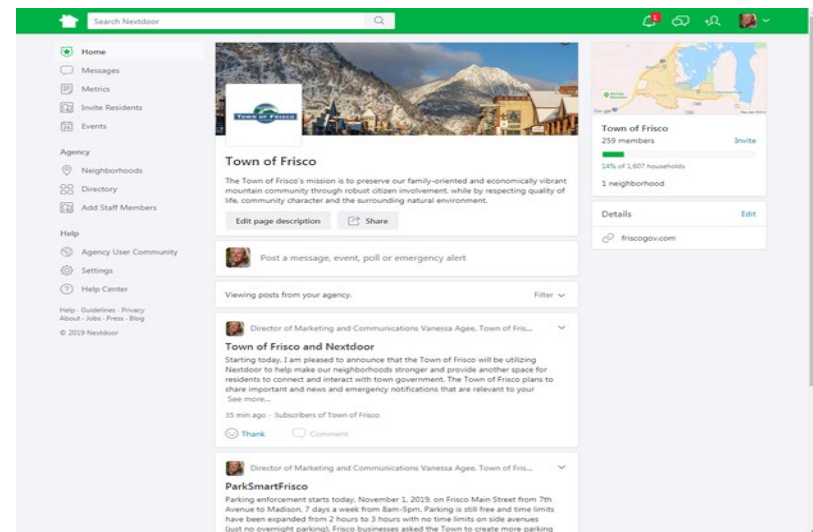
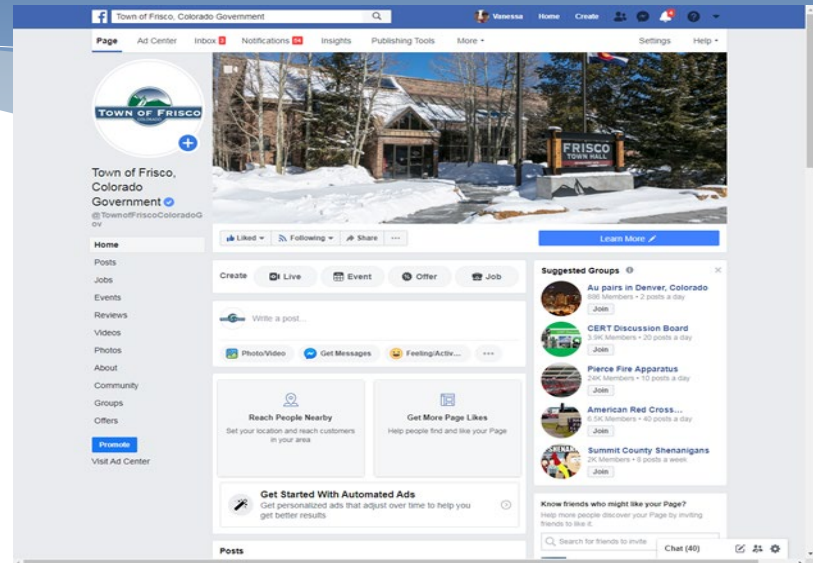
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# Inclusive Community & Quality Core Services

## Improve Community Engagement

- \* New Gov Facebook Page
- \* New Nextdoor Page for Public Agencies
- \* More Outreach Meetings- e.g. Fall Fest & July 4<sup>th</sup>
- \* Face to Face Outreach



# Thriving Economy

## Evaluate Public Parking Needs and Enforcement Efficacy

### Main Street Parking Outreach

- \* Materials
- \* PR
- \* Social Media
- \* Website-  
[ParkSmartFrisco.com](http://ParkSmartFrisco.com)
- \* Face to Face Outreach



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# Thriving Economy

## Evaluate Visitor Economic and Community Impact

- \* Not in the 2020 Budget
- \* Looking for Collaboration Opportunities with Surrounding Communities: Dillon and Silverthorne





# Sustainable Environment

## Reduce Waste

### Bag Ban:

Educate the public and businesses



- \* FAQ's
- \* Face to Face Outreach
- \* Website-  
[SustainableFrisco.com](http://SustainableFrisco.com)
- \* Bag & Logo Design

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# Sustainable Environment

## Reduce Waste

## Promote Reusable Water Bottle Use

1,646 Bottle Pledges/Frisco Reusable Water Bottles Handed Out by the Visitor Information Center from January – September 2019



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# Sustainable Environment

## Reduce Waste

**Increase Trash Pick-Up by  
adding two mini clean-up days  
to event schedule**

- \* Make a Difference Day  
Saturday, October 12
- \* Employee Clean Up Day  
Thursday, October 17



# Sustainable Environment

## Implement Water Efficiency Plan

### Outreach

- \* Mailer Including New Water Rates and Start At the Tap: Fixture Rebate Program
- \* Websites FriscoWater.com and SustainableFrisco.com



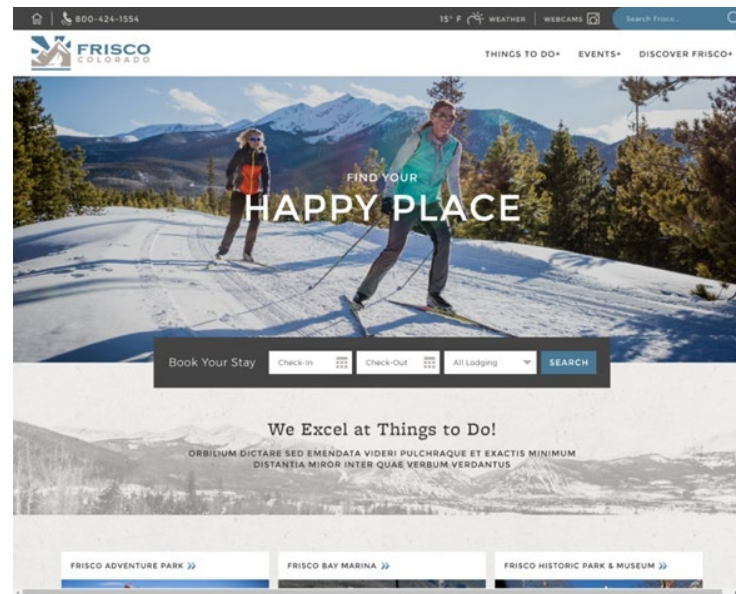


# Vibrant Recreation

## Increase Awareness of Frisco's Amenities

### Complete Full Redesign and Relaunch of TownofFrisco.com

- \* Developer Completed Website Design & Build in Late October 2019
- \* Content Entry to Continue through January 2020
- \* Website Launch February 2020





# Quality Core Services

## Boost Communications Department

- \* Communications Coordinator
- \* Public Information Officer Re-Alignment and Training
- \* Evaluation and Re-Alignment of All Communications Tools, Including Websites, E-Newsletters, Social Media, Print Advertising...



# Public Works

Jeff Goble

Department Director



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# Completed Projects

- ✓ Site Improvements @ Public Works Yard (*completed*)
- ✓ Skate Park Fencing & Landscaping (*completed*)
- ✓ Big Dig – Project Management (*completed Phase 1*)
- ✓ PRA Existing Conditions Survey (*completed*)
- ✓ Granite & Galena Existing Conditions Survey (*completed*)
- ✓ Town Wide Building Energy Audits – (*awaiting final reports*)
- ✓ Department Re-structuring to allow for advancement (*Underway*)
- ✓ Conservation Programs: Start at the Tap & Slow the Flow (*Underway*)



# ✓ 2<sup>nd</sup> & Belford Connector Path



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# ✓ Alley Paving Phase 2





# ✓ Emily Lane Drainage Improvements



# ✓ Marina Railing Project



# Ongoing Projects

## Multiple Strategic Priorities

- \* Excelsior House Relocation Options – December 2019
- \* PRA Temporary Office Buildings – December 2019
- \* Phase 2 Marina Improvements Preliminary Design – Jan 2020
- \* PRA Long Term Vision Plan (Assistance) – March 2020
- \* Town Wide Asset Management Program – May 2020
- \* 5 Year Water Infrastructure Improvement Plan – 2020-2024
- \* Gap Project
  - TAP Grant Application Underpass – December 2019
  - Median Design Options – May 2020



# Incomplete Projects

- \* **Water Plant Intake Rehabilitation – Fall 2020**
- \* **Town Hall Dumpster Enclosure – *Utility relocation stalled project; completion projected Spring 2020***
- \* **Water Plant Drainage Improvements – Summer 2020**
- \* **Solar Panels at Public Works Shop – Summer 2020**
- \* **Walmart Multi Use Path – Summer 2020**

# Recreation and Culture Department

Diane McBride  
Department Director



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# Sustainable Environment

- \* Climate Action Plan Adopted, integration within Dept
- \* Frisco Historic Park Museum Long-Range Plan (*Underway*)
- \* Excelsior and Lund Houses Plan (*Town Council, Dec 2019*)



# Vibrant Recreation

- ✓ **Improved Waterfront Marina:** Phase 1 complete: improved drainage, expanded marina, increased usage, Phase 2 in design
- ✓ **Parks Master Planning:** Community meetings conducted, Town Council prioritized & budgeted, high priority projects in planning
- ✓ **Implement Trails Master Plan:** Prioritized, budgeted, multi-year plan implementation underway
- ✓ **Evaluated Feasibility of Fieldhouse:** \$40M projected costs; plan shelved
- ✓ **Evaluated Current/Future Uses of PRA:** consultant team selected & underway



# Quality Core Services

- \* **Goal:** Evaluate Recreation and Culture Dept Core Services

*This is an on-going and key aspect of our team effort:*

- \* **Provide Exceptional Guest Service** (*customer surveys, feedback and implement suggestions*)
- \* **Evaluate Staff Recruitment & Retention**
- \* **Compare Service Charges to Cost of Service Provided**
- \* **Identify Areas for Service Expansion & Improvements**



# Frisco Bay Marina - 2018



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# Frisco Bay Marina - 2019



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# Peninsula Recreation Area



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# Historic Park and Museum



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# Programs and Special Events



# Community Development Department

**Bill Gibson**  
**Interim Department Director**

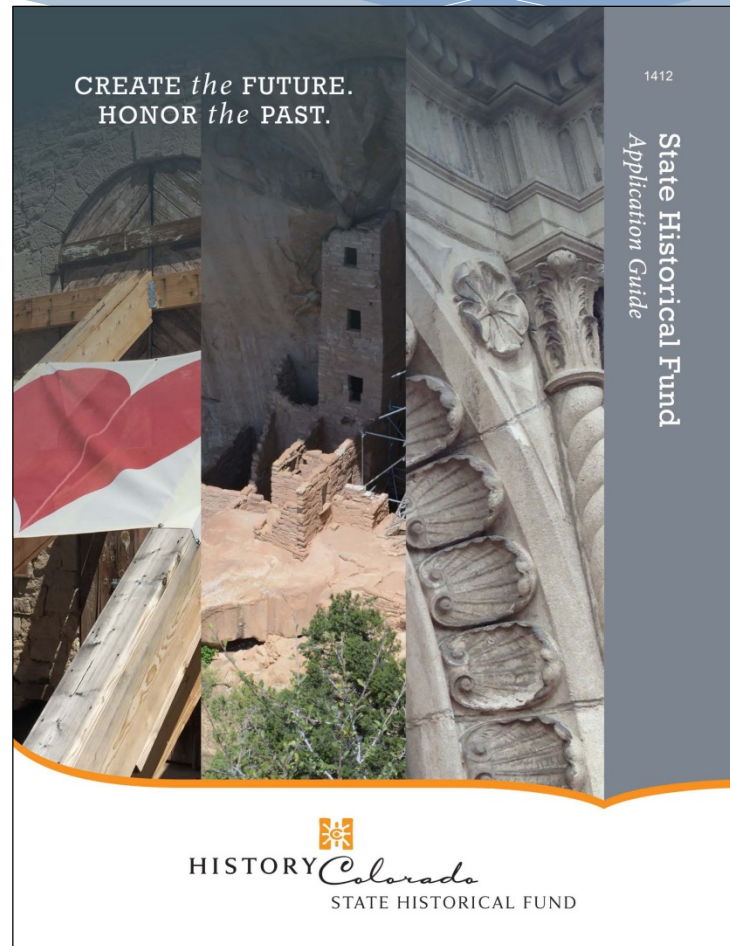


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# Accomplishments

## \* Inclusive Community

- ✓ Goal: Code Amendments
  - Obtained State Historical Fund grant for a historic inventory
- ✓ Goal: Housing Solutions
  - Adopted the Housing Helps Program by Resolution 19-31



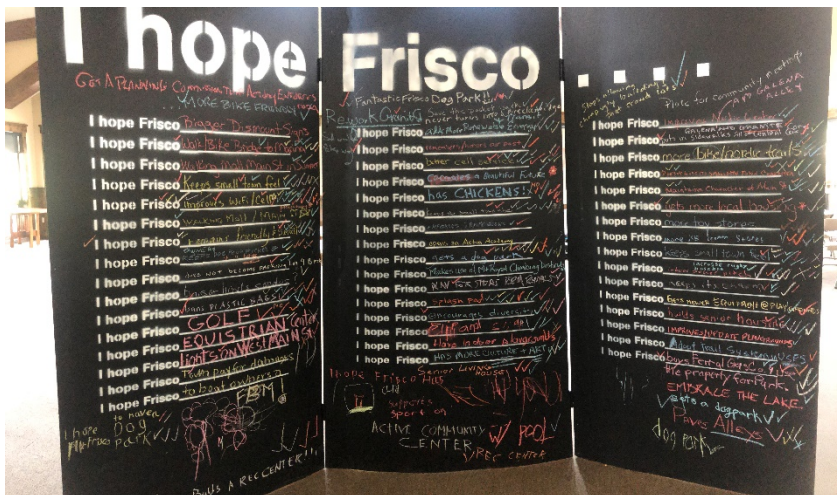


# Accomplishments

## \* Thriving Economy

✓ Goal: Community Plan

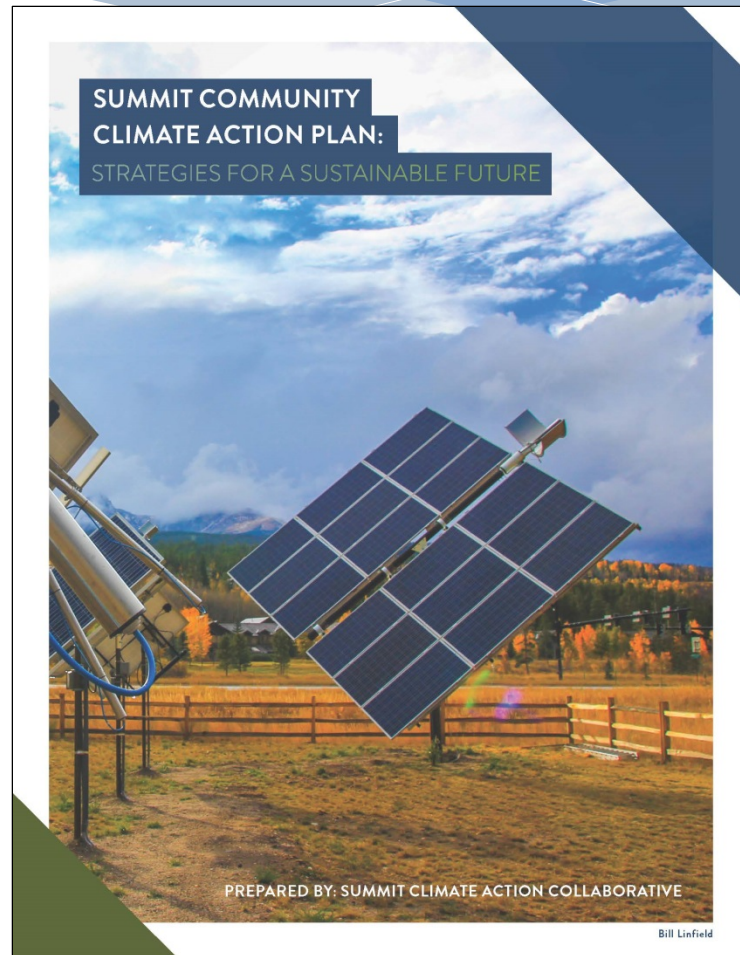
- Adopted by Resolution 19-26



# Accomplishments

## \* Sustainable Environment

- ✓ Goal: Climate Action Plan
  - Adopted by Resolution 19-18
- ✓ Goal: SolSmart Designation
  - Streamlined solar permit processes with Summit County Building and Summit Fire & EMS

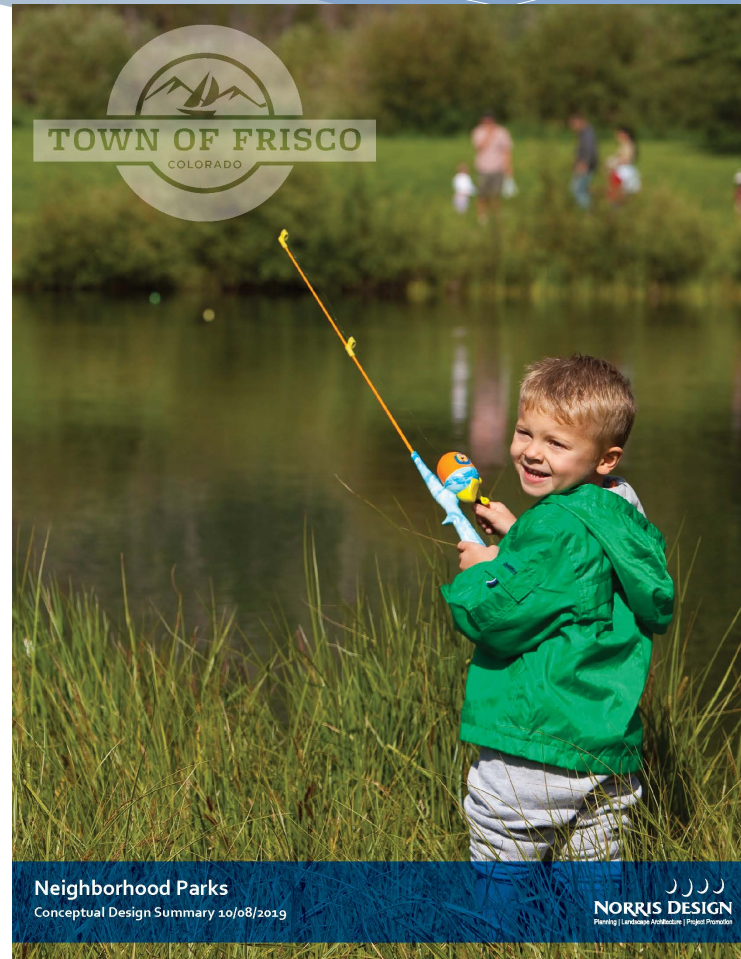




# Accomplishments

## \* Vibrant Recreation

- ✓ Goal: Parks Master Planning
  - Adopted by Resolution 19-32

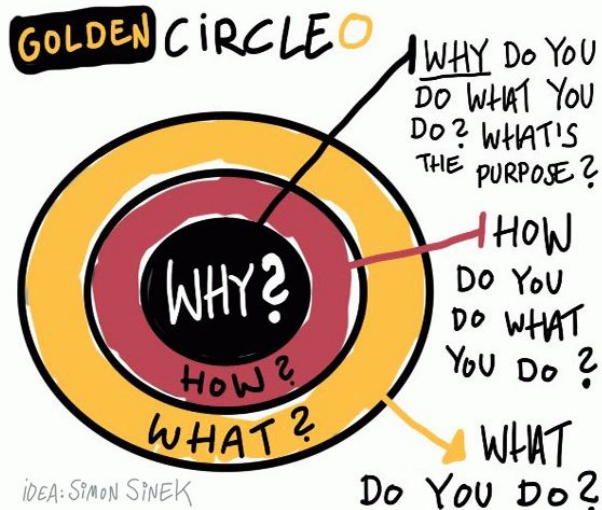


# Accomplishments

## \* Quality Core Services

### ✓ Goal: Enhance Core Services

- 245 Planning applications & 518 Building applications processed (YTD)
- Conducted customer interviews & implemented process changes
- Team building & the “Golden Circle”



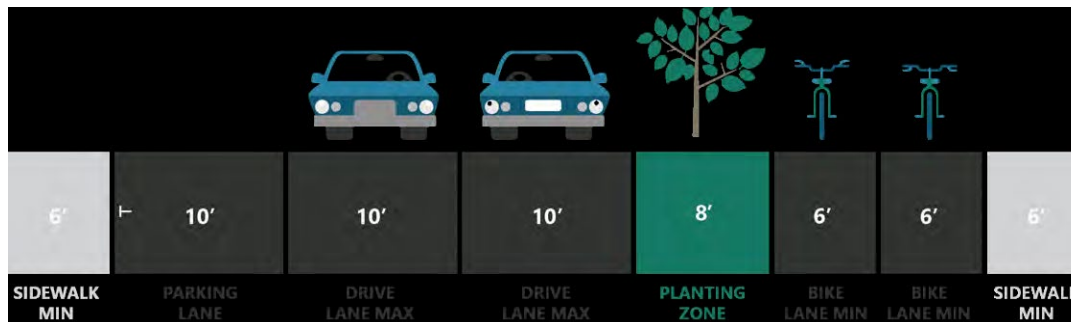
*“We take pride in promoting and protecting Frisco’s public life safety and community character now and into the future.”*



# In Process

## \* Inclusive Community

- ✓ Goal: Housing Solutions
  - Partnering with CDOT
- ✓ Goal: Unified Development Code Amendments
  - Amending the Historic Overlay Code
- ✓ Goal: Granite Street Redesign Plan
  - Collaborating with Public Works



# In Process

## \* Sustainable Environment

- ✓ Goal: Climate Action Plan
  - Adopting the Summit Sustainable Building Code
- ✓ Goal: SolSmart Designation
  - Adopting SolSmart zoning review amendments
- ✓ Goal: Frisco Historic Park & Museum Long-Range Plan
  - Collaborating with Recreation & Culture Department
- ✓ Goal: Excelsior & Lund Houses
  - Conducting site evaluations & design charrettes



# In Process

## \* Quality Core Services

### ✓ Goal: Core Services

- Adopting 2018 ICC Construction Codes by Ordinance 19-22
- “Going Live” with new permit software on January 1<sup>st</sup>
- On-going digital archiving
- Hiring a Housing Planner



# Upcoming projects

## \* **Inclusive Community**

- ✓ 5-Year Frisco Strategic Housing Plan
- ✓ Unified Development Code Amendments
  - Updating Central Core land uses
  - Updating parking regulations
  - Updating workforce housing regulations

## \* **Thriving Economy**

- ✓ Goal: Central Core/Gateway Master Plan



# Finance & Administration

Nancy Kerry, Town Manager  
and on behalf of  
Bonnie Moinet, Finance Director



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# Finance

## \* Quality Core Services

- ✓ Water Rate Study & Implementation : Outcomes achieve both QCS and Sustainable Environment goals to reduce consumption and stabilize revenues
- ✓ Implemented electronic financial reports
- ✓ Succession planning implemented
- ✓ 2020 budget adopted linked to Strategic Priorities w/ multi-year forecast
- ✓ Fee analysis: Implemented increased fees where appropriate
- ✓ Options and analysis for new revenue stream – Spring 2020

## \* Inclusive Community

- ✓ Goal: Implement Short Term Rental Regulations:
  - ✓ Up and running; software and system issues slowed implementation. Approx. 700 registered; 600 potential STRs have not registered

# Human Resources

Loli Respini-Pollard  
Human Resources Manager



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# Quality Core Service: Human Resources

**Goal:** Attract and Retain High-Performing Workforce

- \* **Recruiting:**

- \* Implemented use of marketing brochure
- \* Participation in job fairs

- \* **Professional Development & Employee Engagement:**

- \* Surveys, feedback, peer & team recognition
- \* Increased training opportunities
- \* Recognition programs and Employee Excellence Awards for Leadership, Innovation, Public Service, and #TeamFrisco Spirit
- \* Benefits under evaluation

- \* **Succession Planning:**

- \* Throughout organization in effort to improve retention



# Administration

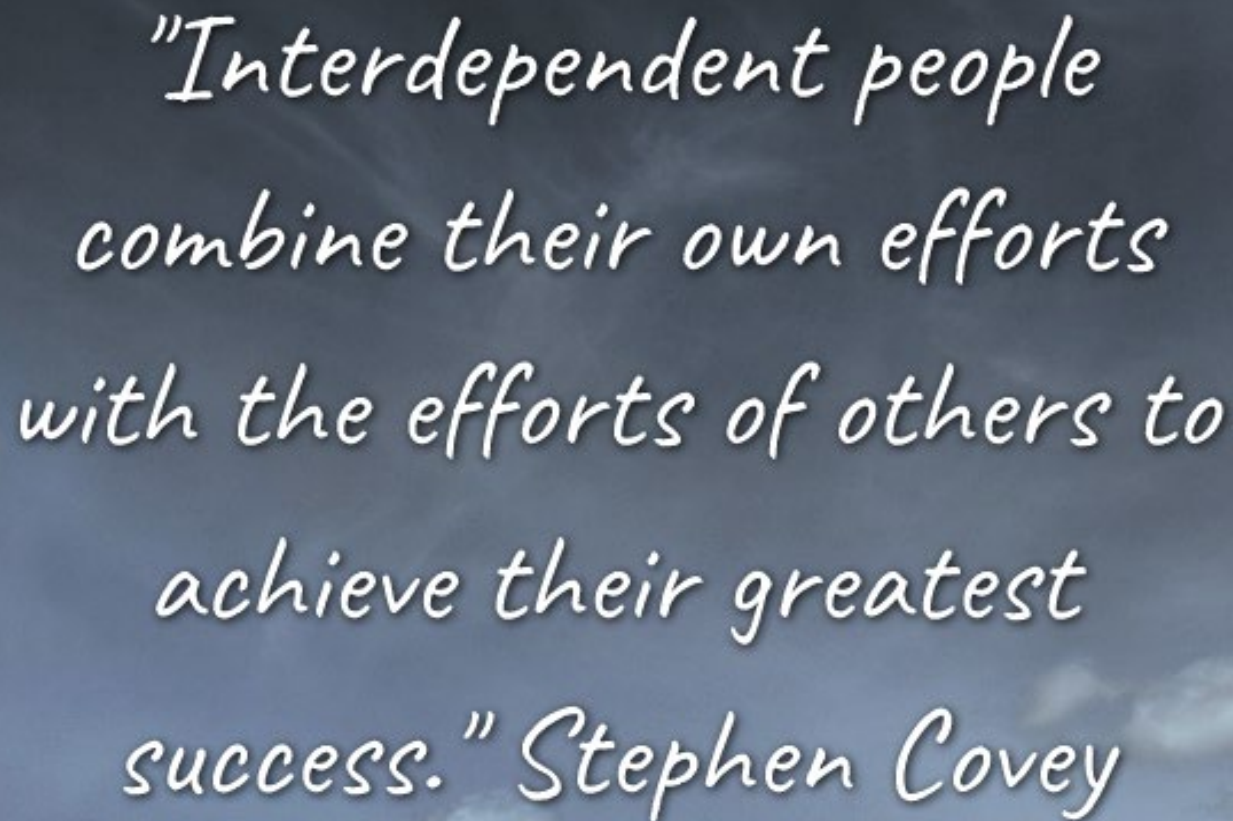
## ➤ Overall Implementation of Strategic Plan

### \* Quality Core Services

- ✓ Strengthen public engagement --Catch Up w/ Council, outreach, speaking engagements, communication consistency
- ✓ Organization: Town-wide training increased, meaningful all-hands, employee recognition, succession planning, recruitments
- ✓ Council chambers upgrade
- ✓ **Community survey** – Winter 2020: results will inform next Strategic Planning session in May 2020

### \* Sustainable Environment

- ✓ High priority: integration of Climate Action w/ multiple sub-goals
- ✓ 100% renewable (perhaps new goal: Path to Net Zero, MT2030)
- ✓ Environmental Coordinator position recruitment underway



*"Interdependent people  
combine their own efforts  
with the efforts of others to  
achieve their greatest  
success." Stephen Covey*

# Great #TeamFrisco

- ✓ Credit to great teamwork prioritizing the Strategic Plan
- ✓ Committed to implementation of Council's priorities
- ✓ Focused performance-based efforts as demonstrated by today's updates
- ✓ Employees are engaged, informed and participatory

# Thank you and Q & A

Thank you to a great Town Council for setting the vision, priorities, and providing measurable goals for the team.



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