

# City of Fruita Strategic Plan 2024 - 2027



*Honor the Past // Envision the Future*



**FRUITA**  
COLORADO







Fruita’s 2024 - 2027  
Strategic Plan

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# Welcome to the Strategic Plan

## Fruita's 2024 - 2027 Strategic Plan

The purpose of the City of Fruita Strategic Plan is to outline City Council priorities staff will work to achieve over the next 2-4 years in addition to core service delivery. The plan's priorities are aligned with the City's values including the City's long-term planning documents beginning with the City's 10-year comprehensive plan Fruita in Motion, subsequent master plans, and community survey results conducted every four years.

*Years and deadlines are subject to change based on capacity, resources, or opportunities.*

The Strategic Plan is updated every two years following the Municipal election occurring in April of even years. After reviewing the City's values, community survey results, progress of goals in the comprehensive and master plans, and current and future community needs, City Council determines what short-term priorities and/or projects will help to achieve these long-term planning efforts. The Strategic Plan serves as a guide for City Council and staff in the creation of the Annual City Budget adopted every December for the following calendar year. The Annual Budget prioritizes operational action items by service delivery area and capital projects. Specific operational goals and performance measures are identified in the budget per each service area.

The Strategic Plan also serves as a tool to track the progress of each project and priority. City staff will update the Strategic Plan twice a year with progress notes for each goal.

## Fruita City Council



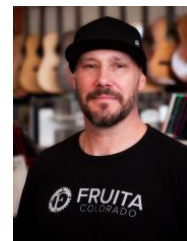
Matthew Brehm  
Mayor



Aaron Hancey  
Mayor Pro Tem



Amy Miller  
City Councilor



James Williams  
City Councilor



Jeannine Purser  
City Councilor



Andrea Downs  
City Councilor



Rich Parrish  
City Councilor

# Years in the Making

## Our Leading Values

The City of Fruita City Council and staff, utilize the values below to guide their behavior and decisions when providing services to the community and planning for the future.

## Community Values

- Fruita is a place where you run into neighbors, friends, and acquaintances at local stores and restaurants, parks, and the community center.
- Fruita is a place where children, adults, and the elderly feel safe walking and biking to schools, parks, or downtown.
- Family-friendly events and festivals are well attended and gather the community.

Visit [fruita.org](http://fruita.org) under the Fruita in Motion Comprehensive Plan for a full list of values.

## Organizational Core Values

City of Fruita staff strive to emulate these core behaviors in everything we do in order to show gratitude for public trust, build trust, and maintain trust with the public, our partner agencies, and with one another.

**F** Fun  
**R** Respectful  
**U** United  
**I** Innovative  
**T** Transparent  
**A** Authentic

## An introduction to Fruita's Planning Process



## City Council Goals

- Quality of Place - The City of Fruita is a community where residents and visitors love where they are. The City strives to be a bike and pedestrian friendly community by providing a system of sidewalks, trails, and bike lanes that connect our parks, schools, neighborhoods, civic facilities, and commercial areas. We value safe neighborhoods, our geographic natural resources and landscapes, top tier education and healthcare, and we collaborate to provide quality essential infrastructure and services. We are an inclusive community of doers who enjoy active and healthy lifestyles.
- Economic Health - The City of Fruita strives to be financially sustainable by enabling a stable economy and supporting a diversity of businesses that offer well-paying jobs that attract educated employees. The City works to be fiscally responsible and continuously seeks ways to allocate resources to services and projects that have the highest impact on the City's priorities. We are the innovative leader for economic development in the Grand Valley.



# Years in the Making

- Lifestyle - The City of Fruita fosters a fun and funky ambiance by celebrating the local arts, farm and ranching history, unique leisure opportunities, and family-friendly events and activities. As a city, we encourage a diversity of cultural opportunities, businesses, and recreational activities. We continue to improve and enhance recreational offerings from traditional to outdoor adventure sports and youth to adult activities. We are a family-friendly community with diverse cultural opportunities, businesses and recreational amenities where visitors feel like locals and locals play like visitors.

## Long-Term Planning Documents

In 2020, the City of Fruita updated the Fruita in Motion Comprehensive Plan. Fruita in Motion is a 10+ year plan outlining goals for the City. There are five areas outlined in the plan including:

- Land Use and Growth
- Economic Development
- Parks, Health, Recreation, Open Space, and Trails
- Transportation
- Services and Infrastructure
- Education, Arts, and Historic Preservation

## Community Surveys

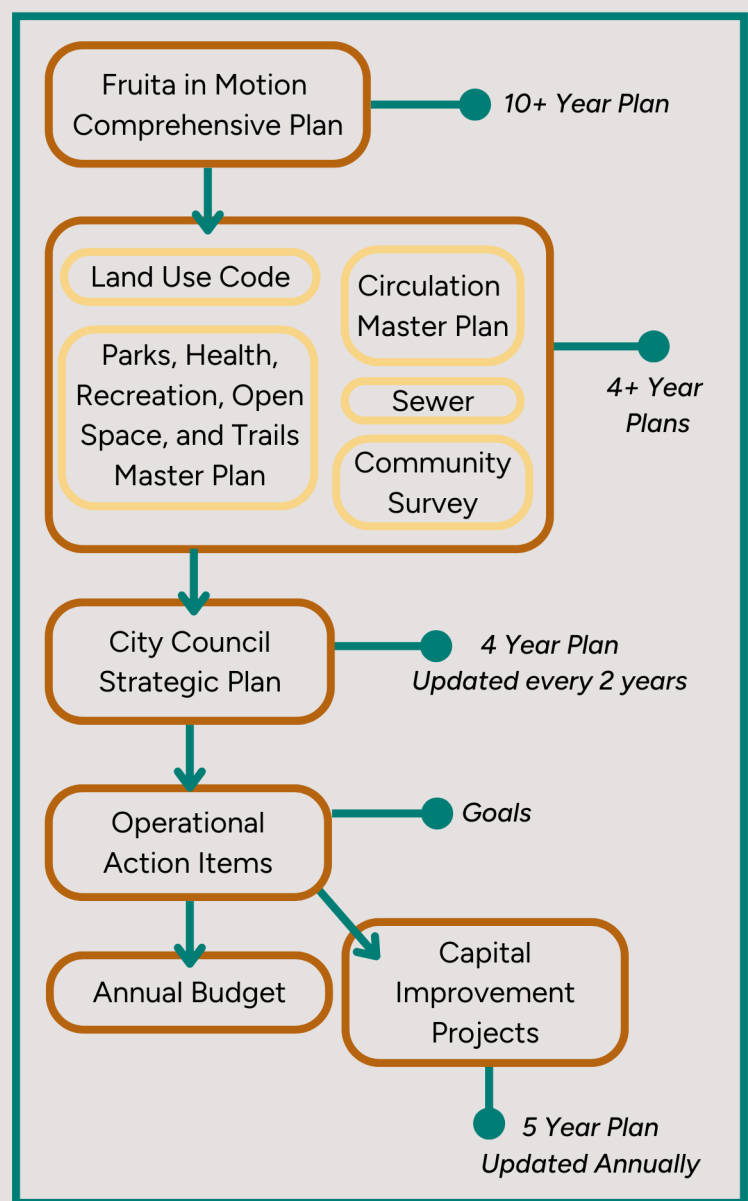
Every four years, the City of Fruita administers a community survey to assess resident satisfaction with City services. The survey is utilized to recognize the community's top priorities and how the City can improve services for residents. The last survey was completed in 2021 with over 800 residents participating in the survey. The following community priorities emerged from the survey.

- Improve the overall quality of City streets.
- Improve the overall flow of traffic and congestion management.
- Maintain the overall feeling of safety in Fruita.

## An introduction to Fruita's Planning Process

- Improve the quality of representation you receive from City Council.
- Improve effectiveness of City communications.

## The Strategic Plan How Everything Comes Together





# Strategic Plan at a Glance

Fruita's 2024 - 2027  
Strategic Plan

Strategic Plan Theme

*Preserve Fruita's Culture*



Three Strategic Priorities



*Connecting Communities*



*Opportunities to Live and  
Work in Fruita*



*Core Service Delivery*

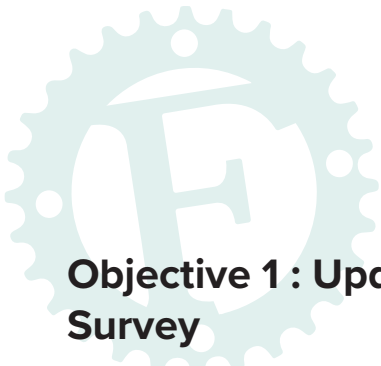




## Connecting Communities

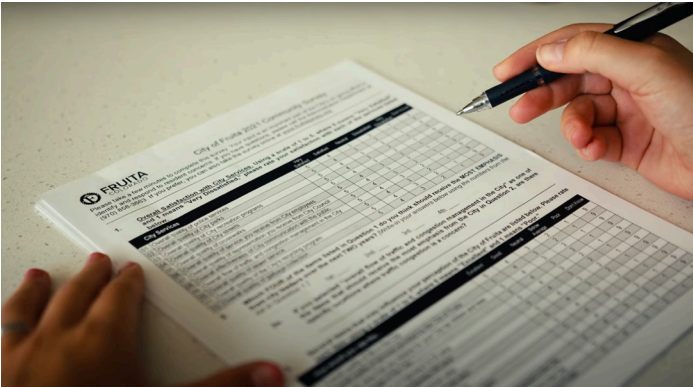


Fruita's strength comes from its people - the diverse individuals who shape our city's unique character. This strategic initiative aims to actively identify, acknowledge, and embrace every voice in Fruita. We'll create more of a focus on all communities through programs such as police outreach, communications, and engagement. We strive to strengthen trust and foster genuine connections. This is about preserving Fruita's culture and ensuring every resident feels they truly belong. By connecting communities, we strengthen our connections and when we come together, sharing our stories and contributions, we create a better Fruita for everyone. In Fruita, every voice is valued, every resident can thrive, and our shared love for this special place continues to grow.



# Objective 1 : Updated Community Survey

Expected Completion Date: 2025



Explanation:

The City of Fruita conducts a community survey every four years. In 2025, residents will have the opportunity to share feedback with the city in an anonymous survey format. We take this survey seriously using it as a guiding document for city goals.

Tasks:	Notes:
<div><input type="checkbox"/> Conduct an RFP process to contract with a third-party agency to coordinate the community wide survey.</div> <div><input type="checkbox"/> Finalize the survey in January 2025 with questions that will help receive valuable feedback from all community members.</div> <div><input type="checkbox"/> Distribute the survey in early 2025.</div>	<i>Updated twice per year from city staff.</i>





Objective 2 : Police Outreach

Expected Completion Date: 2027



One of the top reasons people choose to live in Fruita is the feeling of safety in the community. In the 2021 Community Survey, a top priority identified was providing the public with more education and engagement opportunities around Fruita’s safety efforts. Some examples relative to the goals and projects listed in this plan are continuous evaluation of growth as it relates to neighborhood safety and traffic, and growing outreach, engagement, and educational efforts between the police department and the community.

Tasks:	Notes:
<div><div><input type="checkbox"/> Develop and implement a volunteer citizen patrol program.</div><div><input type="checkbox"/> Assign duties to department personnel specifically oriented toward community engagement and outreach activities (Community Engagement Officer position).</div><div><input type="checkbox"/> Collaborate with community partners in problem-oriented policing and crime reduction strategies.</div></div>	<div>Updated twice per year from city staff.</div>



### Objective 3 : Communications and Engagement

Expected Completion Date: 2027



Explanation:

Strengthen the relationship between the City and the community by creating effective strategies to keep internal and external stakeholders informed and involved in city projects and services. In the 2021 Community Survey, the overall effectiveness of City communications emerged as a top priority for the community. By focusing on communication both internally and externally, the City will increase efficiency, transparency, and overall quality of services for the community.

Tasks:	Notes:
<div><div><input type="checkbox"/> Revamp and redesign the City of Fruita’s website (fruita.org) with better navigation, an updated design, refreshed content on pages, and meet the Web Content Accessibility Guidelines (WCAG) 2 requirements.</div><div><input type="checkbox"/> Continue grow the Fruita Academy program by increase number of participants and partnering with outside agencies like Lower Valley Fire to expand the learning options for students.</div></div>	<div>Updated twice per year from city staff.</div>





# Objective 4 : Improve & Develop a Robust City Board and Commission Program

Expected Completion Date: 2027



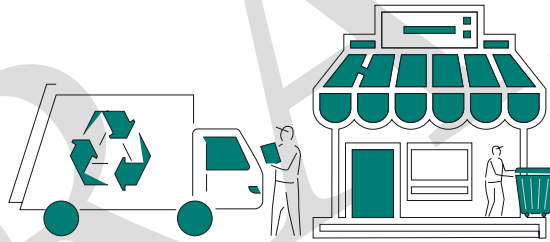
Explanation:

Fruita thrives on the passion and dedication of its people. Creating a robust board and commission volunteer program is essential to keep our city's values alive and strong, giving residents a direct way to get involved in the community. Depending on the specific board, volunteers work on projects that bring our community's goals and priorities to life. By inviting diverse voices to participate, we ensure that Fruita's unique character and small-town charm continue to flourish, even as we grow and evolve.

Tasks:	Notes:
<div><div><input type="checkbox"/> Coordinate quarterly meetings between all boards to provide updates, get to know one another, to help create ways boards can help each other with projects.</div><div><input type="checkbox"/> City council to establish focus of the Livability Commission.</div><div><input type="checkbox"/> Incorporate a "Localism" focus with all Boards and Commissions.</div></div>	<div>Updated twice per year from city staff.</div>



# Opportunities to Live and Work in Fruita



Fruita is more than just a place to live - it's a community of opportunity to live, work, and take root and grow. We believe in thoughtful growth that stays true to Fruita's character, focusing on seeing local businesses thrive while welcoming new businesses that fit naturally into the community. Our approach is about creating unique opportunities that make sense for Fruita. From supporting diverse housing options that help young families find their first home, to nurturing industries and manufacturers that provide meaningful local jobs, we're building a future where living and working in Fruita isn't just possible - it's preferable. By carefully considering our growth, developing long-term plans, and ensuring we have the right mix of homes and job opportunities, we're crafting a community for everyone.



## Objective 1 : Economic Development Models

Expected Completion Date: 2027



Explanation:

In Fruita, we believe in the power of local partnerships to create meaningful opportunities for our community. Working hand-in-hand with our economic development partners, we'll develop economic models that attract and grow industries and manufacturing jobs that fit Fruita's character and values.

Tasks:	Notes:
<ul style="list-style-type: none"> <li>❑ Host quarterly economic development partners for a Fruita Economic Development coordination meeting.</li> <li>❑ Work with the Business Incubator Center on strategies, grants, and a plan to establish a manufacturing ecosystem to attract and possibly expand local manufacturers.</li> <li>❑ Complete design, apply for grants, and engage public with open space planning for the riverfront development public-private partnership with 2Fork Ventures.</li> </ul>	<p><i>Updated twice per year from city staff.</i></p>



## Objective 2 : Updated Housing Study

Expected Completion Date: 2027



### Explanation:

Since creating the Fruita Housing Authority in 2022, there have been significant strides in developing partnerships and using creative solutions to expand housing options for our community. Now, as we look to the future, we're ready to take the next step - updating our housing study to refine our approach and ensure we're meeting the diverse housing needs of current and future Fruita residents.

Tasks:	Notes:
<div><input type="checkbox"/> Complete a focused study on current/future workforce housing needs, updating the previous study, considering progress with completed and ongoing affordable housing projects, including needs for affordable ownership.</div>	<div>Updated twice per year from city staff.</div>

## Objective 3 : Bring More Housing Options to Fruita

Expected Completion Date: 2027



### Explanation:

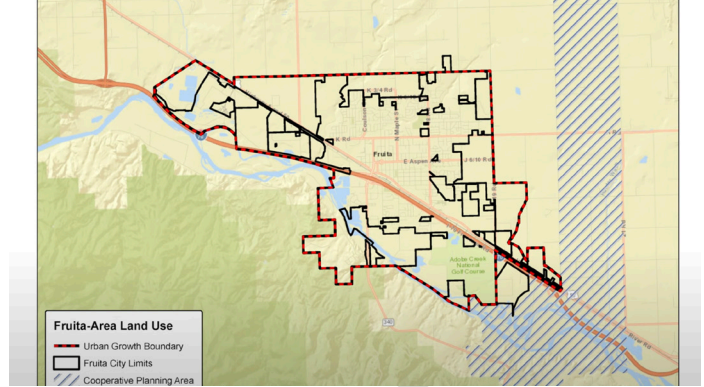
We're committed to exploring new housing options to develop innovative programs that help younger families step into homeownership. By creating diverse housing options and finding creative ways to fill the gaps in our housing market, more families can call Fruita home.

Tasks:	Notes:
<ul style="list-style-type: none"> <li>❑ Research options for partnering with Habitat for Humanity and/or housing resources for affordable ownership housing opportunities.</li> <li>❑ Partner with Family Health West and Headwaters Housing Partners to complete affordable rental housing project at 100% AMI or below at 505 West Ottley Avenue.</li> <li>❑ Partner with TWG Development, LLC to construct affordable rental units at 614 Raptor Road at 100% AMI or below.</li> </ul>	<p><i>Updated twice per year from city staff.</i></p>



## Objective 4 : Review and Consider Future Growth Edges

Expected Completion Date: 2027



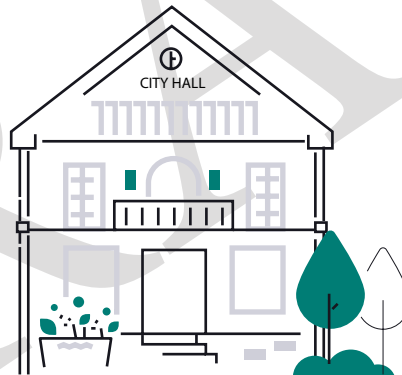
Explanation:

Reevaluate the future land use (CR 4-8/du per acre) designation for current northeast side of the city limits. This evaluation should include infrastructure extension feasibility as well as existing zoning and land use compatibility.

Tasks:	Notes:
<input type="checkbox"/> Conduct an internal and external review of the current urban growth boundary on the north side of the city limits and consider any resulting changes as an amendment to the comprehensive plan and future growth map.	<p><i>Updated twice per year from city staff.</i></p>



## Core Service Delivery



Core service delivery is at the center of the City of Fruita's values. We understand that these core services aren't just about maintaining infrastructure - they're about maintaining the quality of life that makes Fruita special. We strive to deliver consistent high-quality services, which means not just meeting basic needs, but providing opportunities while preserving the small-town charm that makes Fruita, Fruita. To do this, we look internally and also externally with employee opportunities and resident feedback.



# Objective 1 : Be an Employer of Choice

Expected Completion Date: 2027



Explanation:

The City of Fruita has successfully assembled a high performing team of experienced professionals in the variety of trades overseen by the City. The organizational culture, positive community, and an organizational vision of purpose, help attract high caliber talent. It is a priority of the City to continuously and deliberately work to be an employer of choice to attract and retain team members and deliver exceptional community services.

Tasks:	Notes:
<ul style="list-style-type: none"><li>❑ Conduct an internal employee benefits survey.</li><li>❑ Continue implementation of the pay plan with market and performance metrics.</li><li>❑ Recognize team member displays of the core values.</li><li>❑ Continue to improve overall benefits package.</li><li>❑ Complete transition to Colorado Retirement Association and provide education to staff.</li><li>❑ Add High-Deductible Health Plan, in addition to current PPO Plan.</li><li>❑ Complete implementation of the market-based pay plan.</li><li>❑ Evaluate and Provide Other Benefits that Support Organizational Culture and Core Values.</li><li>❑ Implement Parental Leave to allow employees the ability to bond with a new child.</li><li>❑ Continue with Flexible Scheduling Policy.</li></ul>	<p><i>Updated twice per year from city staff.</i></p> <p>Based upon the feedback from the Employee Engagement Committee, the City of Fruita is in the process of transitioning retirement providers to the Colorado Retirement Association. The goal of this is to improve the customer service available to employees, and to better help prepare staff for retirement. With this change, all full time employees will receive at least a 9% contribution for retirement, 6% from the employer and 3% from the employee. Goals for the first year include providing at least four in-person opportunities for staff to meet with CRA Staff. Also based upon staff feedback, complete the process of adding a High-Deductible Health Plan and a Health Savings Account as an additional option for employees. Complete education on health-insurance plans and outreach with employees. Every other year, the City conducts a survey to learn about employee perspective of the City's total benefits package. After making these changes, conduct a survey for feedback on the changes and the changes from the pay plan.</p>



## Objective 2: Develop a long-term facility plan and funding mechanisms

Expected Completion Date: 2027



### Explanation:

As Fruita continues to grow, so does the services the City of Fruita offers. The City of Fruita will develop a facility plan to further understand and plan for the future. This will help to accommodate employee office space as well as community gathering space offered by the city.

Tasks:	Notes:
<ul style="list-style-type: none"> <li><input type="checkbox"/> To conduct via third-party consulting firm a facility master plan, including a space needs assessment and maintenance plans for city facilities.</li> <li><input type="checkbox"/> **Further discussion at a future City Council Workshop for an energy audit and which facilities to include.</li> </ul>	<p><i>Updated twice per year from city staff.</i></p>

# Capital Improvement Projects



Based on the City of Fruita's planning documents, City Council priorities, and community core service needs, the City of Fruita creates and updates a five year capital improvement project list. These projects help to maintain and improve city infrastructure like streets, sewers, and parks.

**View the list online at [fruita.org/cip](https://fruita.org/cip)**