

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



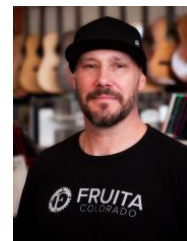
Matthew Brehm
Mayor



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 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

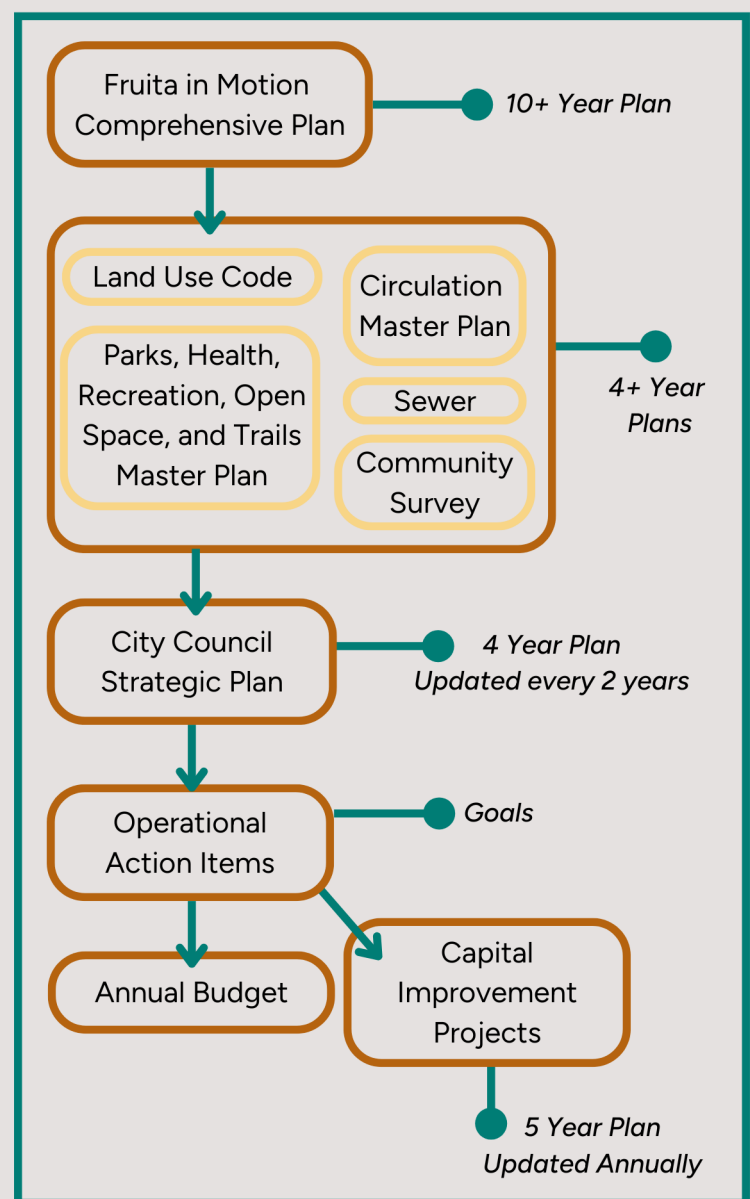
Every four years, the City of Fruita administers a community survey to assess resident satisfaction with City services. The survey is utilized to recognize the community's top priorities and how the City can improve services for residents. The last survey was completed in 2021 with over 800 residents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



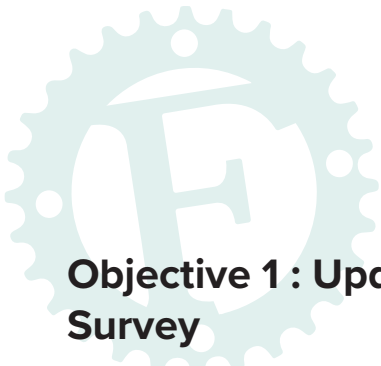
Core Service Delivery



Connecting Communities

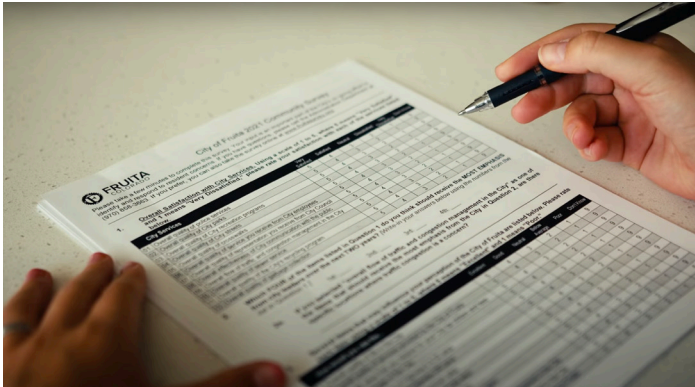


Fruita's strength comes from its people - the diverse individuals who shape our city's unique character. This strategic initiative aims to actively identify, acknowledge, and embrace every voice in Fruita. We'll create more of a focus on all communities through programs such as police outreach, communications, 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: 2026

Connecting Communities



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:
<ul style="list-style-type: none">❑ In 2024, we will assign duties to department personnel specifically oriented toward community engagement and outreach activities (Community Engagement Officer position).❑ Develop and implement a volunteer citizen patrol program.<ul style="list-style-type: none">- Identify coordinator in 2025- Identify needed resources (equipment/ training) in 2025- Advertise and select first volunteers in 2025/2026- Train and deploy first volunteers in 2026❑ In 2025, we will collaborate with community partners in problem-oriented policing and crime reduction strategies.	<p><i>Updated twice per year from city staff.</i></p>



Objective 3 : Communications and Engagement

Expected Completion Date: 2026



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:
<ul style="list-style-type: none">❑ 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.❑ Continue to grow the Fruita Academy program by increasing the number of participants. We will also expand learning opportunities by including a class on City Boards and Commissions and partnering with outside agencies like Lower Valley Fire.❑ Focus on telling stories of local residents through video creation. This supports the identifying, acknowledging, and embracing the different communities within Fruita.❑ Implementing tourism stewardship messaging around Fruita to bring awareness on how tourism plays a role in the community. The messaging will bring awareness to locals and visitors on how to ensure we are taking care of the Fruita community in a sustainable way.	<p>Updated twice per year from city staff.</p>



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

Expected Completion Date: 2026



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><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>	<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"> <input type="checkbox"/> Host quarterly economic development partners for a Fruita Economic Development coordination meeting. <input type="checkbox"/> Work with the Business Incubator Center on strategies, grants, and a plan to establish economic development efforts. This includes identifying a support system to lead development efforts. <input type="checkbox"/> Continue to promote the expansion and redevelopment of DMU Core in Downtown Fruita <input type="checkbox"/> Explore and identify opportunities to attract more livable wage employers. <input type="checkbox"/> Complete design, apply for grants, and engage public with open space planning for the riverfront development public-private partnership with 2Fork Ventures. 	<p><i>Updated twice per year from city staff.</i></p>

Objective 2 : Bring More Housing Options to Fruita

Expected Completion Date: 2025



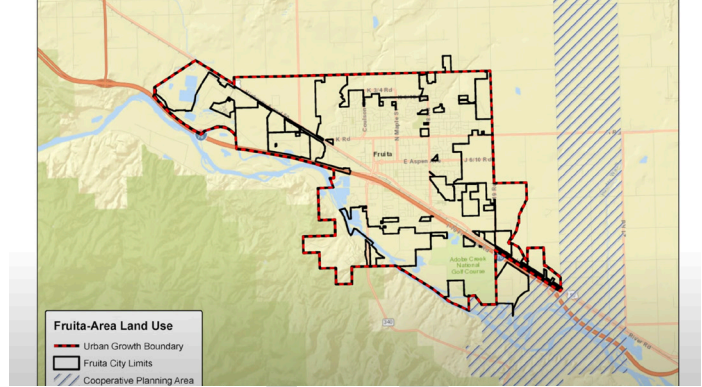
Explanation:

We're committed to exploring new housing options to develop innovative programs that help younger families step into homeownership. 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:
<ul style="list-style-type: none"> ❑ Complete a focused study on current/future workforce housing needs and locations, updating the previous study, considering progress with completed and ongoing affordable housing projects, including needs for affordable ownership. <ul style="list-style-type: none"> - In quarter one of 2025, we will issue an RFQ to update the City of Fruita Housing “Need” Assessment with the express intent to do the following: - Identify housing strategies that will help meet the demand across the housing continuum - Consider in Zoning Code changes to aid in that effort ❑ Research options for partnering with local housing resources for affordable ownership housing opportunities. ❑ Partner with Headwaters Housing Partners and Family Health West to develop the “Oaks” <ul style="list-style-type: none"> - Scope: Redevelopment involves replacing six modular units, reusing their foundations, and building 62 new one- and two-bedroom apartments. - Infrastructure Improvements: Includes enhanced parking and landscaping. - Affordability Goal: The Fruita City Council has directed that 50% of the units be rent-restricted at 100% Area Median Income (AMI) and 50% of the units be rent-restricted at 80% AMI. ❑ Continue to pursue Proposition 123 grant opportunities to support the development of housing affordability. ❑ Partner with TWG Development, LLC to construct affordable rental units at 614 Raptor Road at 100% AMI or below. 	<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.	<i>Updated twice per year from city staff.</i>



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: 2025



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"> <input type="checkbox"/> Conduct an internal employee benefits survey. <input type="checkbox"/> Continue implementation of the pay plan with market and performance metrics. <input type="checkbox"/> Recognize team member displays of the core values. <input type="checkbox"/> Continue to improve overall benefits package. <input type="checkbox"/> Complete transition to Colorado Retirement Association and provide education to staff. <input type="checkbox"/> Add High-Deductible Health Plan, in addition to current PPO Plan. <input type="checkbox"/> Complete implementation of the market-based pay plan. <input type="checkbox"/> Evaluate and Provide Other Benefits that Support Organizational Culture and Core Values. <input type="checkbox"/> Implement Parental Leave to allow employees the ability to bond with a new child. <input type="checkbox"/> Continue with Flexible Scheduling Policy. 	<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: 2025



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"> ❑ Through a third-party consulting firm, conduct a Facility Condition Assessment to analyze the condition of city owned facilities. This will include reviewing facility equipment conditions and remaining life, evaluating the equipment preventative maintenance program, the building envelop condition, site conditions, safety concerns, ADA and code compliance, staffing recommendations, costs to address deficiencies and prioritization of work, and an overall budget of needs. ❑ Complete an energy audit on targeted city facilities. <ul style="list-style-type: none"> - Complete an MOU with the Colorado Energy Office. - Select a pre-qualified energy service company (ESCO) - Contract for an investment grade audit with ESCO which includes a detailed assessment of portfolio of facilities and recommended improvements to save energy and money, identify funding and financing opportunities. - Develop and implement an Energy Performance Contract - Measurement and verification of energy savings ❑ Develop a Facility Master Plan that includes a space needs assessment. ❑ Identify funding opportunities. 	<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