



# Strategic Plan Workshop

Megan Antrim | City of Alpine

# City of Alpine Strategic Plan

Creating direction/prioritization for the City's needs and opportunities,  
based on public/employee/elected official input, and sound fiscal  
policies.

# Why do a Strategic Plan?

- **Accountability** – provides clear guidance on the goals of the governing body
- **Communication** – communicates the vision to both internal and external stakeholders of the community
- **Prioritization** – ability to prioritize resources to achieve the goals of the community

# Organizational Capacity Challenges

- **Financial** – level of financial resources available
  - Most cities focus on mandated and direct service costs
  - Most cities have a lack of discretionary funds available to address beyond current mandated and direct services
- **Administrative** – having the appropriate staff to deliver efficient and effective government services
  - Capacity of those staff members level of training, skills, and experience
  - Consideration for the number of “hats” a staff member wears
- **Leadership** – support of elected officials and government managers to engage initiatives and activities

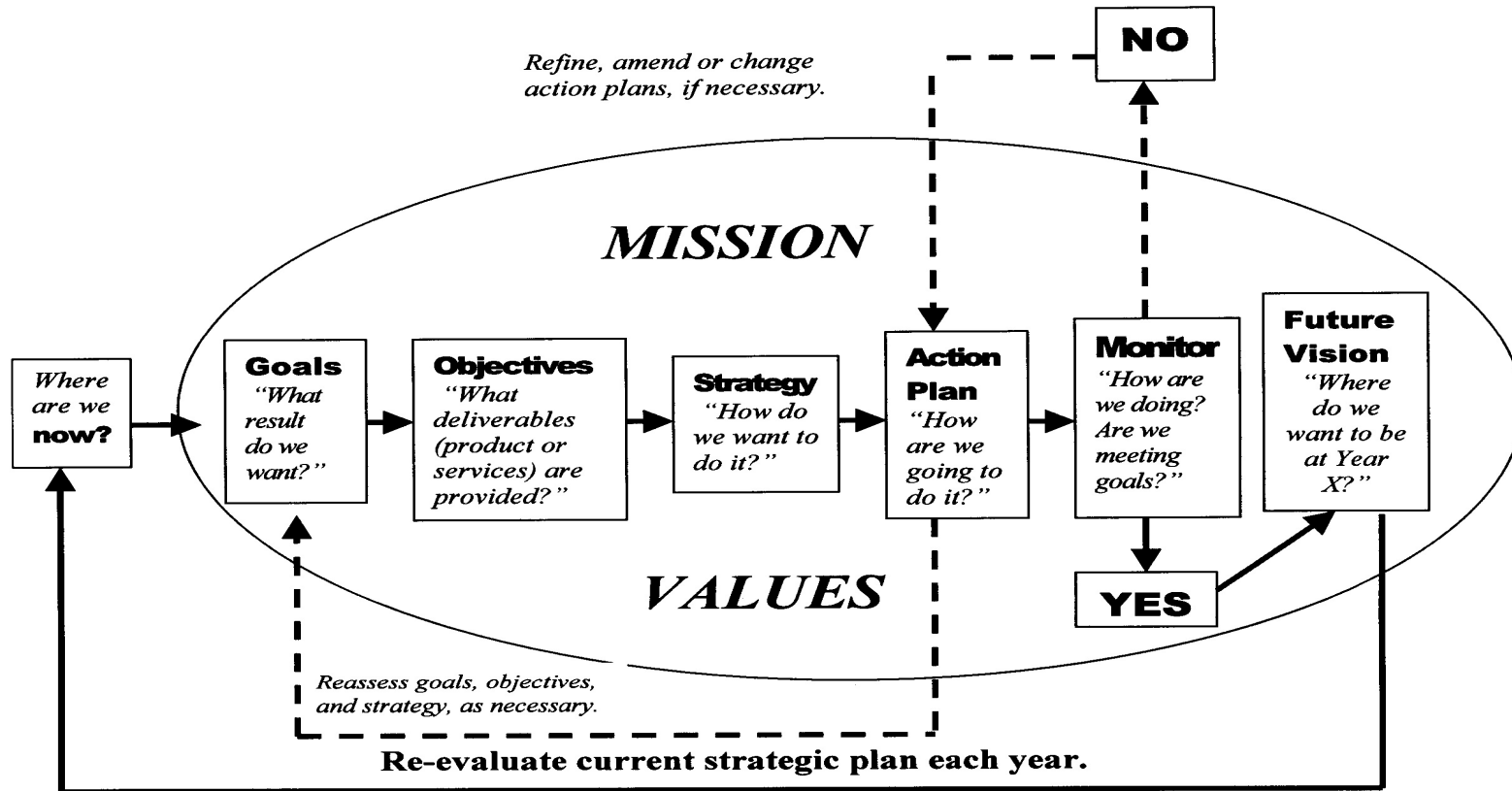
# Strategic Plan: PROCESS

1. Identify City's "Vision" for the Plan, or what Primary Topics the Plan will address
2. Gather people (public, City employees, elected officials) and record the input
3. **Analyze the resulting data to determine Top Priorities, Goals, and Action Items**
4. Formulate the Plan based on Priorities, Goals and Action Items
5. Adopt and Execute the Strategic Plan as a guiding document for the City, including the annual Budget process
6. Monitor and re-evaluate the Strategic Plan.

# Analyzing Data

- What are the main areas of concern – Top 3? Top 4? Top 5?
- Analyze each area - SWOT
  - Strengths
  - Weaknesses – addressed through town halls
  - Opportunities
  - Threats
- Where do we want to be – Future Vision for each area of concern
- How do we get there
  - Goals → Objectives → Strategy → Action

# Your Strategic Plan: The Final Product



CITY OF ALPINE MISSION STATEMENT

***"TO PROVIDE QUALITY  
SERVICES TO THE CITIZENS OF  
ALPINE."***



# RAW DATA

- TOWN HALL MEETINGS – 6 COMPLETED
- COMMENTS – 774 RECORDED
- ESTIMATED NUMBER OF PARTICIPANTS – 144 residents and staff \*Please note not all participants provided comments or utilized all of their “sticky notes”
- Topics – Employees, WWTP/Water, Streets, Infrastructure, Parks & Recreation, Economic Development, IT/Software/Billing/Smart Meters, Public Input/Outreach, Business Ideas, Development, Trails/Connectivity, Long Range Planning, Dark Skies, Code Enforcement, Nonpotable/Conservation, Tourism/Events, Finance, Housing, Questions, Partnerships, Train, Accountability, Dollar Store, Child Care, Council/Boards, Safety, Billing, Sidewalks, Eldercare, City Hall, Green Infrastructure Recycling, Healthcare, Animal Control, Education, Library, Beautification, Airport, Youth, General, Appreciation, Public Transportation

## Top 10 Topics

<i>Main Topic</i>	Town Hall Topic Results	Percentage
Employees	60	7.75%
WWTP/Water	57	7.36%
Streets	57	7.36%
Infrastructure	54	6.98%
Parks&Recreation	40	5.17%
Eco-Devo	38	4.91%
IT/Software/Billing/SmartMeters	36	4.65%
Public Input/Outreach	27	3.49%
BusinessIdea	26	3.36%
Development	25	3.23%