



CITY OF GRAND JUNCTION, COLORADO

STRATEGIC FRAMEWORK

2025-2027

CITY OF
Grand Junction
COLORADO

INTRODUCTION

The City of Grand Junction, Colorado engaged EverStrive Solutions to facilitate a process to update the City's priorities and work plan for the next two years. This process began with a City Council strategic planning retreat held on July 10–11, 2025, where five strategic pillars were established. On July 29, 2025, department directors and senior staff participated in an implementation workshop to identify critical action steps and performance indicators aligned with the Council's priorities.

This document summarizes the priority-setting process and serves as a foundational guide for the development of the Fiscal Year 2026 budget. It is not intended to be a comprehensive list of all services or projects the City will undertake. Rather, it highlights the most critical actions expected to have the greatest impact on advancing the City Council's strategic direction over the next two years. While not all initiatives may be fully implemented within this timeframe, the goal is to demonstrate measurable progress and accountability to the public. This effort is designed to help the City maximize its resources and make informed decisions when faced with competing priorities.

GUIDING PRINCIPLES

Throughout the strategic planning process, several recurring themes emerged that influence actions across all five strategic pillars. These guiding principles represent the City's commitment to how it will approach its work and decision-making over the next two years:

- **Maintain a Long-Term Perspective:** Ground decisions in a forward-looking approach that balances immediate needs with long-term fiscal and community outcomes.
- **Communicate with Clarity and Purpose:** Proactively share the City's story with the public, using clear, accessible language. Avoid assumptions about stakeholder knowledge, and ensure communications are informative and provided in a variety of methods to reach the many communities within our city. Build trust by delivering services and communications with consistency and transparency.
- **Support Council and City Leadership Efforts to Increase Connection and Meaningful Engagement with the Community:** Implement engagement opportunities that provide a venue for community members to connect meaningfully with City Council beyond regularly scheduled public meetings.
- **Foster Cross-Departmental Collaboration:** Promote a culture of shared accountability for City Council priorities by encouraging departments to work together through integrated workflows. Strengthen collective identification of opportunities and problem-solving, ensuring that services are delivered efficiently and cohesively.
- **Utilize Innovation and Efficiency for Continuous Improvement:** Harness technology and digital solutions to streamline processes, enhance customer service, and support data-driven analysis and decision-making. Identify and implement solutions that simplify operations, procedures, and processes.

2025-2027 STRATEGIC PRIORITIES



CORE SERVICES

The City remains committed to prioritizing core services, including public safety, streets, parks and public spaces, and municipal utilities (water, wastewater, stormwater, and trash & recycling), recognizing their essential role in daily life and community satisfaction.



HOUSING

The City understands the critical need for more affordable housing and will work with community partners to improve processes that support the creation of affordable and attainable housing for residents and workers.



FISCAL POLICY AND POSITION

Protecting the City's strong fiscal position is a priority, achieved by pursuing innovative funding strategies, identifying cost savings where possible, and delivering exceptional core services with fiscal responsibility.



GOVERNMENT TRANSPARENCY AND ACCOUNTABILITY

The City has the opportunity to strengthen public trust by making information clearer and easier to find, and by developing and executing a strategy for transparent communication and meaningful engagements.



GOVERNMENT EFFICIENCY

Enhancing City services can be done by fostering meaningful collaborations, building on existing efforts, improving processes, and adopting new tools — always with a focus on continuous improvement.

STRATEGIC PILLAR 1:

CORE SERVICES



The City remains committed to prioritizing core services, including public safety, streets, parks and public spaces, and municipal utilities (water, wastewater, stormwater, and trash & recycling), recognizing their essential role in daily life and community satisfaction.

GOALS

1. Maintain or enhance emergency services to sustain a high level of public safety, responsiveness, and satisfaction with police, fire, and EMS services.
2. Prioritize maintenance of existing municipal infrastructure with a focus on safety, quality, and community satisfaction.

STRATEGIC PILLAR 2:

HOUSING



The City understands the critical need for more affordable housing and will work with community partners to improve processes that support the creation of affordable and attainable housing for residents and workers.

GOALS

1. Streamline the planning and approval processes by reducing the city's review turnaround times, reducing barriers, while increasing predictability for applicants.
2. Leverage available resources and seek grant funding when available to fulfill the city's Proposition 123 commitment along with the implementation of the City's highest priority housing goals as identified in the Housing Strategy, while continuing to collaborate with partners that support housing.
3. Clarify the City's role in addressing unhoused solutions in the community.

STRATEGIC PILLAR 3:

FISCAL POLICY AND POSITION



Protecting the City's strong fiscal position is a priority, achieved by pursuing innovative funding strategies, identifying cost savings where possible, and delivering exceptional core services with fiscal responsibility.

GOALS

1. Support economic development partners to drive job growth and retain, attract and expand businesses and industries that contribute to increased sales tax revenues.
2. Demonstrate fiscal responsibility by prioritizing funding for core services and right-sizing the organization.
3. Maintain a strong financial position and creditworthiness by operating within our means, preserving adequate reserves, and delivering projects and services on time, within budget, and with clearly defined success outcomes.

STRATEGIC PILLAR 4:

GOVERNMENT TRANSPARENCY AND ACCOUNTABILITY



The City has the opportunity to strengthen public trust by making information clearer and easier to find, and by developing and executing a strategy for transparent communication and meaningful engagements.

GOALS

1. Provide clear communications about City projects and decisions made through timely, relevant, and audience-friendly communication.
2. Provide opportunities to build public trust by engaging the community early and often, invite stakeholders to be included, and keep them informed on high-impact/high-visibility projects.

STRATEGIC PILLAR 5:

GOVERNMENT EFFICIENCY



Enhancing City services can be done by fostering meaningful collaborations, building on existing efforts, improving processes, and adopting new tools — always with a focus on continuous improvement.

GOALS

1. Develop meaningful key performance indicators (KPIs) and benchmarking tools through a discovery phase to thoughtfully measure departmental efficiency across cost, time, and service outcomes.
2. Evaluate collaboration across city departments, other public agencies, and non-governmental partners to improve service delivery and reduce costs.
3. Use technology and long-term financial modeling to enhance core services.

APPENDIX:

ACTION ITEMS AND TWO-YEAR IMPLEMENTATION PLAN

The implementation plan lays out the steps that the City of Grand Junction will take to advance its strategic pillars over the next two years. These tactics were shaped by input from staff and the City Council to make sure they align with the organization's priorities and day-to-day work. Some initiatives build on existing work, while others introduce new approaches or further insight gathering to determine future actions. All action items must be further evaluated in the context of the upcoming and future budget cycles to ensure the appropriate sequencing and allocation of resources.

IMPLEMENTATION PLAN

STRATEGIC PILLAR 1 – CORE SERVICES

GOAL 1 – Maintain or enhance emergency services to sustain a high level of public safety, responsiveness, and satisfaction with police, fire, and EMS services.

| | Success Measures | Baseline | 2026 |
|-----------------|--|----------------------|------|
| Metric 1 | Number/hours of education efforts implemented annually by GJPD | 169 events/560 hours | xx |
| Metric 2 | Number/hours of education efforts implemented annually by GJFD | 80 events/95 hours | xx |
| Metric 3 | Priority 1 Police Response Time (Dispatch to Arrival) | 8 min 52 sec | xx |
| Metric 4 | Priority 1 Fire Response Time (Dispatch to Arrival, commercial and residential assignment) | 7 minutes | xx |
| Metric 5 | EMS Response Time for Cardiac Incident (Dispatch to Arrival) | 4.8 minutes | xx |
| Metric 6 | Progress toward full sworn police staffing | 130/165 (79%) | xx |
| Metric 7 | Maintain or increase satisfaction with the enforcement of traffic violations – Community Satisfaction Survey | 33% (2024) | xx |
| Metric 8 | Maintain or increase community satisfaction with the overall quality of public safety services – Community Satisfaction Survey | 63% (2024) | xx |
| Metric 9 | Reduction of serious bodily injuries and fatalities from traffic accidents | TBD | xx |

ACTION ITEMS

1. Improve the efficiency and reliability of emergency medical service by evaluating existing emergency service models.
2. Focus public education efforts on community risk reduction and crime prevention efforts.
3. Strategically align traffic enforcement activities using data to target high-risk areas and improve roadway safety.

GOAL 2 – Prioritize maintenance of existing municipal infrastructure with a focus on safety, quality, and community satisfaction.

| | Success Measures | Baseline | 2026 |
|-----------------|---|------------|------|
| Metric 1 | Pavement Condition Index | 69.9 | xx |
| Metric 2 | Lane miles of maintenance completed annually | 55.7 | xx |
| Metric 3 | Reduce/eliminate Report a Concern tickets not addressed within seven days | 76 | xx |
| Metric 4 | Facility Condition Index | 18% (Good) | xx |

ACTION ITEMS

1. Prioritize maintenance funding for streets, parks, and public spaces by utilizing condition assessments.
2. Evaluate the City's resident request portal to identify opportunities to increase usability and efficiency for residents to report maintenance concerns.

3. Integrate master plans with rate studies and implement corresponding rates and fees adjustments to support effective operations, preventative maintenance, and capital improvement programs.
4. Focus the City's annual operating and capital budgets on core, high-impact services and increase community satisfaction with these services.
5. Align the Capital Improvement Plan (CIP) to prioritize projects that directly support and enhance the City of Grand Junction's core services. Enhance the data-driven framework for capital project selection, with a focus on maintaining existing assets rather than pursuing new construction or expansion.

STRATEGIC PILLAR 2 – HOUSING

GOAL 1 – Streamline the planning and approval processes by reducing the city's review turnaround times, reducing barriers, while increasing predictability for applicants.

| | Success Measures | Baseline | 2026 |
|-----------------|--|---|------|
| Metric 1 | Facilitate recommendations from the Housing Affordability Code (HAC) Task Force | New Measure | xx |
| Metric 2 | Reduce the time between submission of complete housing applications and completion of staff review | Round 1: 41 days Round 2: 30 days Round 3: 29 days Round 4: 28 days <i>Started tracking 6/1/25 when review processes were implemented</i> | xx |

ACTION ITEMS

1. Implement review process improvement efforts for development projects and track metrics.
2. Support the Housing Affordability Code Task Force in their evaluation and proposals of code revisions to promote housing affordability.

GOAL 2 - Leverage available resources and seek grant funding when available to fulfill the city's Proposition 123 commitment along with the implementation of the City's highest priority housing goals as identified in the Housing Strategy, while continuing to collaborate with partners that support housing.

| | Success Measures | Baseline | 2026 |
|-----------------|---|---|------|
| Metric 1 | Unit count toward Prop 123 goals | 44 (<i>Filed in portal, accepted by DOLA</i>) | xx |
| Metric 2 | Percentage of affordable housing project reviews completed consistent with Expedited Review Policy for Affordable Housing Projects (Resolution 60-25) | <i>No applicable applications have been submitted</i> | xx |

ACTION ITEMS

1. Update the City's Housing Needs Assessment and Housing Action Plan, consistent with state requirements.
2. Apply expedited review for Affordable Housing projects.
3. Implement and fund Affordable Housing Production Incentive as resources allow.

GOAL 3 – Clarify the City’s role in addressing unhoused solutions in the community.

| | Success Measure | Baseline | 2026 |
|-----------------|---|-------------|------|
| Metric 1 | *Metrics to be determined with updated strategy | New Measure | xx |

ACTION ITEM

1. Update and implement the City’s adopted Unhoused Strategy in defined coordination with partners.

STRATEGIC PILLAR 3 – FISCAL POLICY AND POSITION

GOAL 1 – Support economic development partners to drive job growth and retain, attract and expand businesses and industries that contribute to increased sales tax revenues.

| | Success Measures | Baseline | 2026 |
|-----------------|--|------------|------|
| Metric 1 | Sales Tax Collections by quarter | \$470,599 | xx |
| Metric 2 | Number of new businesses landed annually | 8 | xx |
| Metric 3 | Number of jobs created annually | 299 (2024) | xx |
| Metric 4 | Number of pad sites leased at Las Colonias Business Park | 3 | xx |

ACTION ITEMS

1. Develop a reporting and progress updates schedule by the end of the first quarter (2026) that showcase how City funds are being utilized for economic development activities.
2. Visit Grand Junction, the City’s Destination Marketing Organization, will execute innovative marketing initiatives that attract high-value visitors, elevate the community brand, and enhance the quality of life for residents.

GOAL 2 – Demonstrate fiscal responsibility by prioritizing funding for core services and right-sizing the organization.

| | Success Measures | Baseline | 2026 |
|-----------------|---|---|------|
| Metric 1 | Number of fee cost recovery analyses completed annually | 5 (Water, Wastewater, Golf, Parking, Solid Waste) | xx |

ACTION ITEMS

1. When allocating funds to external organizations, ensure funding is tied to measurable outcomes that directly support municipal services and reduce demand on City resources.
2. Analyze costs for services to ensure the fee collected is at an appropriate level and aligns with Council policy.
3. Align organizational structure to focus on core, high-impact services.

GOAL 3 – Maintain a strong financial position and creditworthiness by operating within our means, preserving adequate reserves, and delivering projects and services on time, within budget, and with clearly defined success outcomes.

| | Success Measures | Baseline | 2026 |
|-----------------|---|------------------|------|
| Metric 1 | Annual Fund Balance % of Operating Budget | 45.8% | xx |
| Metric 2 | Maintain the City's credit rating | GO AA COP AA- | xx |
| Metric 3 | Capital projects completed within budget | New Measure | xx |
| Metric 4 | Number of bids received per project solicitation | New Measure | xx |
| Metric 5 | Budget to actual revenue monitoring quarterly reports developed | New Measure | xx |

ACTION ITEMS

1. Ensure a fund balance equal to at least 25% of the current year's operating budget.
2. Track and evaluate a cost recovery for the Community Recreation Center. Adjust rates and fees as needed.
3. Produce quarterly financial reports.
4. Maintain a balanced 5-year CIP, adjusted annually through the budget process for City Council adoption.
5. Produce monthly revenue reports, tracking sales tax, lodging, and cannabis revenues.

STRATEGIC PILLAR 4 – GOVERNMENT TRANSPARENCY AND ACCOUNTABILITY

GOAL 1 – Provide clear communications about City projects and decisions made through timely, relevant, and audience-friendly communication.

| | Success Measures | Baseline | 2026 |
|-----------------|--|--|------|
| Metric 1 | Track and report engagement on digital platforms Y/Y | 5.9% (74% up Y/Y) | xx |
| Metric 2 | Growth in communication channels | Newsflash subscribers 456, EngageGJ registered participants 1690 | xx |
| Metric 3 | Percentage of Engage GJ projects updated on schedule | 100% Additionally, we have 13 active projects. | xx |
| Metric 4 | Track website traffic to project-specific pages | New Measure | xx |
| Metric 5 | Every major City project includes a documented communications plan that includes a diversity of channels | New Measure | xx |

ACTION ITEMS

1. Evaluate the use of public-facing dashboards with data visualizations that present key information in concise, accessible formats to improve transparency and community understanding.

2. Reduce the volume and frequency of communications, focusing instead on high-impact messages that help residents easily find the information they need.
3. Use plain language in all public communications so that messages are easily understood by a broad audience.
4. Implement a robust social media platform to measure the effectiveness of communications and inform social media strategies with data-driven insights.
5. Continuously improve existing public communications to ensure they are useful and effective.

GOAL 2 – Provide opportunities to build public trust by engaging the community early and often, invite stakeholders to be included, and keep them informed on high-impact/high-visibility projects.

| | Success Measures | Baseline | 2026 |
|-----------------|--|------------|------|
| Metric 1 | Number of community engagement events facilitated annually by the Communications and Engagement Office | 10 | xx |
| Metric 2 | Increase community satisfaction with public engagement opportunities (community satisfaction survey) | 40% (2024) | xx |

ACTION ITEMS

1. Develop and implement more engagements for meaningful two-way dialogue, ensuring residents have opportunities to share input and receive feedback.
2. Facilitate and create new partnership opportunities to help City communications reach a broader audience outside of traditional City channels.

STRATEGIC PILLAR 5: GOVERNMENT EFFICIENCY

GOAL 1 – Develop meaningful key performance indicators (KPIs) and benchmarking tools through a discovery phase to thoughtfully measure departmental efficiency across cost, time, and service outcomes.

| | Success Measures | Baseline | 2026 |
|-----------------|---|-------------|------|
| Metric 1 | KPIs/Benchmarking tools implemented | New Measure | xx |
| Metric 2 | Number of core processes reviewed for efficiencies annually | New Measure | xx |

ACTION ITEMS

1. Provide staff training and establish a structure for in-house process mapping and process improvement.
2. When considering outsourcing, utilize cost-benefit analysis to determine whether services could be delivered more efficiently internally.
3. Assess the long-term operations and maintenance expenses before constructing, acquiring, or accepting public assets.
4. Review and update as necessary, current asset management plans and software solutions to ensure data-driven long-term asset management.
5. Continue to monitor energy usage in city facilities and identify energy-saving efficiencies.

GOAL 2 – Evaluate collaboration across city departments, other public agencies, and non-governmental partners to improve service delivery and reduce costs.

| | Success Measures | Baseline | 2026 |
|-----------------|--|-----------------|-------------|
| Metric 1 | Provide periodic reports on joint projects or initiatives launched with shared resources that improve efficiency | New Measure | xx |
| Metric 2 | Number of process improvement reviews completed annually | New Measure | xx |

ACTION ITEMS

1. Conduct a cross-departmental review to identify and streamline services, improving efficiency and reducing overlap.
2. Analyze existing partnerships to ensure anticipated efficiencies are being achieved.

GOAL 3 – Use technology and long-term financial modeling to enhance core services.

| | Success Measures | Baseline | 2026 |
|-----------------|---|-----------------|-------------|
| Metric 1 | Technology solutions implemented/evaluated annually | 5 | xx |

ACTION ITEMS

1. Explore the use of artificial intelligence to automate internal processes and enhance the quality and efficiency of customer service.
2. Annually report on technology solutions implemented/evaluated to increase efficiency, transparency, or customer service.