



NOTICE OF THE CITY OF BRECKENRIDGE
SPECIAL MEETING OF THE BRECKENRIDGE CITY
COMMISSION

January 24, 2023 at 5:30 PM

AGENDA

Notice is hereby given as required by Title 5, Chapter 551.041 of the Government Code that the City Commission will meet in a Special Meeting of the Breckenridge City Commission on January 24, 2023 at 5:30 PM at the Breckenridge Chamber of Commerce, 100 E. Elm St. Breckenridge, TX 76424.

CALL TO ORDER

OPEN FORUM

This is an opportunity for the public to address the City Commission on any matter of public business, except public hearings. Comments related to public hearings will be heard when the specific hearing begins.

WORKSHOP ITEMS

(Workshop items are for discussion only. No action may be taken on items listed under this portion of the agenda, other than to provide general direction to staff or to direct staff to place such items on a future agenda for action.)

1. Discussion regarding strategic plan development.

ADJOURN

NOTE: As authorized by Section 551.071 of the Texas Government Code (Consultation with City Attorney), this meeting may be convened into closed Executive Session for the purpose of seeking confidential legal advice from the City Attorney on any agenda item herein.

CERTIFICATION

I hereby certify that the above notice was posted in the bulletin board at Breckenridge City Hall, 105 North Rose Avenue, Breckenridge, Texas , by **5:00 PM** on the **20th day of JANUARY 2023**.

City Secretary



Persons with disabilities who plan to attend this public meeting and who may need auxiliary aid or services are requested to contact the Breckenridge City Hall 48 hours in advance, at 254-559-8287, and reasonable accommodations will be made for assistance.



BRECKENRIDGE CITY COMMISSION AGENDA SUMMARY FORM

Subject: Discussion regarding Strategic Planning

Department: Administration

Staff Contact: Cynthia Northrop

Title: City Manager

BACKGROUND INFORMATION:

The purpose of planning is to set overall goals and objectives. Recognizing the City has limited resources, coupled with multiple-year, high-cost projects, we must also be strategic in identifying and scheduling priorities that will inform the annual budgeting process, thus Strategic Planning. Benefits of strategic planning include:

- Provides a guide for action
- Improves resource utilization
- Provides motivation and commitment
- Sets performance standards
- Allows flexibility

As a City we also recognize that when we coordinate, support and partner with other organizations and entities we can align around shared understanding of each organization's vision and mission and have more opportunities to leverage our limited resources. This is why we have included key community members including the County Judge, Breckenridge School Board Superintendent, Stephens Memorial Hospital Executive Director, Breckenridge EDC Director and Downtown Development Council representative, Chamber of Commerce Executive Director and the Appraisal District.

City Staff began the Strategic Planning by brainstorming staff perspective on the City Vision, Mission and Core Values. The next step is to brainstorm with the Mayor, Commissioners and key community members on the same.

Estimated Timeline:

- Nov/Dec 2022 - Staff visioning Workshop
- January 2023 – Mayor, Commissioners and community leaders Visioning Workshop
- February 2023 - Public Engagement (survey/workshop/tabletop)

- March 2023 – ID SWOT/Goals/Objectives with Mayor, Commissioners and community leaders
- April/May 2023 – Begin budget process

BRECKENRIDGE CITY COMMISSION SPECIAL MEETING

JANUARY 24, 2023, 5:30 – 7:30 PM

CHAMBER OF COMMERCE MEETING ROOM – 100 E ELM STREET

STRATEGIC PLANNING WORKSHOP

AGENDA

1. Review purpose, goals, process

- a. Success begins with evaluation and planning
- b. Goals – Develop Vision, Mission Statements and Core Values, SWOT Analysis (ID Resources/Liabilities
- c. Planning - ID Needs/Prioritize (short-term, mid-term, long-term) : will inform budget process
- d. Process – Involvement: Staff, Mayor/Commissioners, Community Leaders, General Public

2. Review staff's vision, mission and core values

- a. What do we do?

3. Brainstorm Vision, Mission and core values

4. High-level SWOT

5. NEXT STEPS

STRATEGIC PLANNING

Definition of vision and mission: A vision statement focuses on tomorrow and what an organization wants to ultimately become. A mission statement focuses on today and what an organization does to achieve it. Both are vital in directing goals.

Vision

- Visionary
- Aspirational
- Building blocks for goals and objectives

Vision Statement Questions

- Who do we want to be?
- What problems are we solving for those we serve?
- Who/What are we inspiring to change

STAFF DRAFT VISION STATEMENT:

“The City of Breckenridge is committed to creating a safe, family-centered environment, in a growing community, that serves with pride and professionalism.”

Mission

- Who do we serve?
- What do we do?
- Why do we do it?
- How do we get there?
- (Building blocks of strategies and tactics)

Mission Statement Questions

- What do we do?
- Who/m do we serve?
- How do we serve them?

STAFF DRAFT MISSION STATEMENT

“Consistently plan for higher quality of life through positive community relationships that welcomes visitors and tourism and appreciates business growth, by a focus on innovation and safety.”

Values

Characteristics that we aspire to define us and influence how we will achieve our vision, mission, goals and objectives

SWOT

- Internal - Strengths/Weaknesses
- External – Opportunities/Threats

ID resources, liabilities, roadblocks

SMART principles (applied to goals/objectives)

- Specific – clear and concise
- Measurable-makes it easy to see when we are complete
- Actionable – steps to achieve
- Realistic – within our control and reach, step-by-step
- Timebound – sets a target deadline

STAFF DRAFT CORE VALUES

B	R	E	C	K
B U I L D	R E S P O N S I B L E	E X C E L L E N C E	C O M P A S S I O N	K N O W L E D G E A B L E
S T R O N G				