



## Fall 2020 Update

The Northglenn Strategic Plan contains eight strategic goals:

- High Performance Government
- Community Engagement
- Public Safety
- Business Retention and Growth
- Housing Opportunities
- Diverse Community
- Sustainability
- Infrastructure

Each Strategic Goal contains Objectives and each Objective contains Tactical Actions. Objectives are the action items that allow us to achieve our Strategic Goals and Tactical Actions are the deliverables to the Objectives.

In this report, each tactical action's status is indicated by a color.

- **Complete:** The tactical action has been completed and will be archived during the next Strategic Plan review.
- **In Progress/Ongoing:** The tactical action is actively being worked on by staff. Some items may be dependent on another tactical action being completed first.
- **Budget Reduction due to COVID-19:** Due to the economic impacts of COVID-19 and Council's direction for a conservative approach to current and future budgets, staff has determined to wait on the tactical action.
- **On Hold due to COVID-19:** Due to COVID-19, other priorities have caused tactical action to be delayed. Does not have any impact to the budget.
- **Future Budget Item:** Tactical Action is scheduled to be funded during a different budget year than the current one

## Summary:

Status Indicator	# of Tactical Actions- 8/21/2020	# of Tactical Actions- 5/4/2020
Complete	34	25
In Progress/Ongoing	96	91
Budget Reduction due to COVID-19	5	11
On hold due to COVID-19	30	38
Future Budget Item	9	9

Total: 174 Tactical Actions



# NORTHGLENN STRATEGIC PLAN

2019 • 2023



Goal	Objective	Tactical Action	Notes
<b>High-Performance Government</b> Respect the city's human and fiscal resources by delivering a high-performance government with a strong organizational culture.	<b>1.1. Regional Collaboration And Advocacy</b> City Council is active in regional liaison roles to build partnerships and advocate on behalf of the city	1.1.1 City Council is active in regional liaison roles to build partnerships and advocate on behalf of the city including: North Area Transportation Alliance, DRCOG, ADCOG, NMFR, Anything Libraries, CC4CA, Adams County Regional Economic Partnership; CML; <i>ongoing</i>	
		1.1.2 Legislative Committee actively monitors proposed state legislation in partnership with city lobbyists and advocate on behalf of the community on important legislation; <i>Ongoing</i>	Ed Bodwitch and Jennifer Cassell, the City's Lobbying Team presented a 2020 Legislative Summary debrief to Council on August 17, 2020
		1.1.3 Adopt a smoke-free public places ordinance; Q3 2019	Adopted September 23, 2019
		1.1.4 Protect youth through licensing changes for vaping products; Q4 2019	1) Ordinance 1781 adopted September 23, 2019 to prohibit smoking and use of electronic smoking devices in public parks and rec areas. 2) Draft ordinance presented to Council on March 9, 2020 to raise purchase age of tobacco products to 21 years and to implement a licensing process for tobacco retailers that includes compliance checks. 3) Comms is planning an October 2020 Facebook Live event about teen vaping for parents
		1.1.5 City presents best practices at state, regional and national organizational meetings, trainings and events; <i>Ongoing</i>	
		1.1.6 Earn organizational awards by individuals, departments, programs, and events; <i>Ongoing</i>	NLC and ICMA Diversity Award for the Northglenn Arts program received in 2020

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	<b>1.2 City Council Efficiency</b> Improve the functions of City Council	1.2.1 Update the City Council onboarding system to help provide learning opportunities for newly-elected officials; <i>Q4 2019</i>	
		1.2.2 Develop council and staff communication norms; <i>Q4 2019</i>	City Council adopted Council Protocol on July 27, 2020 by Resolution No 20-114
		1.2.3 Coordinate annual strategic planning sessions with the Mayor and City Council; <i>Q4 2019 &amp; Q1 and Q2 2020</i>	
	<b>1.3 Establish Benchmarks</b> Build sources of data to create benchmarks to guide decisions, improve results and enhance service delivery	1.3.1 Develop a formal performance measurement program to measure the city's progress towards City Council's strategic goals; <i>Q4 2019 and 2020</i>	
		1.3.2 Identify new or best practices to enhance efficiency and effectiveness of service delivery; <i>Ongoing</i>	
		1.3.3 Review existing levels of service to ensure the city is operating at an optimal level and meeting the needs of our community; <i>Ongoing</i>	Street Repair and Maintenance reviewed in Jan 2020 and Council approved more funding to increase PCI, Snow removal level of service increased (presented to Council Feb 3, 2020), events level of service, code enforcement level of service (rescheduled due to COVID-19). Due to COVID-10 and hiring freeze, other LOS need to be reevaluated.
		1.3.4 Assess Police Department readiness to apply for state accreditation; <i>Q3 2020</i>	Tied to 3.3.1 (Police assessment)
		1.3.5 Assess Public Works Department readiness to apply for APWA accreditation; <i>2021</i>	PW hired an Environmental Manager creating 4 divisions, Utilities, Engineering, Operations and Environmental. Due to COVID 19 there was a hiring freeze, some of those positions may become available in 2021. Recommendation would be to pause until new normal is established and assess certification in 2022.
		1.3.6 Promote city innovation through submission of case studies and awards; <i>Ongoing</i>	Connected with 1.1.6
		1.3.7 Build a financial resiliency plan to assess debt obligations, reserve level requirements, and unfunded infrastructure needs; <i>2020</i>	Current focus is on Road to Economic Recovery
		1.3.8 Measure performance through biannual Resident Survey	Connected to 2.5.1 and 2.5.2

Goal	Objective	Tactical Action	Notes
		1.3.9 Measure growth and identify changes and challenges occurring in the business community through Business Survey; <i>annually</i>	
	<b>1.4 Engaged Workforce</b> Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community	1.4.1 Development of a new market-driven compensation system; <i>2019</i>	
		1.4.2 Implement new compensation plan following budget adoption on Oct 28, 2019; <i>Ongoing</i>	
		1.4.3 Maintain market updates annually; <i>Ongoing</i>	
		1.4.4 Analyze cost to implement \$15 minimum wage for city positions; <i>Q4 2019</i>	This is a 2-year process. 1st year's implementation has been completed. 2nd year will be completed in 2021
		1.4.5 Engage staff at all levels to evaluate the performance evaluation program and align the program with the City's core values and compensation plan; <i>2020</i>	Budget for performance evaluation program was reallocated for HR Director executive recruitment with Council's permission.
		1.4.6 Implement recommendations from the 2018 Employee Engagement Survey to establish a baseline and gauge the pulse of the organization at all levels; <i>Q3 and Q4 2019</i>	Next survey to be conducted in Dec 2020 and 2022
		1.4.7 Evaluate city benefit plan and costs associated with potential benefits such as paid family leave; <i>2020</i>	Will be evaluating teleworking option as directors have reported value and increased productivity
	<b>1.5 City Manager Communications</b> Engage meaningfully with employees and the community and set core values and customer service expectations	1.5.1 Identify meaningful ways to engage staff and the community in providing quality communication and opportunities to share perspectives about how the city is doing; <i>Q1 2020</i>	Monthly lunches with City Manager, Quarterly all staff meetings (12/5 3/4 6/17 9/2 12/2, twice each day). CM hosted an "ugly sweater" holiday gathering; sends CM Report every other week. During COVID-19, CM has held virtual all employee meetings, and shared information via email to all staff including Sunday messages of hope for first three months of COVID-19 pandemic.
		1.5.2 Promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency, <i>2020</i>	
		1.5.3 Develop staff core values	Looking to hire a facilitator to complete work by Jan 2021

Goal	Objective	Tactical Action	Notes
		1.5.4 Provide outstanding municipal services to residents and businesses through the creation of customer service expectations; Q1 2020	This will be tied to 1.5.3 with the staff core values
<b>Community Engagement</b> Invest in a sense of place and resident satisfaction with community engagement efforts	<b>2.1 Comprehensive Plan Engagement</b> Led by a Public/Community Stakeholder Committee/Task Force, a comprehensive plan will be created to reflect the social, economic and cultural composition of the community	2.1.1 Creation of a Communications Plan with focused messaging on various platforms to specific populations within the city; Q3/Q4 2020	Presented to Council in Q4 of 2019
		2.1.2 Engagement Plan- a multifaceted approach to soliciting input on vision and expectations of the community; Q3/Q4 2020	Staff is working on putting together the engagement plan in-house but will not be implemented until Q2/3 2021 due to COVID
		2.1.3 Explore neighborhood identity planning; Q3/Q4 2020	This will be pushed back to Q1/2 of 2022
	<b>2.2. Neighborhood Services Engagement</b>	2.2.1 Continue and establish Dumpster Days as an annual spring event	Very successful 2020 events (July 18th and August 1st) - doubled amount collected from previous year
		2.2.2 Continue to grow and promote utilization of Block Party Trailer program throughout the community	
		2.2.3 Identify program enhancements; 2020	Postponed to 2021 due to COVID
		2.2.4 Have a study session with City Council to review current efforts and identify priorities; 2020	Postponed to 2021 due to COVID
	<b>2.3 Volunteering</b>	2.3.1 Assess current citywide opportunities to volunteer and identify additional opportunities; Q2 2020	Still utilizing and recruiting volunteers for parks, plant care, and refurbished bikes as COVID-19 allows.
		2.3.2 Present current volunteer program to City Council and receive feedback on any recommended changes; Q3 2020	July Volunteer Appreciation picnic cancelled due to COVID-19; all volunteers recognized with delivery of summer fun goody bags; may want to delay presentation to Council until Q1 2021 for more accurate perspective of future plans
	<b>2.4 City Special Events</b>	2.4.1 Present current approach to city festivals to City Council; Q4 2019	Presented to Council during Nov 18 2019 Special Meeting
		2.4.2 Evaluate required level of service to possibly increase the number of city events in different wards; 2020	Successful smaller events in different locations in the City utilized due to COVID-19; scaled back regional events to controlled access local events

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	<b>2.5 Resident Survey</b> Evaluate previous resident surveys to inform the design of subsequent resident surveys	2.5.1 Present results of 2019 Resident Survey; 2019	Informational print material was created, summarizing results and communicated to Council, all employees and in the Connection
		2.5.2 Evaluate and identify areas of focus from the 2019 Resident Survey; Q4 2019	June 8, 2020 Study Session will wrap things up
		2.5.3 Budget for next Resident Survey, 2021	Budgeted for 2021
	<b>2.6 U.S. Census</b>	2.6.1 Partner with Adams County through an IGA to ensure the city effectively promotes resident participation in the 2020 Census; 2020	Approved by Council
		2.6.2 Work with the Complete Count Committee to develop deeper relationships with organizations that serve and represent undercounted communities; Ongoing	
		2.6.3 Create a partnership plan to capitalize upon US Census engagement activities to keep populations engaged in city activities, programs and boards and commissions; Ongoing	Partnered with Immaculate Heart of Mary and senior organizations. Executed communications plan to reach our residents with particular emphasis on at-risk populations including distributing 4000 summer fun goody bags with census material in English and Spanish at events and through services to at-risk populations
	<b>2.7 Civics 101/Resident Academy</b> Create an educational and engagement opportunity for residents to learn about Northglenn	2.7.1 Develop a Civics 101/Resident Academy for residents to learn more about their city government	Research has been started on previous efforts
		2.7.2 Plan a curriculum for a Civic 101/Resident Academy; Q2 or Q3 2020	
		2.7.3 Plan and host the Civic 101/Resident Academy; Q2 or Q3 2020	
		2.7.4 Develop broader and more diverse participation in civic engagement processes and civic activities, 2020	
		2.7.5 Create a resource of advocates and ambassadors for the city through the Civics 101/Resident Academy alumni; 2020	

Goal	Objective	Tactical Action	Notes
	<b>2.8 Communications &amp; Engagement Strategic Plan Implementation and Updates</b>	2.8.1 Continue implementation of the July 2019 18-month Communications Plan; 2020	Recommendations provided by interim Communications Director have been implemented
		2.8.2 Update Strategic Communications Plans; Q1 2020	Tied to 2.1.1
		2.8.3 Provide ongoing feedback on plan implementation; 2020 and 2021	Update given to Council in Nov 2019
<b>Public Safety</b> Northglenn is a safe community to live, work, learn and play.	<b>3.1 Community Safety</b> Increase both real and perceived community safety for those who live, work, learn and play in the City of Northglenn,	3.1.1 Expand Community Relations Unit, 1 officer each in 2021 and 2022	
		3.1.2 Increase crime prevention education through social media campaigns, Connection articles and calls for service; 2020.	The police assessment, COVID-19, and the community support for police during the recent events dominated the police department social media content and submission of Connection content. Crime prevention content included: puffer thefts, scams, leash laws, fireworks, Code Red Notification System, Mental Health Awareness, Sexual Assault Awareness, Press Releases/Community Advisories, Attempt to Identify, Shred Event, traffic-related issues. etc.
		3.1.3 Increase community engagement through development of new neighborhood watch groups, police participation in community events, and community engagement on social media platforms; 2020	Apartment Manager Meetings, Shred It (Annual), Crime Stoppers (General & Board Meetings), Apartment Liaison, Citizens Academy/Teen Academy, Marketplace Initiative/Business Meetings, CPTED (Crime Prevention Through Environmental Design), Neighborhood Watch, Lock Box Program, Run/Hide/Fight Presentations, Senior Events to include (Nursing Home Luncheons/Presentations/Crime Prevention Tips), Recreational Center Events (Pie & Chili Contest), Engagement on Social Media Platforms: Facebook, Crimstoppers, Marketplace Marquis, Northglenn Connection, Northglenn/Thornton Sentinel, Work with School District 12 with events surrounding children. Neighborhood Watch: Moving forward, we will begin reaching out to our past members in hopes of implementing the program from where we left off. Police Participation in Community Events: Safe Street Halloween, CPAAAN Meetings (Board & General), Christmas Crusade, Kops vs. Kids (Basketball/Kickball), National Night Out event will be held in a park within each Ward. Participated in two mask distributions in the community. Created a new prescription delivery program benefiting vulnerable community members. Added five police pages to the website; the FAQ page added on 6/11/2020 had 224 pageviews by end of second quarter. Increased social media followers by 764 from Jan 1, to June 30.



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		3.1.4 Increase community outreach through public meetings to include apartments, businesses, and ward meetings; 2020	<p>We schedule Quarterly Apartment Manager Meetings.</p> <p>We have conducted business meetings primarily with Marketplace business to address issues: Thefts, Homeless, Trespasses, Education on CPTED (Lights, Landscape, Cameras, Etc.), Ward Meetings if and when requested.</p> <p>Q&amp;A on website: Covid-19 has made this a struggle, however, the Telephone Town Halls are a new engagement; Making the PD 360 Assessment available with questions. Covid19 has impacted public meetings. However, 2020 public meetings related to the police department include city council meetings and telephone town hall meetings with topics to include: the 360 assessment, public safety concerns amid recent events, and fireworks.</p>
		3.1.5 Increase homeless referrals, which help to identify those in need of shelter, food, mental health services and/or basic medical care; Ongoing	<p>FYI-No Shelters or In Need Facilities are located in the City of North Glenn or immediate surrounds areas.</p> <p>Shelter or resources offered by NPD: Cold Weather Care, Let Your Light Shine, United 2-1-1, Denver Shelters (Downtown), Medical Care and Mental Health offered on the street (Patrol) if needed or requested. (Danger to themselves/others or gravely disabled), Mental Health Services attached for Denver Metro Areas. Resource list is available. In addition, the hiring of a Community Resource Navigator will help address homeless needs and identify gaps</p>
		3.1.6 Achieve an 80% rating in the Resident Survey for the question as to whether the resident "feels safe" in the city; 2021	
		3.1.7 Provide 100% of the officers Crisis Intervention Training to effectively address incidents involving mental health issues; Ongoing	Specific CIT hands-on classes have not been offered due to COVID-19, however, we have done online training for anti-bias and de-escalation.
		3.1.8 Utilize threshold analysis to identify and address crime(s) exceeding expected levels; Ongoing	Threshold analysis is complete with the most up-to-date 2018 data from the FBI.



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		3.1.9 Utilize the National Incident Based Reporting System to benchmark for crime comparisons with both neighboring jurisdictions (Thornton, Westminster) and similar size agencies (Wheat Ridge, Englewood) to help develop appropriate target numbers; Ongoing	NIBRS is a standardized data collection and reporting tool. The most up-to-date comparison data available from the FBI is 2018. Northglenn has the third highest overall crime rate in 2018 when compared to seven similar sized communities in Colorado.
		3.1.10 Increase targeted deployment according to crime activity identified through hotspot mapping; 2020	Fireworks mapping was utilized June 1 through July 4 to assist with fireworks enforcement efforts. Crash locations are being utilized to deploy traffic officers at high accident locations. Additional resources needed to sustain this effort. (Dependent on 3.4.1)
	<b>3.2 Traffic Enforcement</b>	3.2.1 Increase roadway safety by developing and implementing a plan to address traffic concerns and aims to decrease the number of speed violations and traffic crashes, particularly in school zones and high-crash locations; Ongoing	<p>The Traffic Team was deployed 4/30/2020. The Traffic Unit Strategic Plan was completed 4/2020. The traffic page on the website was revamped outlining the responsibilities of the traffic unit and added to the website menu 6/2020 increasing page views from 87 in quarter 1 to 134 in quarter 2. Additionally, a category to submit a traffic concern or complaint was added in the CRM resulting in 8 submissions from 6/1/2020- 7/31/2020. Municipal traffic tickets written May-July 2020 equal 702 compared to May-July 2019 equal 446.</p> <p>An increased emphasis on traffic enforcement was directed to patrol staff. Due to COVID-19, patrol staffing was reduced 17% since the beginning of March (the normal schedule resumed on 7/18). Patrol has had additional training in anti-bias, use of force and de-escalation since the civil unrest incidents across the nation, further reducing the number of officer hours "available for addressing traffic concerns." Schools have not been in session since March 16, 2020.</p>
		3.2.2 Implement a traffic unit in 2020: 2 officers 2020, 1 officer 2021, 1 officer 2022).	One officer assignment in the traffic unit began 5/2020. The second officer assignment began 8/2020.
	<b>3.3 Police Department Staffing and Operational Assessment</b> Conduct a Police Department staffing and operations assessment to fully understand the needs of staff, community, and City Council, and identify achievable and desirable levels of service.	3.3.1 Assessment to begin November 2019 for March 2020 completion.	The assessment was completed and the final report was delivered 6/2020. Results were reviewed and posted; feedback was given.

Goal	Objective	Tactical Action	Notes
		3.3.2 Utilize the staffing and operations assessment to develop and influence Phase II of the Department Strategic Plan; 2020	Dependent on 3.3.1. Strategic Planning with BerryDunn is scheduled for 08/18, 08/19, and 09/01/2020.
		3.3.3 Pursue state accreditation in 2023 to be recognized as a law enforcement agency demonstrating compliance with state standards and best practices; 2020	Tied with 1.3.4.
	<b>3.4 Police Officer Recruitment and Retention</b>	3.4.1 Implement recommendations from department assessment, 2021.	Dependent on 3.3.1.
		3.4.2 Retain existing offers and increase staffing levels in the Police Department by improving officer recruitment and training in the POST Academy, in-house, and the Field Training officer phases; Ongoing	Eleven officers either resigned or were terminated since July of 2019. The department produced and posted a "professional recruitment video" to assist with the recruitment and hiring process. Use of an additional firearms training facility was acquired in 2020 and additional training through Police 1 was implemented during the past year in the areas of use of force, anti-bias, and de-escalation. Several current social/civil unrest issues have been used as discussion topics in all patrol briefings. The police department is currently scheduled for a class in use of force decision making titled "Legally Justified, But was it Avoidable" in August and September 2020.
		3.4.3 Broaden recruitment efforts utilizing a variety of outreach methods including social media, career fairs, and video to market the Police Department as a desirable career choice; Ongoing	Posted (website, social media) a professional video for recruitment purposes. Post hiring opportunities to social media. Produced and posted (website) various videos on the physical assessment for police candidates.
		3.4.4 Maintain 100% success rate for officers completing the POST Academy, 2020	Last 11 recruits-100% completion.

Goal	Objective	Tactical Action	Notes
		3.4.5 Develop and Implement a succession plan with career development opportunities to encourage longevity, increase career satisfaction, and provide ease in transition when vacancies occur at the supervisory level; 2020	Tied with 1.3.4. Currently using interim positions when vacancies occur to allow for strategic approaches to filling those vacancies. Patrol is working on on-going development of a career development/mentoring plan. The police department has previously and is currently filling vacant supervisor positions with interim and acting positions to develop future supervisors. Sergeants in Patrol are identifying and working with officers to fill in "acting supervisor roles" when sergeants are on vacation, training or sick/injured. The Patrol Supervisor Handbook is being updated to use as a resource for officers stepping into the acting supervisor roles as well as career development.
		3.4.6 Utilize an employee survey to measure job satisfaction ratings by sworn personnel with a target of 80% of sworn personnel rating job satisfaction as "good" or higher; 2021	
<b>Business Retention and Growth</b> Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.	<b>4.1 Business Attraction, Retention, and Expansion</b> Further quality job creation with a livable wage and develop a diverse and sustainable economy to support the city and enhance the quality of life for its residents	4.1.1 Attract new diversified and unique businesses to absorb 60,000 square feet of commercial space through back-filling existing space or through new construction; <i>Ongoing</i>	COVID-19 will have an impact on attraction, retention and expansion of business in 2020. The Elevate Business Grant was launched on 5/1 to support small businesses with rent/mortgage assistance up to \$6,000.
		4.1.2 Complete business retention visits with 5% of Northglenn businesses each year and hold five business development classes and/or events for networking, education and business recognition annually; 2025	Staff continues to do retention visits weekly
		4.1.3 Use marketing efforts to enhance the relationship between the city and business community, increase awareness, support and participation with the business community; 2021	This includes through E-newsletter, business survey, anniversary recognition, connection, social media, other marketing channels. Shop in Place has been launched to encourage shopping and dining during COVID-19, as well as three grant programs
	<b>4.2 Civic Center Master Plan (CCMP) Public Private Partnership Development (P3), 2027</b>	4.2.2 Revisit the existing CCMP relative to existing market conditions and potential modifications for the remaining 10 acres for private development opportunities; Q2 2020	Utilized the Stanton Group to assess the initial CCMP, and created an update to the CCMP that contemplates the possibility of a greater variety of options on the site.

Goal	Objective	Tactical Action	Notes
		4.2.3 Hire consultant(s) to assist in reevaluating the existing plan through the following steps: Site planning/evaluate existing property conditions; Research and identify P3 participants; financial analysis, education; vision and community outreach; update and implement revised CCMP	Consultants were hired to evaluate the existing rec center as well as the P3 property including the research, financial analysis, and planning documents. Consultant will continue to work with master developer once chosen.
		4.2.4 Identify and enter into a private/public redevelopment agreement for the remaining 10 acres with a master developer; Q4 2021	Completed an RFP process with potential developers; working towards final selection of a single master developer for the project.
		4.2.5 Work with developer to attract end-users for the redevelopment; Ongoing	Staff will work with developer once chosen
	<b>4.3 Karl's Farm Development, 2027</b>	4.3.1 In partnership with property owner, developers and its brokers, market the 60-acre development	All the property has been sold or under contract except 2.8 acres. There is a lot of interest on tenants for the retail commercial portion of the site as well.
		4.3.2 Attract and market the 8+ acres for commercial development	RFQ to attract master developer was completed on 4/30. Staff will work with developer once chosen.
	<b>4.4 Northglenn Marketplace Revitalization/Redevelopment- 2027</b> Phase 1- Revitalize, Refresh, Renew, Re-stabilize & Rebrand- 2022 Phase 2- Connect- Continue- Community - 2027	4.4.1 Work with property owner(s) to revitalize the northern portion of the property to include rebranding, the relocation of Bed, Bath, and Beyond, construction of a new movie theatre and restaurants, stabilize existing tenants, backfill empty spaces and improvements to landscaping, lighting and signage throughout the center (Phase 1)	Bed, Bath and Beyond has been moved. Waiting for final plans from property owner to review Phase 1 redevelopment. Also, the property owner purchased the Arrowrock building and now owns all the property except Lowes.
		4.4.2 Work with property owner(s) to develop and implement a plan for Phase 2 and to continue to redevelop the remainder of the site to include on-site infrastructure improvements and to attract a unique tenant mix to synergize the property, including other mixed use development opportunities to enhance the community	As Phase 1 is being developed there are portions of Phase 2 that are being contemplated and discussed and some could be a part of Phase 1.

Goal	Objective	Tactical Action	Notes
	4.5 Redevelopment Opportunities	4.5.1 Develop a plan with NURA and City Council to identify, prioritize and market sites for redevelopment and infill redevelopment opportunities; Q4 2021	No budget impact
		4.5.2 Facilitate NURA grants and business assistance programs for commercial property enhancements; <i>Ongoing</i>	
	4.6 Library	4.6.1 Partner with Anythink Libraries to locate a site for a career library in Northglenn; <i>Ongoing</i>	2019 ballot measure for a mill increase failed. Staff is in contact with library leadership to keep these efforts going
<b>Housing Opportunities</b> Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations	5.1 Housing	5.1.1 Incorporate a community-wide discussion through resident engagement about housing availability and density as part of the Comprehensive Plan update project; 2020	This is tied to 2.1 Comprehensive Plan which was put on hold due to COVID-19
		5.1.2 Conduct an Aging Needs Assessment in 2021 to identify what is needed to enable seniors to age in place or to remain in the city; 2020	Will consider in the 2021 budget
		5.1.3 Continue participation in Colorado Legal Services (CLS) Pilot Program for landlord/tenant eviction defense; 2020	CLS will be scheduled to give Council an update during the last quarter of 2020. Plans for the spring had to be rescheduled due to COVID-19
	<b>5.2 Homelessness</b> Address the impact of increasing poverty as well as concerns by residents and businesses about homelessness	5.2.1 Re-engage internal task force and identify current challenges; Q4 2019	Tied to 5.2.4. Internal staff part of the Homelessness Community Task Force including Community Resource Navigator, PD and City Manager's Office
		5.2.2 Identify where the city can partner with Adams County to ensure access to physical and mental/behavioral health treatment and social services; Q4 2019	Staff is working with Sam Olson on the Adams County Coalition for the Homeless. Community Resource Navigator to help identify gaps
		5.2.3 Conduct a study session to discuss current challenges and to identify City Council priorities; Q4 2019	Once the Task Force has recommendations, we will bring them forth to the Council for discussion
		5.2.4 Set up community task force on homelessness per City Council direction	Kick off meeting 3/12 was postponed due to COVID-19; Virtual meeting held August 11, 2020. Subcommittees have been established

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		5.2.5 Reach out to the businesses and commercial property owners to identify areas of concerns and provide education and services (two formal outreach business meetings annually)	PD and ED staff conducted meetings in Q3 and Q4 in 2019. Due to COVID-19, none have been scheduled yet but will be. Newsletters and emails regarding information on resources have been disseminated.
	<b>5.3 Home Repair Service</b> Research and create a home repair services program if feasible	5.3.1 Research current communities that offer a home repair services program; Q2 2020	Presented to Council the Minor Home Repair Program through Adams County on August 17, 2020
		5.3.2 Identify potential grant funding sources to fund a home repair services program; Q2 2020	Presented to Council the Minor Home Repair Program through Adams County on August 17, 2020
		5.3.3 Identify specific service gaps using Neighborhood Services data; Q2 2020	Postponed to 2021 due to COVID
		5.3.4 Project potential use of a program and funding needed; Q2 2020	Postponed to 2021 due to COVID
		5.3.5 Propose program as part of the 2021 budget process; 2020	Recommending CDBG funds for Minor Home Repair
	<b>5.4 New Development</b> Need for quality, accessible, attainable, and workforce options for all household types and income levels	5.4.1 Market and promote current and future housing opportunities to developers and the workforce; Ongoing	Working closely to attract residential development to the Karl's Farm and Civic Center
		5.4.2 Market the need for quality, accessible, attainable and workforce housing options for all household types and income levels; Ongoing	
		5.4.3 Market housing options where gaps exist today such as the need for senior and workforce housing; Ongoing	
<b>Diverse Community</b> Maintain and celebrate our diverse community	<b>6.1 Race &amp; Equity Initiative</b>	6.1.1 Join the Government Alliance on Race & Equity; Q3 2019	
		6.1.2 Identify funding for Race & Equity Initiative in 2020 budget; Q4 2019	Regan Byrd Consulting was hired to conduct anti-racism and anti-oppression training to Council on August 8, 2020. RFP for all city employee training to be issued in Fall 2020. Funding needs to be identified for 2021 budget
		6.1.3 Coordinate development of a Race & Equity Task Force; 2020	An 11-member Diversity, Inclusivity and Social Equity Board was created by City Ordinance on August 24, 2020
		6.1.4 Develop race and equity focus areas and work plan; 2020/2021	This is will be completed by the Diversity, Inclusivity, and Social Equity Board which will hold its first meeting in October 2020.

Goal	Objective	Tactical Action	Notes
		6.1.5 Conduct microaggression training for elected officials as well as board and commission members; <i>2020</i>	Regan Byrd Consulting was hired to conduct anti-racism and anti-oppression training to Council on August 8, 2020. Further trainings will be identified through an RFP process
		6.1.6 Conduct mandatory microaggression training for staff; <i>2020</i>	RFP for all city employee trainings to be issued in Fall 2020
	<b>6.2 Historic Preservation</b>	6.2.1 Identify ways to partner with the Historic Preservation Commission in celebration of the city's heritage and preserving important historical places; <i>2020</i>	St. Stephens Church was designated as a National Historic Landmark in 2019. Received a Certified Local Government grant to do a survey for Deza Estates to determine if it would qualify for a historical designation to create an overlay district. Deza Estates Area Survey to take place Q4 2020 - complete in Q3 2021
	<b>6.3 Cultural Arts Programming</b>	6.3.1 Provide high-quality theatre and cultural programming through a partnership with the Northglenn Arts and Humanities Foundation; <i>Ongoing</i>	Virtual programming has been established and implemented and will continue to grow during COVID-19. In addition, the sculpture program & installation and other public art installations are continuing on schedule, including the RTD project
		6.3.2 Provide a report highlighting culturally diverse programming, demonstrating the ability of the Northglenn Arts and Humanities Foundation and the city to leverage funding; <i>Annually</i>	Provided an annual report to City Council in advance of the release of per capita funds for 2020. Will update in Spring 2021
	<b>6.4 City Communications</b> Promote and celebrate the city's culture and diversity with our community	6.4.1 Research opportunities to partner with the community through proclamations, attendance and sponsorship of events; <i>2020 and 2021</i>	Proclamations were done for Native American Month, MLK Day, Hmong New Years and others. National Day of Prayer, LGBTQ proclamations
		6.4.2 Incorporate celebrating the diversity of Northglenn in a video series for Channel 8, YouTube and social media; <i>2019 and 2020</i>	Video for ICMA Diversity Award completed.
		6.4.3 Create engagement on social media representing the diversity of the city and participation in city events that celebrate culture and diversity; <i>2020</i>	Continue to promote performances, artwork, new diversity board, and all other city efforts in this area on social media; engagement statistics continue to show increases
	<b>6.5 Access to City Facilities</b>	6.5.1 Meet or exceed all current ADA standards when developing new playgrounds or replacing playground equipment with a goal of providing fun, engaging play spaces for children of all abilities; <i>Ongoing</i>	



Goal	Objective	Tactical Action	Notes
	<b>6.6 New Resident Guide</b>	6.6.1 Engage realtors and residents to identify the best way to outreach to new residents and what content looks like; <i>Q3 2020</i>	Determined the best way to have the most reach to new residents was through new water customers
		6.6.2 Develop possible formats for the new resident guide; <i>Q4 2020</i>	Direct mailers with events, city services, etc. with a signed welcome letter from Council designed.
		6.6.3 Create and distribute a new resident welcome guide; <i>2021</i>	First set of mailers will go out Q3 2020
	<b>6.7 Promote Service on Boards and Commissions</b>	6.7.1 Increase the number and diversity of people involved in their community; <i>Ongoing</i>	
		6.7.2 Define diversity and establish metrics to measure board and commission diversity and representation	Connected to 6.1- Race and Equity Initiative
		6.7.3 Utilize multiple modes of communication, interactive materials, shareable content, and friendlier language to communication information; <i>Ongoing</i>	Highlight a different board/commission each issue of the Connection and have run social media posts to recruit for boards/commissions, sent direct mailer to recruit for new Diversity Board.
		6.7.4 Engage the full diversity of the community by addressing common barriers to participation by making meetings and events welcoming and accessible to all and by overcoming logistical barriers to participation; <i>Ongoing</i>	The need for virtual meetings has provided an unexpected benefit of removing a barrier for some members of the community (no need for transportation, childcare, etc.) Now that technology is in place, the ability to provide a hybrid approach once in-person meetings are resumed is one way to continue to remove barriers to public participation.
<b>Sustainability</b> Increase environmental sustainability	<b>7.1 Sustainability Plan</b> Develop a work plan for future efforts	7.1.1 Integrate city programs and operational efforts (both internal and external) into this work plan and to establish timeline for implementation; <i>Q2 2020</i>	Finalizing getting the correct information for the Benchmarking to the consultants to get portfolio manager up and running. Awarding contract to consultant for the Waste Optimization Study in August. Working on agreement with Xcel Energy to provide the infrastructure for the EV charging station.
		7.1.2 Create cross referencing matrix (dashboard) between Sustainability Strategic Goal and other council strategic goals; <i>Q4 2020</i>	Q3 begin meeting with Departments and Divisions to determine what metrics can be tracked and what targets will be focused on to create baseline information for dashboard.
		7.1.3 Develop budget recommendations for Operational programs, Capital Improvements Projects, community lead initiatives and programs, and staffing capacity assessment; <i>Q4 2020</i>	Discussion with Council on 8/3. Staff will regroup and bring forward a proposal for implementation and goal setting.

Goal	Objective	Tactical Action	Notes
		7.1.4 Establish applicable interagency/entity relationships necessary for implementation; Q2 2020	
	<b>7.2 Xcel Partners in Energy Program</b> Work with Xcel Energy to address the challenge of identifying local priorities and create an energy plan	7.2.1 Adoption of plan by City Council; Q4 2019	Adopted Nov 25, 2019
		7.2.2 Prioritization of recommendations; Q1 2020	Tied to 7.1.3 Bring forward HES and Solar-Coop proposal for Council to consider (depending on budget for 2020 or 2021).
		7.2.3 Integrate implementation into Sustainability Work Plan; 2020	Tied to 7.1.1 . Staff will be working on low cost projects to bring back in 2021 as well as longer term goal setting.
	<b>7.3 Community Engagement</b>	7.3.1 Create community stakeholder committee to assist with prioritizing Sustainability Plan; 2020	Discussed at the 8/3 Council meeting. Staff will bring back additional information on a Sustainability Advisory Board and how it would differ from a committee for discussion.
		7.3.2 Create internal stakeholder committee to assist with prioritization by identifying capacity and level of service delivery; 2020	Green Team kick-off began in August 2020
	<b>7.4 Water Conservation</b>	7.4.1 Continue offering current rebate programs: \$75 toilet rebate, \$100 washer rebate, \$100 irrigation timer rebate, \$50 rain barrel rebate, \$3 sprinkler heads rebate, pilot turf replacement rebate program, Garden in a Box program, Slow the Flow; Ongoing	All rebates continue to be offered. The turf replacement rebate program is now in its second year and has moved from a pilot program to an ongoing rebate program. Rebate application program updates to continue operation during COVID. Rebate program to be expanded in 2021 to include commercial rebates and to make residential toilet rebate requirements more stringent.
		7.4.2 Evaluate need to increase funding for water reduction programs and rebates, 2020	Current funding sufficient to meet water conservation needs in 2021 and to begin implementing the Water Efficiency Plan (WEP). Full implementation of the WEP will require additional funding and staff time in 2022.
		7.4.3 Monitor inefficiencies and leaks with parks irrigation; Ongoing	Ongoing effort. No additional budget requested in 2021.
		7.4.4 Complete Integrated Water Resources Plan (IWRP); Q1 2020	Document completed which identifies future supply/demand gap, and provides recommendations about how to fill that gap. Based on a series of considerations including cost effectiveness and feasibility, the IWRP recommends ongoing pursuit of purchase of clear creek water rights, increased conservation through the implementation of the WEP, and continued investigations into the feasibility of expanding Standley Lake or pursuing aquifer storage and recovery.

Goal	Objective	Tactical Action	Notes
		7.4.5 Pursue grant funding for conservation programs; <i>Ongoing</i>	Grant used to complete Water Efficiency Plan (WEP) in 2019/2020. Further grant funding of conservation programs will be pursued as available.
	<b>7.5 Recycling</b>	7.5.1 Awarded 2019 CDPHE RREO Mini-Grant to introduce event recycling and promote proper recycling to residential users; <i>2019</i>	Waste Optimization Contract will be awarded in August 2020
		7.5.2 Continue Zero Waste Program for city events, which began at the 2019 Pirate Fest; <i>Ongoing</i>	
		7.5.3 Purchase recycling bins for city events; <i>Ongoing</i>	
		7.5.4 Create resident recycling awareness program; <i>2020</i>	Tied to 7.6.1. Contract will be awarded in August 2020 for the project
	<b>7.6 Composting</b>	7.6.1 Conduct Residential Composting Feasibility Study; <i>2020</i>	Tied to 7.5.4. Contract will be awarded in August 2020 for the project
	<b>7.7 Healthy Eating Active Living (HEAL)</b> Promote healthy eating and an active lifestyle to both employees and residents	7.7.1 Continue implementation of Healthy Meeting Guidelines; <i>Ongoing</i>	
		7.7.2 Continue implementation of healthy snack vending machines at Northglenn Recreation Center, boat house, and public facing facilities; <i>Ongoing</i>	
		7.7.3 Continue bicycle safety training for new riders at Bicycle Derby Day and hand out safety gear; <i>Ongoing</i>	Biking events cancelled for 2020
		7.7.4 Implementation of Connect Northglenn, encouraging use of added bicycle lanes and pedestrian connectivity to reduce carbon emissions ; <i>Ongoing</i>	Completed Connect Northglenn plan for Grant Street (2019), Melody Ave and Claude Court (2020). Working with consulting firm in 2020 to develop templates/standards from the Connect Northglenn plan. Applying for funding through CDOT for approximately \$1,000,000 in Connect Northglenn improvements for 2021, 20% match from City of Northglenn required and budgeted for in 2021.

Goal	Objective	Tactical Action	Notes
	<b>7.8 Oil and Gas Regulations</b> Colorado General Assembly signed into law new regulations to ensure that oil and gas development and operations are regulated in a manner that protects public health, safety, welfare, the environment and wildlife resources	7.8.1 Update city oil and gas regulations as a result of the passage of Senate Bill 181; Q4 2019	Approved by Planning Commission and City Council on July 27, 2020
<b>Infrastructure</b> Invest in Northglenn's infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems	<b>8.1 Transportation Plan</b>	8.1.1 Complete an assessment of the intersections within the city to determine level of service, signalization timings, traffic impacts and forecasting; 2020	2020/2021 traffic signal improvements will allow the City to implement coordinated signal timings. Northglenn is scheduled to receive \$1,200,000 grant (20% match) for traffic signal improvements. Signals will feature adaptive advanced detection which will provide congestion relief during peak times as well as analytical data such as travel times, vehicle counts and irregular delay events.
		8.1.2 Develop a unifying document that would integrate the following documents to project short-term needs and long-term goals (2021): Complete Streets Policy, Connect Northglenn, Pavement Condition Index, School Zone Safety Assessments; 2021	Due to COVID 19 this was pushed to 2022. \$250, 000 was budgeted for 2020, that number may increase slightly for 2022.
		8.1.3 Complete a citywide assessment of traffic structures to develop a short and long-term Capital Improvement Program (CIP) plan. Elements may include the condition of signals, cabinets, traffic poles and pedestrian control; 2020/2022	Internally we can assess the electrical infrastructure of our traffic signals. Through routine maintenance many signals need to be rewired due to corroding wiring. Ideal plan would consist of brand new wiring for all signals. Jerry can get an assement of immediate and future phasing plan. Long term, a structural assessment of traffic signal poles and foundations required. From observation, many poles are rusted. Options are to sand recoate poles or replace the police. Outside consulting from a structural engineer would be required.
	<b>8.2 Traffic Calming</b>	8.2.1 Evaluate the current Traffic Calming Policy for potential changes that may ease requirements for traffic calming measures; Q4 2019	Traffic Calming Policy was updated by council on March 9th, 2020. Due to COVID traffic studies were put on hold and began again in late July. Public Works and PD will be meeting late August to discuss coordinated efforts on traffic calming. Engineering will complete studies and develop temporary measures for traffic calming.

Goal	Objective	Tactical Action	Notes
		8.2.2 Budget for and transition existing temporary speed humps into permanent asphalt speed humps at the recommended engineering standard; 2020	On June 8th, 2020 council approved a contract to have permanent speed humps placed at Claude Court, 112th Place and Livingston. Permanent placement began in August 2020. The contractor provided an per speed hump price for future needs.
		8.2.3 Provide an annual CIP for traffic calming improvements; 2021	Council approved \$250,000 for CIP Traffic Calming improvements in March of 2020. The 2020 funds were used for permanent speed humps. \$250,000 is proposed for 2021 budget.
	8.3 Roads, Sidewalks and Parks	8.3.1 Identify funding for short-term needs to increase the rating and develop a long-term plan to maintain the rating of 70 once reached; Q4 2019	Council approved approximately \$5.5 million dollars worth of road construction in 2020 not including the 120th Corridor project. Over the next 4 years additional funds are allocated to complete additional road work with the goal of reaching a PCI of 70.
		8.3.2 Conduct a PCI every three years.	Next PCI is scheduled for 2023. Public Works did purchase Streetlogix software to assist with residential planning and budgeting in accordance with the PCI. The program is interactive and was launched on the website in Q2 2020, residents are able to access the information for any road in the city.
		8.3.3 Develop a residential sidewalk plan that will identify when damaged sidewalks are scheduled for repair by year, based on rating. Within budgeted amount, allow funding for emergency repairs; 2020	In 2019 Engineering staff completed a citywide assessment of all the sidewalks. Staff is working on prioritization, developing a rating and schedule for the program.
		8.3.4 Determine level of service necessary to maintain cleanliness of our parks, roadways, sidewalks and city facilities; 2020	Due to COVID 19 and the hiring freeze evaluation needs to be determined with new normal.
		8.3.5 Continue to utilize the Parks and Recreation Master Plan to develop a five year Capital Improvement Program; Ongoing	Connected to 8.7.2 Continue to use the P&R Master Plan to guide the 5-year CIP; projects impacted by COVID-19 and the hiring freeze will be extended into 2021.
	8.4 Water	8.4.1 Develop and implement an Integrated Water Resources Plan (IWRP) to provide and maintain a reliable and sustainable water supply for our community; Q1 2020	Connected to 7.4.4 The IWRP has been completed.

Goal	Objective	Tactical Action	Notes
		8.4.2 Explore and implement additional water efficiency measures to establish long term goals and encourage efficient use of available water resources; <i>2020</i>	Connected to 7.4.4 The completed Water Efficiency Plan (WEP) outlines conservation goals necessary for Northglenn's water supply. In 2021 the plan will begin to be implemented by expanding upon the conservation rebate program, making conservation requirements more stringent, and preparing for full WEP implementation in 2022 which will require additional funding and staff time.
		8.4.3 Explore potential water rights purchasing and storage opportunities as our city water demand grows with development; <i>Ongoing</i>	Connected to 7.4.4 The completed IWRP makes recommendations about the types of water rights to pursue for Northglenn's water supply. Staff will continue to pursue the purchase of Clear Creek water rights.
		8.4.5 Utilize the updated Water Master Plan (2019) to develop a CIP plan identifying short-term needs and long-term goals; <i>2020</i>	
	<b>8.5 Wastewater</b>	8.5.1 Finish design and construction of Lift Station A and Forcemain piping to the city's north border; <i>Q4 2021</i>	Providence Infrastructure was hired as the design consultant, BT Construction will be replacing the forcemain and JR Filanc Construction will be replacing the lift station. Final GMP is due late 2020 with construction beginning Q1 2021.
		8.5.2 Utilize the updated Wastewater Master Plan (2020) to develop a CIP plan identifying short-term needs and long-term goals; <i>Ongoing</i>	On June 22nd, 2020 council approved a contract with CDM Smith to complete the Wastewater Master Plan update. This effort is expected to take approximately 8 months to complete.
	<b>8.6 Building Codes</b>	8.6.1 Implement building code update, moving from the 2009 to 2018 International Building Code (IBC); <i>Q1 2020</i>	Delayed due to COVID-19
	<b>8.7 Upgrade of parks and recreation infrastructure</b>	8.7.1 Secure funding to finish the design and construction of the Justice Center West Park; <i>2020/2021</i>	On hold due to COVID-19 hiring freeze and vacancy in the Parks Project Manager position; effort will resume once position is filled.
		8.7.2 Continue to utilize the Parks and Recreation Master Plan as a framework to develop a five year Capital Improvement Program with a goal of completing all planned projects with an identified funding source within the timeline outlined in that document; <i>Ongoing</i>	Connected to 8.3.5

Goal	Objective	Tactical Action	Notes
		8.7.3 Complete the design, construction, and opening of the new Recreation Center, Senior Center, and Theatre by mid-year 2021 within the total approved project budget of \$53 million plus any awarded grant funding; 2021	Continue to provide ongoing updates regarding progress to Council. Design has been completed, construction is underway and project is on schedule to be completed in October 2021.
	<b>8.8 Development of an Entryway Signage Program</b>	8.8.1 Develop a citywide wayfinding/gateway signage program to continue to implement the city's marketing and branding; Q4 2020	
		8.8.2 Incorporate Connect Northglenn and HEAL components with signage enhancements; Ongoing	
	<b>8.9 Identify and evaluate locations to relocate City Hall</b>	8.9.1 Establish program and budget; Q1 2020	
		8.9.2 Create an internal stakeholder committee; 2020/2021	
		8.9.3 Conduct community outreach to include engagement and education; 2020/2021	
		8.9.4 Develop timeline for design and construction; TBD	