



CITY MANAGER'S OFFICE MEMORANDUM
#34-2021

DATE: Sept. 27, 2021

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager 

FROM: Rupa Venkatesh, Assistant to the City Manager 

SUBJECT: CR-89 – 2019-2023 Strategic Plan Update

PURPOSE

To consider CR-89, a resolution to adopt the updated 2019-2023 Strategic Plan.

BACKGROUND

The 2019-2023 Strategic Plan was adopted by Council in October 2019. During the Feb. 27, 2021 retreat, Council was provided with updates on the Strategic Plan and had the opportunity to brainstorm new ideas. Overall, 41 items were considered for prioritization. Council identified eight ideas as the highest priority. They are listed below in no particular order and have been added to the revised Strategic Plan.

2021 Strategic Priorities

1. Restorative justice program – included as a tactical action under Objective 3.3
2. Police Department co-response program – included as a tactical action under Objective 3.3
3. Village Greens fencing – included as a tactical action under Objective 8.7
4. Webster Lake safety concerns – included as a tactical action under Objective 3.1
 - a. Renamed to E.B. Rains Jr. Memorial Park to reflect the park name change
5. Pedestrian and roadway safety – revised Objective 3.2
6. N Line fare equity regional initiative – included as a tactical action under Objective 1.1
7. Boys & Girls Club – included as a tactical action under Objective 1.1
 - a. City of Thornton had discussions with the Boys & Girls Club and did not come to an agreement. This priority is renamed in the Strategic Plan to partner with the City of Thornton and/or other organizations to offer more youth and teen programming opportunities.
8. Adventure course targeting ages 12 and older – included as a tactical action under Objective 8.7

Revision

The purpose of this revision is not to change the content of the 2019-2023 Strategic Plan. Rather, this revision is intended to create a more manageable document to track progress as well as shift the plan from a “to do” list to a strategic document to describe big picture outcomes. Some examples of the revisions include:

- Changed “Strategic Goal” to “Strategic Priority Area”
- Objectives listed as action item strategies as opposed to a list of projects
- “Projects” became “tactical actions” under the Objectives
- Removed milestones or tasks
- Moved completed tactical actions to the Archive List Appendix

Attachment 1 – Revision With Tracking

Below is a legend for the colors indicated in Attachment 1.

Color	Meaning
Yellow highlight	Completed and/or operationalized and moved to the Archive List Appendix or Performance Measures Appendix
Blue highlight	Moved to a different section, i.e. became an objective, or moved under a different objective, etc.
Red line	Deleted text in section
Green line	Added text to section

NEXT STEPS

The next important step is to measure the success of the Strategic Plan by establishing a performance measurement system. An appendix in the Strategic Plan already contains performance measurements so the Leadership Team can build off that work. ClearPoint software will continue to be used to track and report progress on the Strategic Plan on a semi-annual basis.

It is recommended that Council utilize the Strategic Plan when brainstorming ideas at the next Council retreat. Strategic objectives will allow for a more focused list of projects. Finally, in 2023, Council will have the opportunity to analyze and update the next five-year iteration of the Strategic Plan.

BUDGET/TIME IMPLICATIONS

There are no financial or time impacts to the City.

STAFF RECOMMENDATION

Staff recommends approval of CR-89.

STAFF REFERENCE

If Council members have any questions, please contact:

- Heather Geyer, City Manager, at hgeyer@northglenn.org or 303.450.8706
- Rupa Venkatesh, Assistant to the City Manager, at rvenkatesh@northglenn.org or 720.376.8069

ATTACHMENTS

1. 2019-23 Strategic Plan revision with tracking
2. Presentation

CR-89 – 2019-2023 Strategic Plan Update
Updated Strategic Plan



Northglenn

CITY COUNCIL
STRATEGIC PLAN
2019 • 2023
2021 UPDATE





2021 UPDATE

TRACK CHANGES

DEFINITION:

Changes from the approved 2019-2023 Strategic Plan have been color-coded to understand the difference between the old document and the new one

Yellow Highlight

Completed and/or operationalized and moved to the Archive List Appendix or Performance Measures Appendix

Blue Highlight

Moved to a different section, i.e. became an objective, or moved under a different objective, etc.

~~Red Line~~

Deleted text in section

Green Underline

Added text to section



From left to right: Esquibel, Sauers, Leighty, Duran Mullica, Willford, Whitman, Rodriguez, Downing and Brown

Mayor

Antonio B. Esquibel

Ward 1

Meredith Leighty
Mayor Pro Tem

Jordan Sauers

Ward 3

Julie Duran
Mullica

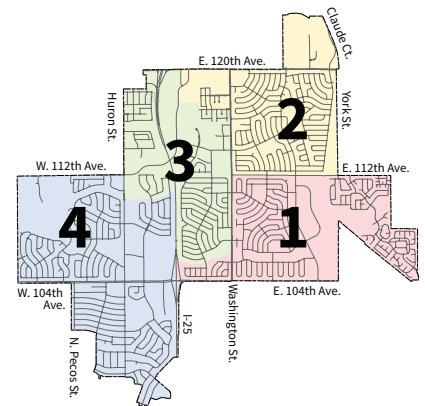
Marci Whitman

Ward 2

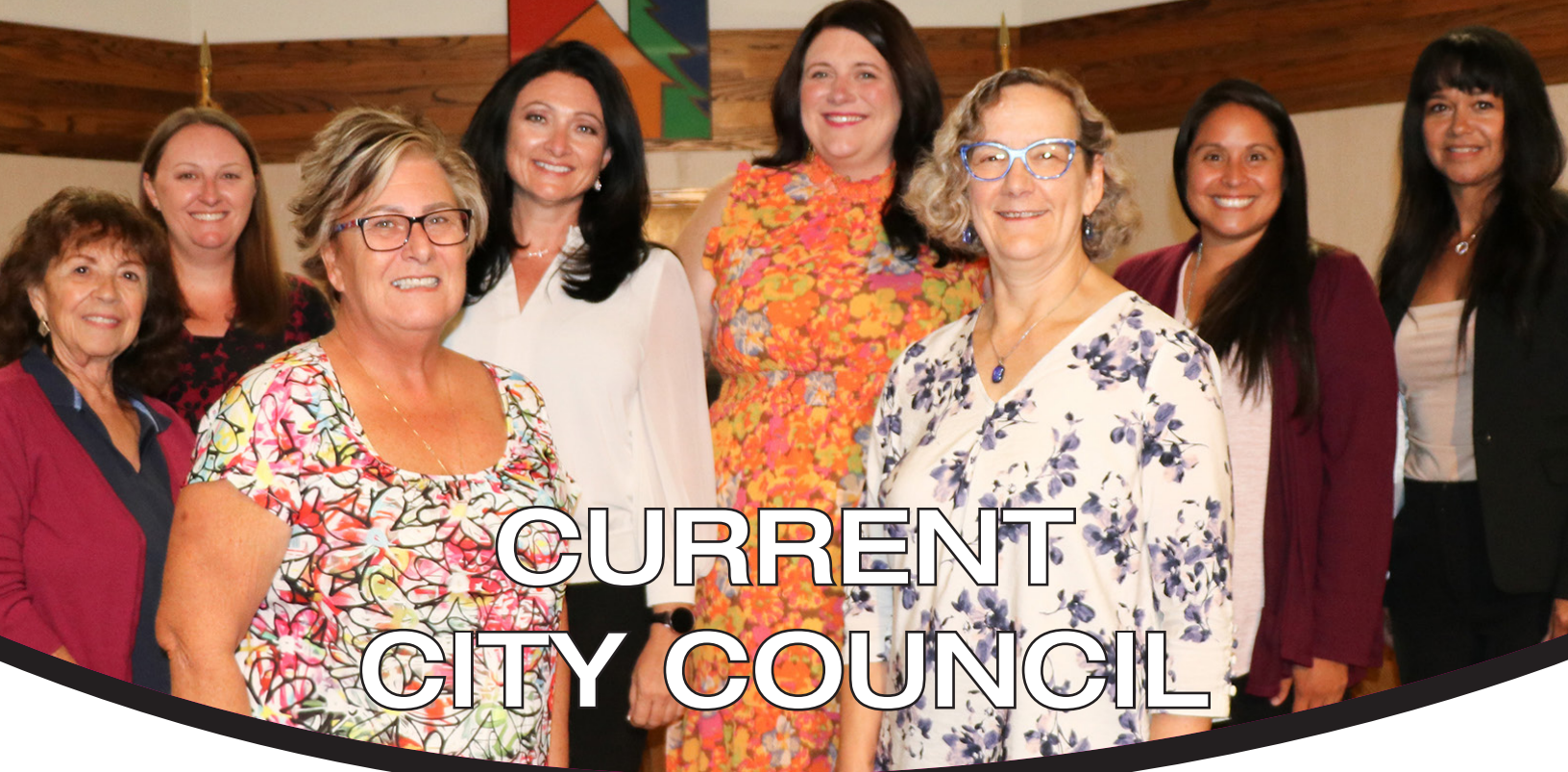
Becky Brown
Joyce Downing

Ward 4

Lauren Rodriguez
Jenny Willford



Wards of Northglenn



CURRENT CITY COUNCIL

From left to right: Downing, Witkovich, Brown, Leighty, Willford, Goff, Duran Mullica, Lukeman-Hiromasa

Mayor

Meredith Leighty

Ward 1

Ashley Witkovich

Ward 3

Julie Duran Mullica

Katherine E. Goff

Ward 2

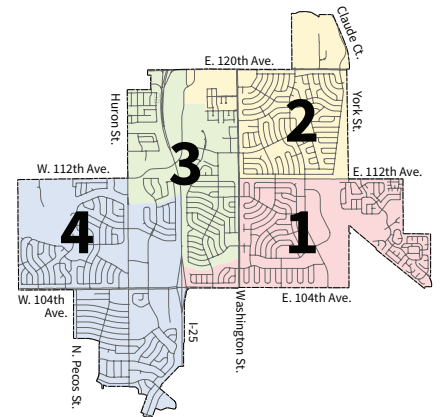
Becky Brown

Joyce Downing

Ward 4

Shannon Lukeman-Hiromasa

Jenny Willford
Mayor Pro Tem



Wards of Northglenn



LETTER FROM THE CITY MANAGER

Dear Mayor and City Council Members,

As the City of Northglenn celebrates its 50th anniversary, it is my honor to collaborate with you, city staff, and community members to present the City Council 2019-2023 Strategic Plan. The following eight strategic priority areas have been developed to guide our work moving forward:

- 1. High-Performance Government**
Respect the city's human and fiscal resources by delivering a high-performance government with a strong organizational culture.
- 2. Community Engagement**
Invest in a sense of place and resident satisfaction with community engagement efforts.
- 3. Public Safety**
Northglenn is a safe community to live, work, learn and play.
- 4. Business Retention and Growth**
Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.
- 5. Housing Opportunities**
Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.
- 6. Diverse Community**
Maintain and celebrate our diverse community.
- 7. Sustainability**
Increase environmental sustainability.
- 8. Infrastructure**
Invest in Northglenn's infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.



City staff members at the 2018 holiday bike giveaway.

HIGH-PERFORMANCE GOVERNMENT

What is high-performance government? An approach to service delivery. It prioritizes value for residents, businesses, and stakeholders. It determines where to go and how to get there. It measures and tracks progress. It organizes resources – human and fiscal – in ways that improve delivery, services, and outcomes. In a high-performance government, leaders at all levels, both formal and informal, foster a culture of engagement, empowerment, thinking, and learning.

CITY AND STAFF

The City of Northglenn is a service organization. We have a dedicated team of staff who invest their lives in public service and this community. To be the best stewards of that time and talent is to invest in a high-performance culture and professional organization. It means investing in systems to evaluate both individual and department-level contributions to the citywide goals, giving employees a sense of belonging and purpose.

With talented staff and an engaged community, we are on our way to having all the ingredients of a high-performance

“A collaborative approach, measurable goals, and clear performance expectations will provide the roadmap for city staff to align resources with integrity, innovation, and creativity, ultimately improving levels of service for our residents.”

government. A family feel drives the City of Northglenn’s organizational culture.

A collaborative approach, measurable goals, and clear performance expectations will provide the roadmap for staff to align resources with integrity, innovation, and creativity – ultimately improving levels of service for our residents.

THIS PLAN

This document – and the process that created it – is an investment in the City of Northglenn’s employee engagement, organizational health and most of all, service for residents. It is the first step in using data to inform our goals and measure successes.

When complete, this 2019-2023 vision document will guide daily operations, the annual budget process, and multi-year capital improvement planning. Ultimately, we will develop an annual

report to the community. This is a living document intended to be reevaluated each year based on City Council’s priorities, economic conditions, situational changes, and new opportunities. We will pause often to celebrate our small and large successes and reevaluate what may need to be revised.

Thank you for your forward-thinking partnership as we continue to be a community of choice for residents, businesses, and visitors for not simply the next five years, but also the next 50 years.

Sincerely,

Heather Geyer
City Manager





Residents of Northglenn enjoy small neighborhoods with accessible schools, convenient shopping centers, parks, lakes, open spaces, and outdoor recreation facilities. Many of the original residents who lived in Northglenn when it incorporated in 1969 still live here, and the city continues to welcome new residents into this inclusive community.

Northglenn proudly hosts numerous annual and special events including Pirate Fest, Family Campout, Summer Movie Series, Safe Street Halloween, and Noel Northglenn, drawing approximately 85,000 visitors/participants each year.

The city government's support for community and economic development makes Northglenn a hub of safe neighborhoods and business activity. The quality of planning, development, services and volunteers creates a distinctive sense of community that is uncommon in many modern cities. The community is connected by the well-planned Greenway Trail System. The 28 miles of off-street walking and biking paths connect with larger trail systems that lead throughout the Denver metro area.

GOVERNMENT

Northglenn operates a council-manager form of government. The city's residents elect a mayor and eight council members who conduct the legislative functions of the city. In turn, the city manager executes the laws and administers the city's government alongside 268 full-time/part-time benefited employees.

Good government is not just the responsibility of elected officials and employees. Residents also play an important role. Boards and commissions give people a voice in the city's government and provide a means of influencing decisions that shape the quality of life in Northglenn by advising the city or City Council on specific topics relating to their board. More than 80 residents serve on boards and commissions, and 500 people volunteer for more than 100 activities and programs.





















EDUCATION

Public schools in Northglenn are operated by the highly-recognized Adams 12 Five Star School District. Their STEM (Science, Technology, Engineering and Math) programs are nationally-renowned. The district offers a wide range of specialized curriculum for diverse student needs. The city is also home to number of charter and private schools.

PARTNERS

Partners include the Northglenn Arts and Humanities Foundation, Northglenn Community Foundation, Northglenn Historic Preservation Commission, Citizen's Police Academy Alumni Association of Northglenn (CPAAAN), Northglenn Urban Renewal Authority (NURA) and Northglenn Senior Organization, as well as regional groups.

CITY OF NORTHGLENN: FAST FACTS SEPT. 2021

 <p>Elevation 5,460 Feet</p>	 <p>City Employees 303 Full-Time Employees</p>	 <p>Board & Commission Positions 89</p>	 <p>Volunteers 550+</p>								
 <p>Median Home List Price \$459,950*</p>	 <p>Property Tax 11.597 mills</p>	 <p>Households 14,439</p>	 <p>Public Schools Adams 12 Five Star Schools</p>								
 <p>Population 38,608</p>	 <p>Median Age 32.5^^</p>	 <p>Bachelor's Degree or Higher 20.7%^^</p>	 <p>Average Household Income \$66,300</p>								
 <p>Household Size Average 4.13^</p>	 <p>Median Rent \$2,500: House* \$1,397: One-Bedroom Apartment**</p>	 <p>Destination Points (in miles)</p> <table border="0"> <tr> <td>Downtown Denver: 12</td> <td>Fort Collins: 55</td> </tr> <tr> <td>Boulder: 20</td> <td>Front Range Airport: 32</td> </tr> <tr> <td>Denver Intl. Airport: 22</td> <td>Rocky Mountain Airport: 8</td> </tr> </table>		Downtown Denver: 12	Fort Collins: 55	Boulder: 20	Front Range Airport: 32	Denver Intl. Airport: 22	Rocky Mountain Airport: 8		
Downtown Denver: 12	Fort Collins: 55										
Boulder: 20	Front Range Airport: 32										
Denver Intl. Airport: 22	Rocky Mountain Airport: 8										
<p>Key Industries</p> <ul style="list-style-type: none">  Service  Retail  Health/Wellness  Automotive  Advanced Manufacturing 	<p>Sales Tax</p> <p>4.0% Northglenn</p> <p>4.0% Colorado</p> <p>.75% Adams County</p> <hr/> <p>8.75% Total</p>	<p>Race/Ethnicity</p> <table border="0"> <tr> <td>.2% Native Hawaiian/ Pacific Islander</td> <td>2.1% Two Races</td> </tr> <tr> <td>.5% Native American/ Alaska Native</td> <td>2.5% Asian</td> </tr> <tr> <td>2% Black</td> <td>35.3% Hispanic</td> </tr> <tr> <td></td> <td>57.4% White</td> </tr> </table>		.2% Native Hawaiian/ Pacific Islander	2.1% Two Races	.5% Native American/ Alaska Native	2.5% Asian	2% Black	35.3% Hispanic		57.4% White
.2% Native Hawaiian/ Pacific Islander	2.1% Two Races										
.5% Native American/ Alaska Native	2.5% Asian										
2% Black	35.3% Hispanic										
	57.4% White										

Source: DOLA, except where noted. * - Altos Research. ** - Apartment Association of Metro Denver. ^ - State Demography Office ^^ - Census

VISION, & MISSION & VALUES

*Our common purpose
as elected officials and
city employees.*



VISION

Northglenn is a diverse and welcoming community that celebrates its small-town character, urban energy, and thriving businesses.



OUR COMMITMENT

To provide a high quality of life to our residents and businesses through the provision of excellent municipal services.



VALUES

- Sustainability
- Inclusivity
- Innovation
- Engagement

FIVE-YEAR STRATEGIC GOALS ~~GOALS~~ PRIORITY AREAS: 2019 THROUGH 2023



1. High-Performance Government

Respect the city’s human and fiscal resources by delivering a high-performance government with a strong organizational culture.



2. Community Engagement

Invest in a sense of place and resident satisfaction with community engagement efforts.



3. Public Safety

Northglenn is a safe community to live, work, learn and play.



4. Business Retention and Growth

Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.



5. Housing Opportunities

Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.



6. Diverse Community

Maintain and celebrate our diverse community.



7. Sustainability

Increase environmental sustainability.



8. Infrastructure

Invest in Northglenn’s infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.



STRATEGIC PRIORITY AREA GOAL #1

HIGH-PERFORMANCE GOVERNMENT

GOAL DEFINITION

Respect the city's human and fiscal resources by delivering a high-performance government with a strong organizational culture.

ACTION PLAN

1.1 Regional Collaboration & Advocacy Position the City to be competitive and leverage relationships through Regional Collaboration and Advocacy

- City Council is active in regional liaison roles to build partnerships and advocate on behalf of the city, including (*all ongoing*):
 - *North Area Transportation Alliance (NATA)*
 - *Denver Regional Council of Governments (DRCOG)*
 - *Adams County Council of Governments*
 - *North Metro Fire Rescue*
 - *Anythink Libraries*
 - *Colorado Communities for Climate Action (CC4CA)*
 - ~~*Adams County Economic Development (ACED)*~~ *Adams County Regional Economic Partnership (AC-REP)*

- ~~*Metro North Chamber of Commerce*~~
- *Colorado Municipal League (CML)*
- Legislative Policy Committee actively monitors proposed state legislation in partnership with city lobbyists and advocates on behalf of the community on important legislation, *ongoing*
- Review existing laws and regulations based on state law changes and propose changes to reflect the needs of the community, *ongoing*
 - ***Adopt a smoke-free public places ordinance, Q3 2019***
 - ***Protect youth through licensing changes for vaping products, Q4 2019***
- City presents best practices at state, regional and national organizational meetings, trainings and events, *ongoing*



City staff working on Northglenn's sewer system on Irma Drive.

- ~~Earn organizational awards by individuals, departments, programs and events, ongoing~~
- Partner with Anythink Libraries to locate a site for a career library in Northglenn, 2023
- Advocate for fare equity of the N Line to preserve ridership accessibility, 2022
- Partner with the City of Thornton and/or other organizations to offer more youth and teen programming opportunities, 2023



The city holds an employee health fair every year, where staff learn about healthy eating and habits, as well as what health-related services are available to them as employees.

1.2 Improve City Council Efficiency

- Update the City Council onboarding system to help provide learning opportunities for newly-elected officials, Q4 2019
- Develop council and staff communication norms, Q4 2019
- Coordinate annual strategic planning with the mayor and City Council, Q4 2019 & Q1 and Q2 2020 ongoing

1.3 High Performance Government Identify new or best practices to enhance efficiency and effectiveness of service delivery

- ~~Build sources of data to create benchmarks to guide decisions, improve results and enhance service delivery~~
 - Develop a formal performance measurement program to measure the city's progress towards City Council's strategic goals, Q4 2019 and 2020
- Develop a formal performance measurement program to measure the city's progress towards the City Council's strategic goals, 2022
- Identify new or best practices to enhance efficiency and

effectiveness of service delivery, ongoing

- Review existing levels of service to ensure the city is operating at an optimal level and meeting the needs of our community, ongoing
- ~~Assess Police Department readiness to apply for state accreditation, Q3 2020~~
- ~~Assess Public Works Department readiness to apply for APWA accreditation Public Works Department will apply for APWA accreditation, 2021~~
- Promote city innovation through submission of case studies and awards, ongoing
- Build a financial resiliency plan to assess debt obligations, reserve level requirements, and unfunded infrastructure needs, 2020 2022
- Measure performance through biannual Resident Survey (see Community Engagement section) ongoing
- Measure growth and identify changes and challenges occurring in the business community through Business Survey, annually

1.4 Engaged Workforce Create an engaged workforce to foster productivity and alignment with the city's goals and values

- **Total Compensation & Benefits System**
 - *Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community*
 - *Development of new market-driven compensation system, 2019*
 - *Implement new compensation plan following budget adoption on Oct. 28, 2019, ongoing*
 - *Maintain market updates annually, ongoing*
 - *Analyze cost to implement \$15 minimum wage for city positions, Q4 2019*
- ~~Performance Management System~~
 - *Engage staff at all levels to evaluate the performance evaluation program and align the program with the City's core values and compensation plan, 2020*
- Collaborate staff at all levels to evaluate the performance evaluation program and align the program with the City's core values and compensation plan, 2021
- ~~Employee Engagement Survey~~
 - *Implement recommendations from the 2018 Employee Engagement Survey to establish a baseline and gauge the pulse of the organization at all levels, Q3 and Q4 2019*
 - *Next survey to be conducted in December 2020 and 2022*
- ~~Other Benefits~~
 - *Evaluate city benefit plan and costs associated with potential benefits such as paid family leave, 2020*

1.5 City Manager Communications Identify meaningful ways to engage staff and the community in providing quality communication and opportunities to share perspectives about how the city is doing

- Identify meaningful ways to engage staff and the community in providing quality communication and opportunities to share perspectives about how the city is doing, Q1 2020
- ~~Core Values & Customer Service Expectations~~
 - *Promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency, 2020*
- Promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency, 2020, ongoing
 - *Develop staff core values, 2020*
- Provide outstanding municipal services to residents and businesses through the creation of customer service expectations, Q1 2020 2022
 - *Provide outstanding municipal services to residents and businesses through the creation of customer service expectations, Q1 2020*



City staff place holiday lights on municipal buildings and street lamps every winter.



STRATEGIC PRIORITY AREA GOAL #2

COMMUNITY ENGAGEMENT

GOAL DEFINITION:

Invest in a sense of place and resident satisfaction with community engagement efforts.

ACTION PLAN

- 2.1 Comprehensive Plan Engagement**
Engage residents and stakeholders in Long Range Planning processes to contribute to the creation of a vision for the future that meets the expectations of our community
- Led by a ~~Public/Community Stakeholder Committee/Task Force~~ to reflect the social, economic and cultural composition of the community, ~~Q3/Q4 2020~~
 - **Communications Plan** – focused messaging on various platforms to specific populations within the city
 - ~~Engagement Plan~~ – Multifaceted approach to soliciting input on vision and expectations of the community
 - ~~Explore neighborhood identity planning~~
 - Develop an engagement plan that provides several levels and opportunities to residents and stakeholders to provide input and

- feedback throughout long-range planning processes, 2022
 - Upon completion of the city-wide Comprehensive Plan, begin neighborhood and sub-area plans as identified as priorities and utilizes the similar engagement plan strategies in those specific areas, 2022
- 2.2 Utilize Neighborhood Services to engage with the community**
Neighborhood Services Engagement
- **Continue and establish Dumpster Days** as an annual spring event
 - Continue to ~~grow and~~ promote utilization of Block Party Trailer program throughout the community, *ongoing*
 - **Identify program enhancements, 2020**
 - **Have a study session with City Council to review current efforts and identify priorities, 2020**



The city's annual bike cleanup draws dozens of people from throughout the area, and is a culmination of a year-long donation and volunteering process.

2.2 Volunteering Evaluate citywide volunteer program, identify best practices, and recommend changes

- Assess current citywide opportunities to volunteer and identify additional opportunities, ~~Q2-2020-2022~~
- Present current volunteer program to City Council and receive feedback on any recommended changes, ~~Q3-2020-2022~~

2.3 City Special Events Provide engaging and inclusive events for residents and surrounding areas

- Present current approach to city festivals to City Council, ~~Q4 2019~~
- Evaluate required level of service to possibly increase the number of city events in different wards, ~~2020~~

2.5 Resident Survey

- Present results of 2019 Resident Survey, ~~2019~~
- Evaluate and identify areas of

focus from the 2019 Resident Survey, ~~Q4 2019~~

- Budget for next Resident Survey, ~~2021~~

2.6 US Census

- Partner with Adams County through an IGA to ensure the city effectively promotes resident participation in the 2020 Census, ~~2020~~
- Work with the Complete Count Committee to develop deeper relationships with organizations that serve and represent under-counted communities, ~~ongoing~~
- Create partnership plan to capitalize upon US Census engagement activities to keep populations engaged in city activities, programs and boards and commissions, ~~ongoing~~

2.72.3 Civics 101/Resident Academy Develop broader and more diverse participation in civic engagement processes and civic activities

- Develop a Civics 101/Resident Academy for residents to learn more about their city government, ~~2023~~

- ~~Plan a curriculum for a Civic 101/Resident Academy, Q1-2020~~

- ~~Plan and host the Civic 101/Resident Academy, Q2 or Q3-2020~~

- ~~Develop broader and more diverse participation in civic engagement processes and civic activities, 2020~~

- ~~Create a resource of advocates and ambassadors for the city through the Civics 101/Resident Academy alumni, 2020~~

2.82.4 Communications Strategic Plan Implementation and Updates Communicate to residents and businesses in a consistent and transparent manner

- Continue implementation of the July 2019 18-month Communications Plan, ~~2020~~
- Update Strategic Communications Plan, ~~Q1-2020-2022~~
- Provide ongoing feedback on plan implementation, ~~2020 and 21-2022~~



STRATEGIC PRIORITY AREA GOAL #3

PUBLIC SAFETY

GOAL DEFINITION:

Northglenn is a safe community to live, work, learn and play.

ACTION PLAN

3.1 Community Safety Increase both real and perceived community safety for those who live, work, learn, and play in the City of Northglenn

- Increase both real and perceived community safety for those who live, work, learn and play in the City of Northglenn, *2020*
- ~~Expand Community Relations Unit, 1 officer each in 2021 and 2022~~
- Implementation of Priority Department and 360 Recommendations: CAPP Advisory Board; Implementation of Body-Worn Camera and In-Car camera programs, 2022
- Increase crime prevention education through social media campaigns, Connection articles, and calls for service, *2020 ongoing*
- Increase community engagement through development of

new neighborhood watch groups, police participation in community events, and community engagement on social media platforms, *2020 ongoing*

- Increase community outreach through public meetings to include apartments, businesses and ward meetings, *2020 ongoing*
- ~~Increase homeless referrals, which help to identify those in need of shelter, food, mental health services, and/or basic medical care, ongoing~~
- Work with Community Resource Navigator to develop a multidisciplinary plan for community response on homelessness, 2022
- Achieve an 80% rating in the Resident Survey for the question as to whether the resident “feels safe” in the city, *2021*

- Provide 100% of officers Community Oriented Policing Training to build collaborative community partnerships, *ongoing*
- Provide 100% of officers Crisis Intervention Training to effectively address incidents involving mental health issues, *ongoing*
- Utilize threshold analysis to identify and address crime(s) exceeding expected levels, *ongoing*
- Utilize the National Incident Based Reporting System, a standardized data collection, as a benchmark for crime comparisons with both neighboring jurisdictions (Thornton, Westminster) and similar size agencies (Wheat Ridge, Englewood) to help develop appropriate target numbers, ~~2020~~ *2022*
- Increase targeted deployment according to crime activity identified through hotspot mapping, ~~2020~~ *2022*
- Identify ways to improve the safety and perception of E.B. Rains Jr. Memorial Park, *2022*

3.2 Traffic Enforcement Increase pedestrian and 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

- Increase roadway safety by developing and implementing a plan to address traffic concerns that aims to decrease the number of speed violations and

- traffic crashes, particularly in school zones and high-crash locations, *ongoing*
- Implement a traffic unit in 2020: (2 officers 2020, 1 officer 2021, 1 officer 2022)

3.3 Police Department Staffing and Operational Assessment Conduct a PD staffing and operations assessment to fully understand the needs of staff, community and City Council, and identify achievable and desirable levels of services

- 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.
 - *Assessment to begin November 2019*
 - *Completion March 2020*
 - ~~Utilize the staffing and operations assessment to develop and influence Phase II of the Department Strategic Plan, 2020~~
- Implementation of recommendations and tracking through Information Action Plan Tracking (IAPT) document, 2022
- Utilize the staffing and operations assessment to develop and influence Phase II of the Department Strategic Plan, 2022
- Pursue state accreditation in 2022 to be recognized as a law enforcement agency demonstrating compliance with state standards and best practices, *2022*

3.4 Police Officer Recruitment and Retention Retain existing police officers and recruit new officers to reflect the diversity in our community

- Implement a Police Co-Response Program, *2022*
- Explore a Restorative Justice Program in conjunction with Municipal Court, *2022*
- Implement recommendations from department assessment, *2021*
- Retain existing officers 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 phase, *ongoing*
- 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*
- Maintain 100% success rate for officers completing the POST Academy, ~~2020~~ *ongoing*
- 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~~ *2021*
- 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,” ~~2021~~ *2022*



STRATEGIC PRIORITY AREA GOAL #4

BUSINESS RETENTION AND GROWTH

GOAL DEFINITION:

Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce, and enhance the quality of life for its residents.

ACTION PLAN

4.1 ~~Business Attraction, Retention & Expansion~~ Enrich business attraction, retention, and expansion to create a business-friendly and inclusive environment for companies to succeed, create quality jobs with a livable wage, and develop a diverse economy to enhance the quality of life for residents

- 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, *ongoing*
- Attract new diversified and unique businesses to absorb 100,000 square feet of commercial space through backfilling existing space or through new construction, 2025
- ~~Retain existing businesses and support growth through ongoing economic development assistance and programs:~~

- ~~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~~
- ~~Use marketing efforts to enhance the relationship between the city and business community, increase awareness, support and participation with the business community, ongoing~~
 - *E-newsletter*
 - *Business survey*
 - *Anniversary recognition*
 - *Connection*
 - *Social media*
 - *Other marketing channels*
- *Develop a welcome packet for businesses, 2021*

- Implement assistance and support programs to attract, retain and expand businesses, ongoing
- Market the city as a business friendly and welcoming place to do business, ongoing

4.2 ~~Civic Center Master Plan (CCMP) Public Private Partnership Development (P3), 2027~~ Create new mixed-use developments with diversified housing and commercial development incorporating placemaking and experiential opportunities as identified in the Civic Center Master Plan

- Revisit the existing CCMP relative to existing market conditions and potential modifications for the remaining 10 acres for private development opportunities, Q2 2020
- Civic Center Phase 2 private sector redevelopment, 2022
- Northglenn Marketplace property revitalization and redevelopment, 2023
- Karl’s Farm development, 2022
- 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

- ~~Identify and enter into a private/public redevelopment agreement for the remaining 10 acres with a master developer, Q4 2021~~
- ~~Work with developer to attract end-users for the redevelopment, ongoing~~

4.3 ~~Karl’s Farm Development, 2027~~

- In partnership with property owner, developers and its brokers, market the 60-acre development
- ~~Attract and market the 8+ acres for commercial development~~

4.4 ~~Northglenn Marketplace Revitalization/Redevelopment – 2027~~

- ~~Phase 1 – Revitalize, Refresh, Renew, Re-stabilize & Rebrand, 2022~~
 - ~~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 2 – Connect – Continue – Community, 2027~~
 - ~~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~~

4.5 4.3 Redevelopment

Opportunities Foster commercial redevelopment and infill opportunities to improve aesthetics, eliminate blight, and leverage private-public investment

- ~~Develop a plan with NURA and City Council to identify, prioritize and market sites for redevelopment and infill redevelopment opportunities, Q4 2021~~
- ~~Facilitate NURA grants and business assistance programs for commercial property enhancements, ongoing~~
- Facilitate redevelopment opportunities that Council and NURA have identified as priorities, ongoing
- Market properties and identify private sector investors/businesses, ongoing
- Manage NURA grants and business assistance programs for property enhancements to spur private investment, ongoing

4.6 Library

- Partner with Anythink Libraries to locate a site for a career library in Northglenn, ongoing - MOVED TO 1.1



STRATEGIC PRIORITY AREA GOAL #5

HOUSING OPPORTUNITIES

GOAL DEFINITION:

Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.

ACTION PLAN

5.1 ~~Housing~~ Diversify housing production and preservation resulting in an adequate supply of ownership and rental housing that is safe, healthy and affordable to people of all income levels, races, ages, and suitable for their various needs

- ~~Incorporate a community-wide discussion through resident engagement about housing availability and density as part of the Comprehensive Plan update project, 2020~~
- ~~Conduct an Aging Needs Assessment in 2021 (if approved by City Council) to identify what is needed to enable seniors to age in place or to remain in the city, 2020~~
- Include community and focus group discussions about housing type, availability, affordability and density with residents and stakeholders as part of the Comprehensive Planning process so areas of

change can be identified, 2022

- Conduct an Aging Needs Assessment in 2022 to identify what is needed to enable seniors to age in place or to remain in the city, 2022
- Promote development opportunities to encourage diverse housing options, ongoing
- Continue participation in Colorado Legal Services (CLS) Pilot Program for landlord/tenant eviction defense, 2020

5.2 ~~Homelessness~~ Effectively manage homelessness by meeting the needs of people experiencing homelessness while not impeding on the quality of life of residents and businesses

- ~~Address the impact of increasing poverty as well as concerns by residents about homelessness~~

- Re-engage internal task force and identify current challenges, *Q4 2019*
- Identify where the city can partner with Adams County to ensure access to physical and mental/behavioral health treatment and social services, *Q4 2019 2023*
- Conduct a study session to discuss current challenges and to identify City Council priorities, *Q4 2019*
- Set up community task force on homelessness per City Council direction, *Q1 2020*
- Reach out to the businesses and commercial property owners to

identify areas of concerns and provide education and services, *ongoing (two formal outreach business meetings annually)*

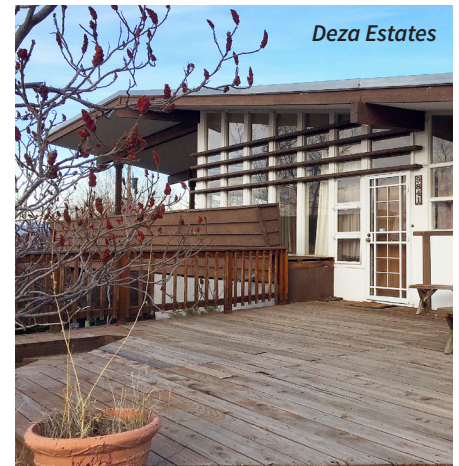
- *Propose program as part of the 2021 budget process, 2020*

5.3 Home Repair Service

- Research current communities that offer a home repair services program, *Q2 2020*
 - *Identify potential grant funding sources to fund a home repair services program, Q2 2020*
 - *Identify specific service gaps using Neighborhood Services data, Q2 2020*
 - *Project potential use of a program and funding needed, Q2 2020*

5.4 New-Development

- ~~Market and promote current and future housing opportunities to developers and the workforce, ongoing~~
- ~~Market the need for quality, accessible, attainable and workforce housing options for all household types and income levels, ongoing~~
- ~~Market housing options where gaps exist today such as the need for senior and workforce housing, ongoing~~





STRATEGIC PRIORITY AREA GOAL #6

DIVERSE COMMUNITY

GOAL

DEFINITION:

Maintain and celebrate our diverse community.

ACTION PLAN

6.1 ~~Race & Equity Initiative~~ Promote diversity, inclusivity, and social equity within the city

- Join the Government Alliance on Race & Equity, Q3 2019
- Identify funding for Race & Equity Initiative in 2020 Budget, Q4 2019
- Coordinate development of a Race & Equity Task Force, 2020
- Develop race and equity focus areas and work plan, 2020/2021 2022
- Conduct microaggression training for elected officials, as well as board and commission members, 2020 2021/2022
- Conduct mandatory training for microaggression and other topics as appropriate for staff, 2020 2021/2022

6.2 ~~Historic Preservation~~ Honor the City's history through preservation of

significant landmarks and elevate the stories of our past

- ~~Identify ways to partner with the Historic Preservation Commission in celebration of the city's heritage and preserving important historical places, 2020~~
- Partner with the Historic Preservation Commission and Foundation to preserve important historical places and landmarks in the City through the actions identified in the City's Historic Preservation Strategic Plan, 2023

6.3 ~~Cultural Arts Programming~~ Provide high-quality cultural arts programming that is inclusive and reflective of our diverse community

- Provide high-quality theatre and cultural programming through a partnership with the Northglenn Arts and Humanities Foundation (NAHF), *ongoing*

- Provide a report highlighting culturally diverse programming, demonstrating the ability of the NAHF and the city to leverage funding, *annually*

6.4 City Communications Ensure city communications are responsive to our diversity, inclusivity, and social equity efforts

- Research opportunities to partner with the community through proclamations, attendance and sponsorship of events, *2020 and 2021*
 - ~~Example: Healing Hoop Pow-Wow~~
 - ~~Example: National Day of Prayer~~
- Incorporate celebrating the diversity of Northglenn in a video series for Channel 8, YouTube and social media, *2019 and 2020 ongoing*
- Create engagement on social media representing the diversity of city and participation in city events that celebrate culture and diversity, *2020 ongoing*

6.5 Access to City Facilities Meet or exceed all current ADA standards for all city facilities

- 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, *ongoing*

6.6 New Resident Welcome Guide

- Engage realtors and residents to identify the best way to outreach to new residents and what content looks like, *Q3 2020*
- Develop possible formats for the new resident guide, *Q4 2020*
- Create and distribute a new resident welcome guide, *2021*

6.7.6.6 Promote Service on Boards and Commissions Increase opportunities to attract the number and diversity of people involved in our community by promoting service on Boards and Commissions

- Increase the number and diversity of people involved in their community, *ongoing*
- Define diversity and establish metrics to measure board and commission diversity and representation, *2022 (Connected to 6.1 - Race and Equity Initiative)*
- Utilize multiple modes of communication, interactive materials, shareable content, and friendlier language to communicate information, *ongoing*
- 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, *ongoing*



Northglenn Youth Theatre's presentation of "Freaky Friday" in May 2019.



STRATEGIC PRIORITY AREA GOAL #7 SUSTAINABILITY

GOAL DEFINITION: *Increase environmental sustainability.*

ACTION PLAN

7.1 Sustainability Plan ~~Create a sustainable city by thoughtfully utilizing our resources to meet our present and future generation’s needs without compromising the ecosystems on which we depend and using the power of our residents to increase sustainability and enhance our resources and economic sustainability~~

- ~~Develop work plan for future efforts, Q2 2020~~
- ~~Integrate city programs and operational efforts (both internal and external) into Sustainability Work Plan~~
- ~~Establish timeline for implementation~~
- Integrate strategies into city programs and operational efforts that will address goals and targets identified in the Sustainability Plan, 2023

- ~~Create cross referencing matrix (dashboard) between Sustainability Strategic Goal and other council strategic goals, Q4 2020~~
- Utilize ClearPoint or similar tracking system to track progress of Sustainability and Strategic Plan goals, 2022
- Develop budget recommendations:
 - Operational programs
 - Capital Improvement Projects
 - Community lead initiatives and programs
 - Staffing capacity assessment
- Develop budget recommendations for operational programs, Capital Improvements Projects, community led initiatives and programs and staffing capacity

assessment, 2022

- Establish applicable interagency/entity relationships necessary for implementation, Q2 2020

7.2 Xcel Partners in Energy Program ~~Establish applicable interagency/entity relationships necessary for implementation~~

- ~~Adoption of plan by City Council, Q4 2019~~
- ~~Prioritization of recommendations, Q1 2020~~
- ~~Integrate implementation into Sustainability Work Plan, 2020~~
- Partner with Xcel Partners in Energy Program and prioritize recommendations, 2022

7.3 Community Engagement

- Create community stakeholder committee to assist with prioritizing Sustainability Plan, 2020
- Create internal stakeholder committee to assist with prioritization by identifying capacity and level of service delivery, 2020

7.4 ~~7.3~~ Water Conservation Reduce citywide water use by 30% by 2050

- ~~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 (\$1 per square foot replaced with water efficient landscape, up to 1000 square feet)~~
 - ~~Garden in a Box Program, which allow residents to purchase water-efficient garden kits at a discount~~
 - ~~Slow the Flow, which provides free outdoor irrigation audits for residents~~
- Continue offering and evaluating water conservation rebate programs with focus on outdoor reduction methods. Additional funds may be needed to increase participation in programs, ongoing
- Evaluate need to increase funding for water reduction programs and rebates, 2020
- Upgrade irrigation infrastructure and monitor inefficiencies and leaks with parks irrigation, ongoing
- Complete Integrated Water Resources Plan (IWRP), Q1 2020
 - Update to IWRP is considering increased conservation as an alternative to increasing water supply through the purchase of water rights and water storage. The IWRP will provide recommendations about the most effective and cost-efficient water conservation programs to implement to ensure Northglenn has a sustainable water supply in the future.
- Pursue grant funding for conservation programs, ongoing
- Pursue grant funding for conservation programs, ongoing

- Applied for Colorado Water Efficiency Grant to fund update to Northglenn's Water Efficiency Plan, which will make Northglenn water conservation programs eligible for further grant funding.

7.5 ~~7.4~~ Recycling Increase waste diversion and increase participation in recycling programs

- Awarded 2019 CDPHE RREO Mini-Grant to introduce event recycling and promote proper recycling to residential users, 2019
- Complete a Waste Optimization Study to determine efficacy of current programs to include recycling and composting, 2021
- Continue Zero Waste Program for city events, which began at the 2019 Pirate Fest, ongoing
- Purchase recycling bins for city events, ongoing
- Create resident recycling awareness program, 2020 2022

7.6 ~~7.5~~ Composting Explore the composting feasibility in the city

- Conduct Residential Composting Feasibility Study, which is part of the Waste Optimization Study, 2021 2020

7.7 ~~7.6~~ Healthy Eating Active Living (HEAL) Encourage Healthy Eating Active Living (HEAL) through policy and programs that will contribute to overall health in the Northglenn Community

- Continue implementation of Healthy Meeting Guidelines, ongoing
- Continue implementation of healthy snack vending machines at the Northglenn Recreation Center, boat house and public facing facilities, ongoing
- Continue bicycle safety training for new riders at Bicycle Derby and hand out safety gear, ongoing
- Implementation of Connect Northglenn, encouraging use of added bicycle lanes and pedestrian connectivity, ongoing

7.8 Oil and Gas Regulations

- Update city oil and gas regulations as a result of the passage of Senate Bill 181, Q4 2019



STRATEGIC PRIORITY AREA GOAL #8 INFRASTRUCTURE

GOAL DEFINITION:

Invest in Northglenn’s infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.

ACTION PLAN

8.1 ~~Transportation Plan Identify and prioritize future transportation investments focused on improving mobility~~

- ~~Complete an assessment of the intersections within the city to determine level of service, signalization timings, traffic impacts and forecasting, 2020~~
- ~~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*
- Create a Master Transportation Plan that will be a unifying document to integrate the following documents to project short-term needs and long-term goals (2023,2024):
 - *Complete Streets Policy*
 - *Connect Northglenn*
 - *Pavement Condition*
 - *Index School Zone Safety Assessments*
- 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

8.2 Traffic Calming

- Evaluate the current Traffic Calming Policy for potential changes that may ease requirements for traffic calming measures, Q4 2019
- Budget for and transition existing temporary speed humps into permanent asphalt speed humps at the recommended engineering standard, 2020
- Provide an annual CIP for traffic calming improvements, 2021

8.38.2 ~~Roads, Sidewalks and Parks~~
All streets are maintained at a PCI rating of 70 or above

- Current Pavement Condition Index (PCI) rating for the city is 60 on collectors and locals with a target (by resolution) of 70. Identify funding for short-term needs to increase the rating and develop a long-term plan to maintain the rating of 70 once reached. Conduct a PCI every three years, *Q4 2019*

8.48.3 All sidewalks are ADA compliant and free of trip hazards.

- 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 2022*
- Continue to utilize the Parks and Recreation Master Plan to develop a five year Capital Improvement Program, *ongoing*
- Determine level of service necessary to maintain cleanliness of our parks, roadways, sidewalks and city facilities, *2020*

8.4 8.4 Water Develop and maintain a safe and sustainable water supply

- Develop and implement an Integrated Water Resources Plan (IWRP) to provide and maintain a reliable and sustainable water supply for our community, *Q1 2020*
- Explore and implement additional water efficiency measures to establish long term goals and encourage efficient use of available water resources, *2020 2021*
- Explore potential water rights purchasing and storage

opportunities as our city water demand grows with development, *ongoing*

- Utilize the updated Water Master Plan (2019) to develop a CIP plan identifying short-term needs and long-term goals, *2020 2021*

8.58.6 Wastewater Maintain infrastructure and treatment of wastewater for a safe and healthy community and environment

- Finish design and construction of Lift Station A and Forcemain piping to the city's north border, *Q4 2021*
- Utilize the updated Wastewater Master Plan (2020) to develop a CIP plan identifying short-term needs and long-term goals, *ongoing*

8.6 Building Codes

- Implement building code update, moving from the 2009 to 2018 International Building Code (IBC), *Q1 2020*

8.7 Upgrade of parks and recreation infrastructure

- Secure funding to finish the design and construction of Justice Center West Park, *2020/2021 2023*
- Continue to utilize the Parks and Recreation Master Plan as a framework for the development of the 5-year CIP, with a goal of completing all planned projects with an identified funding source within the timeline outlined in that document, *ongoing*
- 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*

- Develop an updated Parks & Recreation Master Plan, including a community needs assessment, *2022*
- Assess existing maintenance standards and update to reflect the desired level of service necessary to maintain cleanliness of our parks, roadways, sidewalks and city facilities, *2022*.
- Install new fencing to the residential properties in the Village Greens neighborhood adjacent to the Don Anema Memorial Skatepark at E.B. Rains Jr. Memorial Park, *2022*
- Explore the possibility of an adventure course for 12 years and older and implement if appropriate, *2022*

8.8 Development of an Entryway Signage Program Update and upgrade citywide infrastructure

- ~~Develop a citywide wayfinding/gateway signage program to continue to implement the city's marketing and branding, *Q4 2020*~~
- ~~Incorporate Connect Northglenn and HEAL components with signage enhancements, *ongoing*~~
- Develop a comprehensive entryway signage program, *2023*
- Identify and evaluate locations to relocate to City Hall, *2022*

8.9 ~~Identify and evaluate locations to relocate City Hall~~

- Establish program and budget, *Q1 2020*
- Create an internal stakeholder committee, *2020/2021*
- ~~Conduct community outreach—engagement and education, *2020/2021*~~
- Develop timeline for design and construction, *TBD*



APPENDIX
ARCHIVE LIST

DEFINITION:

Items in the Strategic Plan that have been completed.

 **High-Performance Government**

- Adopt a smoke-free public places ordinance
- Protect youth through licensing changes for vaping products
- Update the City Council onboarding system to help provide learning opportunity for newly-elected officials
- Develop council and staff communication norms
- Development of a new market-driven compensation system
- Implement new compensation plan following budget adoption on October 28, 2019
- Maintain market updates annually
- Analyze cost to implement \$15 minimum wage for city positions
- Develop staff core values
- Evaluate city benefit plan and costs associated with potential benefits such as paid family leave

 **Community Engagement**

- Creation of a Communications Plan with focused messaging on various platforms to specific populations within the city
- Continue and establish Dumpster Days as an annual spring event (Operational)

- Identify program enhancements (Objective 2.2: Neighborhood Services Engagement)
- Have a study session with City Council to review current efforts and identify priorities (Objective 2.2: Neighborhood Services Engagement)
- Present current approach to
- city festivals to City Council
- Objective 2.5 – Resident Survey. This is now operational and results will be evaluated under Objective 1.3
- Objective 2.6 – U.S. Census
- Continue implementation of the July 2019 eighteen-month Communications Plan
- Objective 2.3 – Provide engaging and inclusive events for residents and surrounding areas
- Evaluate required level of service to possibly increase the number of city events in different wards

Priority Area #3: Public Safety

- Police Department's 360 Assessment began in November 2019 and was completed in March 2020

Priority Area #4: Business Retention and Growth

- Develop a welcome packet for businesses (Operational)
- Revisit the existing Civic Center Master Plan (CCMP) relative to existing market conditions and potential modifications for the remaining 10 acres for private
- development opportunities
- 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
- In partnership with property owner, developers and its brokers, market the 60-acre Karl's Farm development

Priority Area #5: Housing Opportunities

- Continue participation in Colorado Legal Services (CLS) Pilot Program for landlord/tenant eviction defense
- Re-engage internal task force
- and identify current challenges
- Conduct a study session to discuss current challenges and to identify City Council priorities
- Set up a community task force on homelessness per City Council direction
- Objective 5.3 – Home Repair Service

Priority Area #6: Diverse Community

- Join the Government Alliance on Race & Equity
- Identify funding for Race & Equity Initiative in 2020 budget
- Coordinate development of a Race & Equity Task Force
- Objective 6.6 – New Resident Guide

Priority Area #7: Sustainability

- Adoption of Xcel Partners in Energy Program plan by City Council
- Create community stakeholder committee to assist with prioritizing Sustainability Plan
- Create internal stakeholder committee to assist with prioritizing Sustainability Plan
- Evaluate need to increase funding for water reduction programs and rebates
- Complete Integrated Water Resources Plan (IWRP)
- Awarded 2019 CDPHE RREO Mini-Grant to introduce event recycling and promote proper recycling to residential user
- Purchase recycling bins for city events
- Continue implementation of healthy snack vending machines at Northglenn Recreation Center, boat house, and public facing facilities
- Continue bicycle safety training for new riders at Bicycle Derby Day and hand out safety gear
- Update city oil and gas regulations as a result of the passage of Senate Bill 181

Priority Area #8: Infrastructure

- Evaluate the current Traffic Calming Policy for potential changes that may ease requirements for traffic calming measures
- Budget for and transition existing temporary speed humps into permanent asphalt speed humps at the recommended engineering standard
- Provide an annual CIP for traffic calming improvements
- Identify funding for short-term needs to increase the rating and develop a long-term plan to maintain the rating of 70 once reached
- Conduct a PCI every three years (This is now operational)
- Develop and implement an Integrated Water Resources Plan (IWRP) to provide and maintain a reliable and sustainable water supply for our community
- Implement building code update, moving from the 2009 to 2018 International Building Code (IBC)
- Establish program and budget for City Hall renovation
- Create an internal stakeholder committee for City Hall renovation
- Develop timeline for design and construction of City Hall renovation
- Utilize the updated Wastewater Master Plan (2020) to develop a CIP plan identifying short-term needs and long-term goals, ongoing



APPENDIX

PERFORMANCE MEASURES

DEFINITION:

The City Will Use These Measures to Determine the Success of Strategic Plan Implementation.

▶ High-Performance Government

1.1 Regional Collaboration and Advocacy

- Number of regional organizations that have a designated City Council liaison (*Input*)
- Number of local regulatory changes as a result of state law changes (*Input*)
- Number of ordinances annually (*Input*)
- Number of resolutions annually (*Input*)
- Percent of residents who believe elected officials act in the best interest of government in the Resident Survey (*Outcome*)

1.2 City Council Efficiency

- Annual strategic planning workshop held (*Activity*)

- Amount of new funding in budget as a result of City Council strategic planning (*Output*)

1.3 High-Performance Government

- Annual balanced budget for General Fund operating expenses (*Output*)
- Number of programs where increase level of service was achieved (*Output*)
- Percentage of residents rating overall quality of the city as excellent and good in the Resident Survey (*Outcome*)
- Percentage of residents rating overall performance of the city government as excellent and good in the Resident Survey (*Outcome*)



APPENDIX PERFORMANCE MEASURES

- Percentage of residents who rate the value of services for the taxes paid in Northglenn as good or excellent in the Resident Survey (*Outcome*)
- Reduction in the number of complaints about staff customer service (*Outcome*)
- Meet minimum required reserves (*Input*)
- Increase number of business respondents from annual Business Survey (*Output*)

1.4 Engaged Workforce

- Decrease rate of employee turnover (*Outcome*)
- Percentage of residents rating the overall direction the city is taking as excellent or good in the Resident Survey (*Outcome*)
- Increase employee job satisfaction as measured by the Employee Engagement Survey (*Outcome*)

1.5 City Manager Communications

- Increase number of city manager all-staff meetings

(quarterly) (*Activity*)

- Number of city manager bi-weekly reports (*Input*)
- Increase number of attendees at monthly city manager lunches (*Output*)
- Increase number of attendees at monthly city manager/police officer breakfasts/lunches (*Output*)
- Percentage of residents who rate the value of services for the taxes paid in Northglenn as good or excellent in the Resident Survey (*Outcome*)

Community Engagement

2.1 Comprehensive Plan Engagement

- Number of participants in Comprehensive Plan public engagement opportunities with the City Council and Planning Commission for updating and input (*Output*)
- Number of staff quarterly updates to City Council on projects (*Output*)

2.2 Neighborhood Services Engagement

- Increase usage of Block Party Trailer (*Output*)

- Increase participation in Block Party Trailer events (*Output*)
- Increase participation in spring Dumpster Day event (*Output*)

2.3 Volunteering

- Increase number of volunteer hours annually (*Output*)
- Increase number of residents volunteering annually (*Output*)
- Increase number of applications for board and

commission vacancies (*Output*)

- Decrease number of vacancies on boards and commissions (*Output*)
- Number of volunteers who rate their experience as good or excellent (*Outcome*)

2.4 City Special Events

- Number of special events annually (*Activity*)
- Number of attendees at city special events annually (*Output*)



APPENDIX PERFORMANCE MEASURES

- Revenue generated through sponsorship of city festivals (*Output*)

2.5 Resident Survey

- 20 to 25% response rate for Resident Survey (*Outcome*)

2.6 US Census

- Number of residents counted in 2020 US Census (*Output*)
- CDBG funding amount allocated based on 2020 US Census count (*Output*)
- Amount of engagement by underrepresented groups in the community (*Activity*)
- Ongoing relationships

developed with partner organizations (*Activity*)

2.7 Civics 101/Resident Academy

- Number of residents who participate in the Civic 101/Resident Academy (*Output*)
- At least 80% of participants agree that the information provided by the city was clear and adequate (*Output*)
- Increase number of residents to have contact or interact with city staff/public officials annually (*Output*)

2.8 Communications Strategic Plan Implementation & Updates

- 5% increase in engagement on all social media channels annually (*Output*)
- Increase in city presence in external print and online publications annually (*Output*)
- Increase resident satisfaction in City responsiveness measured by the Resident Relationship Management system annually (*Outcome*)
- 1% increase in YouTube follower count each month (*Output*)
- Increase in website use annually (*Output*)

Public Safety

3.1 Community Safety

- 100% of officers trained in Community Oriented Policing (*Output*)
- 20% increase in number of homeless referrals (*Output*)
- 10% increase in number of community meetings such as apartment, business or ward (*Output*)
- 80% of residents who rate

their neighborhoods as “feels safe” in the Resident Survey (*Outcome*)

3.2 Traffic Enforcement

- Increase in number of directed traffic deployments (*Output*)
- Increase number of officers to implement traffic unit (*Input*)
- Increase traffic stops at target locations (*Output*)

20% increase in traffic citations at target locations (*Output*)

- Increase traffic education through collaboration with the school district, through social media campaigns, and traffic stops (*Activity*)
- Increase directed traffic deployments at high accident locations and school zones (*Activity*)



APPENDIX

PERFORMANCE MEASURES

3.3 Police Department Staffing and Operations Assessment

- Number of recommendations implemented from department assessment (*Output*)

3.4 Police Officer Recruitment and Retention

- Increase in number of sworn officers per the Five-Year Staffing Plan (*Input*)

- 100% percent of recruits completing the academy (*Output*)
- Increase percentage of recruits completing field training (*Output*)
- Increase the number of officers successfully completing the FTO phase (*Output*)
- Increase the number of

qualified internal candidates for promotional processes (*Output*)

- Decrease the turnover rate of sworn personnel from 2018 to 2022 (*Output*)
- Reduction in turnover rate of sworn personnel (*Output*)
- Decrease annual rate of attrition for police officers (*Output*)

Business Retention and Growth

4.1 Business Attraction, Retention & Expansion

- Increase in annual sales/use tax revenues (*Output*)
- Maintain low commercial vacancy rates (*Outcome*)
- Increase diverse, niche and unique businesses with livable wages (*Output*)

- Increase in net new jobs (*Output*)
- Increase annual per capita incomes (*Output*)
- Increase business capital investment and wealth (*Output*)
- Increase percentage of workforce that lives in the city as measured by the Resident Survey (*Outcome*)

- Percentage of residents rating Northglenn as a good and excellent place to work in the Resident Survey (*Outcome*)
- Attract new diversified and unique businesses to absorb 100,000 square feet of commercial space through backfilling existing space or through new construction, 2025 (*Output*)



APPENDIX PERFORMANCE MEASURES

Housing Opportunities

5.1 Housing

- Funding allocated to Aging Needs Assessment (*Input*)
- Funding allocated to Aging Needs programming as a result of the assessment (*Output*)

5.2 Homelessness

- Increase funding allocated for programs to address homelessness (*Outcome*)

5.3 Home Repair Service

- Funding allocated for Home Repair Program (*Input*)

- Number of requests for Home Repair Program (*Output*)

5.4 New Development

- Increase number of new developments/infill redevelopment that provides quality, accessible, attainable and workforce housing options (*Output*)
- Increase percentage of senior housing options (*Output*)
- Increase percentage of homeownership (*Output*)

Diverse Community

6.1 Race & Equity Initiative

- Amount of funding for a Race & Equity Initiative (*Input*)
- Increase funding for a Race & Equity Initiative (*Output*)

6.2 Historic Preservation

- Increase funding for Historic Preservation activities (*Output*)
- Increase social media posts celebrating the city's history (*Output*)

6.3 Cultural Arts Programming

- Increase number of events and programs hosted by the city

that promote cultural diversity (*Output*)

- Increase per capita annual funding committed to cultural arts programming (*Output*)

6.4 Communications

- Increase number of City Council proclamations (*Output*)
- Increase number of social media posts celebrating the diversity of the city (*Output*)

6.5 Access to City Facilities

- Number of playground or park facility upgrades that expand

access for individuals of all abilities (*Output*)

6.6 New Resident Welcome Guide

- Funding for a new resident welcome guide in 2021 Budget (*Input*)
- Number of resident welcome guides distributed (*Output*)

6.7 Promote Service on Boards and Commissions

- Diversity of participants increases annually (*Output*)
- Update recruitment and informational materials to encourage participation (*Activity*)



APPENDIX PERFORMANCE MEASURES

Sustainability

7.1 Sustainability Plan

- Increase funding in city budget for Sustainability initiatives (*Input*)

7.2 Xcel Partners in Energy Program

- Integrate into Sustainability Plan implementation work program (*Activity*)

7.3 Community Engagement

- Community Stakeholder participants who rate their experience as good or excellent (*Outcome*)

7.4 Water Conservation

- Utilize recommendations from 2019 Northglenn Integrated Water Resources Plan (IWRP) to set water

conservation goals and implement proposed new water conservation programs for

- Reduce indoor and outdoor water use by the city (*Outcome*)
- Reduce water use by community, residents and businesses (*Outcome*)
- Increase funding for water conservation programs (*Input*)
- Update Water Efficiency Plan and implement plan recommendations (*Activity*)

7.5 Recycling

- Increase number of residents participating in city recycling program (*Output*)

- Increase number of city events where zero waste recycling is offered (*Output*)

7.6 Composting

- Funding allocated to implement Residential Composting Program, 2020 (*Input*)
- Increase number of residents composting (*Output*)

7.7 Healthy Eating Active Living (HEAL)

- Provide annual report to City Council on HEAL programming efforts (*Activity*)

7.8 Oil and Gas Regulations

- Scheduled for adoption, November 2019 (*Activity*)



APPENDIX PERFORMANCE MEASURES

Infrastructure

8.1 Transportation Plan

- Budget, advertise and select consulting firm to develop Transportation Master Plan (*Activity*)
- Budget, advertise and select consulting firm to perform asset assessment for transportation-related facilities (*Activity*)

8.2 Traffic Calming

- Modify and approve by resolution changes proposed for the Traffic Calming Policy (*Activity*)
- Decrease speed and volume of traffic along Melody Drive as a result of new striping improvements (*Outcome*)
- Budget for traffic calming CIP projects in coordination with Transportation Master Plan (*Activity*)

8.3 Roads, Sidewalks and Parks

- Increase number of projects that upgrade the city's roads, sidewalks, buildings

and utility infrastructure (*Output*)

- Increase annual funding in city budget for Capital Improvement Program to address main arterial roadways and infrastructure (*Output*)
- Increase amount of annual funding appropriated for the Residential Street Program to increase PCI rating and enhance Concrete Replacement Program (*Output*)
- Increase resident satisfaction with street maintenance and road repair (*Outcome*)

8.4 Water

- Utilizing the Integrated Water Resources Plan (IWRP), develop strategies for increased water conservation, increased participation in existing programs and develop new programs (*Activity*)
- Increase funding annually to maintain and enhance water infrastructure (*Input*)

8.5 Wastewater

- Increase funding annually to maintain and enhance wastewater infrastructure (*Input*)

8.6 Building Codes

- Approve by ordinance the 2018 International Building Code (IBC) (*Activity*)

8.7 Upgrade of Parks and Recreation Infrastructure

- Amount of funding annually for parks and recreation infrastructure (*Input*)
- Completion of new recreation center, senior center and theatre on schedule (*Output*)
- Completion of new recreation center, senior center and theatre within appropriated budget (*Input*)
- Increase resident satisfaction for recreational facilities in Resident Survey (*Outcome*)

2019-2023 STRATEGIC PLAN REVISION

Rupa Venkatesh

Assistant to the City Manager

720.376.8069

rvenkatesh@northglenn.org

Council Meeting

Sept. 27, 2021



CITY OF
Northglenn

PURPOSE OF TONIGHT

- **To present the updated plan that reflects Council's work in 2021**
- **Council adoption of the plan via resolution**
- **Discuss what's on the horizon for strategic planning in 2022**

PURPOSE OF A STRATEGIC PLAN

- **Starts with Vision, Mission, and Values**
- **Alignment of Council priorities with department work**
- **Big picture document directing efforts and resources toward a clearly defined vision**
- **Structure**
 - Strategic Priority Area
 - Objective
 - Tactical action



VISION

Northglenn is a diverse and welcoming community that celebrates its small-town character, urban energy, and thriving businesses.



OUR COMMITMENT

To provide a high quality of life to our residents and businesses through the provision of excellent municipal services.



VALUES

Sustainability
Inclusivity
Innovation
Engagement



2019-2023 STRATEGIC PRIORITY AREAS



**1. High-Performance
Government**



**2. Community
Engagement**



3. Public Safety



**4. Business
Retention and
Growth**



**5. Housing
Opportunities**



**6. Diverse
Community**



7. Sustainability



8. Infrastructure

OBJECTIVES

- **Key elements of the Strategic Plan that describe what Council wants to accomplish**
- **Typically written as action statements**
- **Avoid including projects as objectives**

VERB

action

+

ADJECTIVE

description

+

NOUN

result

TACTICAL ACTIONS

- **Key action programs or initiatives required to achieve objectives**
- **Help close the gap of where you are and where you want to be**
- **They are not business as usual or operational like “street cleaning”**

Milestones are the tasks and deadlines to achieve the tactical action.

EXAMPLE – CURRENT

Objective 2.7: Civics 101/Resident Academy

Tactical Actions:

- 2.7.1 Develop a Civics 101/Resident Academy for residents to learn about their city government – **Tactical action**
- 2.7.2. Plan a curriculum – **Milestone/task**
- 2.7.3 Plan and host the academy – **Milestone/task**
- 2.7.4 Develop broader and more diverse participation in civic engagement process and civic activities – **Objective**
- 2.7.5 Create a resource of advocates and ambassadors for the city through the Civics 101 alumni – **Outcome**

EXAMPLE – REVISION

- **Objective:** Develop broader and more diverse participation in civic engagement processes and civic activities
- **Tactical action:** Develop a Civics 101/Resident Academy for residents to learn about their city government
- **Milestones/tasks:** Plan a curriculum; plan and host the academy
- **Outcome:** Advocates and ambassadors are created through the graduates of the academy

OPERATIONAL EXAMPLES

Once operationalized, archive and remove from plan

- **Conduct a Pavement Condition Index every 3 years**
- **Conduct a biannual resident survey**
- **Continue and establish Dumpster Days as an annual event**

NEXT STEPS

- **Establish performance measurement system**
- **Semi-annual tracking and reporting**
- **Tie with Council Strategic Plan retreat sessions**
 - **Move from 1 session to 2 sessions annually**
 - **Refine idea generation process used in Feb. 2021**
- **2023: Next 5-year plan**

QUESTIONS?

Rupa Venkatesh

Assistant to the City Manager

720.376.8069

rvenkatesh@northglenn.org

Council Meeting

Sept. 27, 2021



CITY OF
Northglenn

SPONSORED BY: MAYOR LEIGHTY

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-89
Series of 2021

Series of 2021

A RESOLUTION ADOPTING THE UPDATED 2019-2023 STRATEGIC PLAN FOR THE CITY OF NORTHGLENN

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. The Updated 2019-2023 Strategic Plan for the City of Northglenn, attached hereto, is hereby adopted as a guide for meeting the existing needs of the residents of Northglenn, and meeting the challenges of the future.

DATED, at Northglenn, Colorado, this _____ day of _____, 2021.

MEREDITH LEIGHTY
Mayor

ATTEST:

JOHANNA SMALL, CMC
City Clerk

APPROVED AS TO FORM:

COREY Y. HOFFMANN
City Attorney



Northglenn

CITY COUNCIL
STRATEGIC PLAN
2019 • 2023
2021 UPDATE





From left to right: Esquibel, Sauers, Leighty, Duran Mullica, Willford, Whitman, Rodriguez, Downing and Brown

Mayor

Antonio B. Esquibel

Ward 1

Meredith Leighty
Mayor Pro Tem

Jordan Sauers

Ward 2

Becky Brown
Joyce Downing

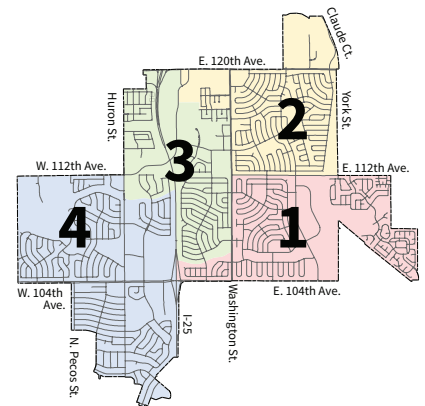
Ward 3

Julie Duran
Mullica

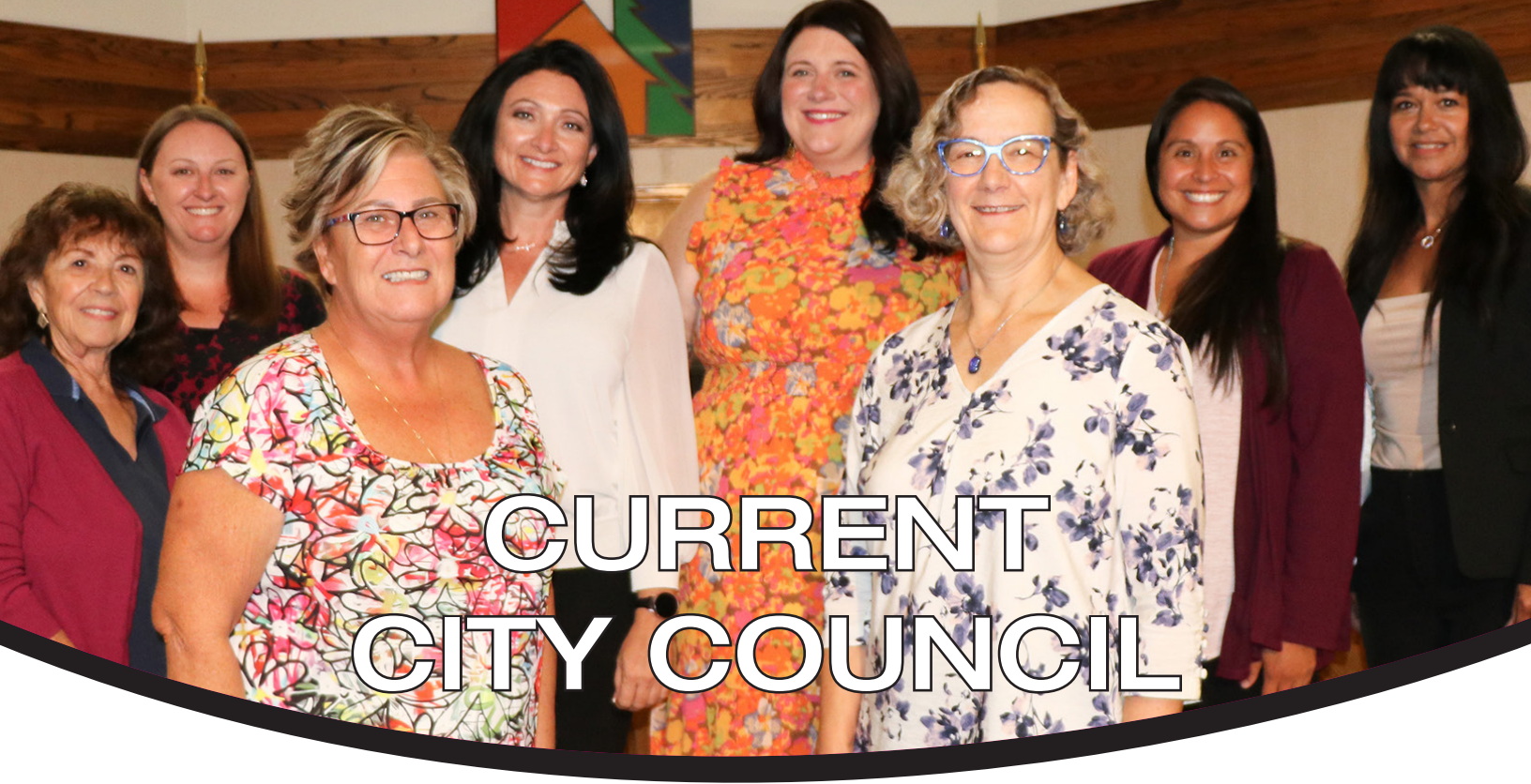
Marci Whitman

Ward 4

Lauren Rodriguez
Jenny Willford



Wards of Northglenn



CURRENT CITY COUNCIL

From left to right: Downing, Witkovich, Brown, Leighty, Willford, Goff, Duran Mullica, Lukeman-Hiromasa

Mayor

Meredith Leighty

Ward 1

Ashley Witkovich

Ward 3

Julie Duran Mullica

Katherine E. Goff

Ward 2

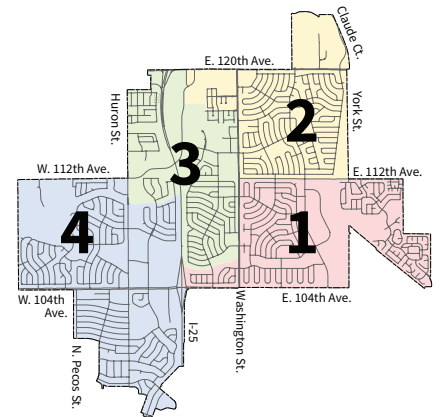
Becky Brown

Joyce Downing

Ward 4

Shannon Lukeman-Hiromasa

Jenny Willford
Mayor Pro Tem



Wards of Northglenn



LETTER FROM THE CITY MANAGER

Dear Mayor and City Council Members,

As the City of Northglenn celebrates its 50th anniversary, it is my honor to collaborate with you, city staff, and community members to present the City Council 2019-2023 Strategic Plan. The following eight strategic priority areas have been developed to guide our work moving forward:

- 1. High-Performance Government**
Respect the city's human and fiscal resources by delivering a high-performance government with a strong organizational culture.
- 2. Community Engagement**
Invest in a sense of place and resident satisfaction with community engagement efforts.
- 3. Public Safety**
Northglenn is a safe community to live, work, learn and play.
- 4. Business Retention and Growth**
Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.
- 5. Housing Opportunities**
Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.
- 6. Diverse Community**
Maintain and celebrate our diverse community.
- 7. Sustainability**
Increase environmental sustainability.
- 8. Infrastructure**
Invest in Northglenn's infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.



City staff members at the 2018 holiday bike giveaway.

HIGH-PERFORMANCE GOVERNMENT

What is high-performance government? An approach to service delivery. It prioritizes value for residents, businesses, and stakeholders. It determines where to go and how to get there. It measures and tracks progress. It organizes resources – human and fiscal – in ways that improve delivery, services, and outcomes. In a high-performance government, leaders at all levels, both formal and informal, foster a culture of engagement, empowerment, thinking, and learning.

CITY AND STAFF

The City of Northglenn is a service organization. We have a dedicated team of staff who invest their lives in public service and this community. To be the best stewards of that time and talent is to invest in a high-performance culture and professional organization. It means investing in systems to evaluate both individual and department-level contributions to the citywide goals, giving employees a sense of belonging and purpose.

With talented staff and an engaged community, we are on our way to having all the ingredients of a high-performance

“A collaborative approach, measurable goals, and clear performance expectations will provide the roadmap for city staff to align resources with integrity, innovation, and creativity, ultimately improving levels of service for our residents.”

government. A family feel drives the City of Northglenn’s organizational culture.

A collaborative approach, measurable goals, and clear performance expectations will provide the roadmap for staff to align resources with integrity, innovation, and creativity – ultimately improving levels of service for our residents.

THIS PLAN

This document – and the process that created it – is an investment in the City of Northglenn’s employee engagement, organizational health and most of all, service for residents. It is the first step in using data to inform our goals and measure successes.

When complete, this 2019-2023 vision document will guide daily operations, the annual budget process, and multi-year capital improvement planning. Ultimately, we will develop an annual

report to the community. This is a living document intended to be reevaluated each year based on City Council’s priorities, economic conditions, situational changes, and new opportunities. We will pause often to celebrate our small and large successes and reevaluate what may need to be revised.

Thank you for your forward-thinking partnership as we continue to be a community of choice for residents, businesses, and visitors for not simply the next five years, but also the next 50 years.

Sincerely,

Heather Geyer
City Manager





Residents of Northglenn enjoy small neighborhoods with accessible schools, convenient shopping centers, parks, lakes, open spaces, and outdoor recreation facilities. Many of the original residents who lived in Northglenn when it incorporated in 1969 still live here, and the city continues to welcome new residents into this inclusive community.

Northglenn proudly hosts numerous annual and special events including Pirate Fest, Family Campout, Summer Movie Series, Safe Street Halloween, and Noel Northglenn, drawing approximately 85,000 visitors/participants each year.

The city government's support for community and economic development makes Northglenn a hub of safe neighborhoods and business activity. The quality of planning, development, services and volunteers creates a distinctive sense of community that is uncommon in many modern cities. The community is connected by the well-planned Greenway Trail System. The 28 miles of off-street walking and biking paths connect with larger trail systems that lead throughout the Denver metro area.

GOVERNMENT

Northglenn operates a council-manager form of government. The city's residents elect a mayor and eight council members who conduct the legislative functions of the city. In turn, the city manager executes the laws and administers the city's government alongside 268 full-time/part-time benefited employees.

Good government is not just the responsibility of elected officials and employees. Residents also play an important role. Boards and commissions give people a voice in the city's government and provide a means of influencing decisions that shape the quality of life in Northglenn by advising the city or City Council on specific topics relating to their board. More than 80 residents serve on boards and commissions, and 500 people volunteer for more than 100 activities and programs.





















EDUCATION

Public schools in Northglenn are operated by the highly-recognized Adams 12 Five Star School District. Their STEM (Science, Technology, Engineering and Math) programs are nationally-renowned. The district offers a wide range of specialized curriculum for diverse student needs. The city is also home to number of charter and private schools.

PARTNERS

Partners include the Northglenn Arts and Humanities Foundation, Northglenn Community Foundation, Northglenn Historic Preservation Commission, Citizen's Police Academy Alumni Association of Northglenn (CPAAAN), Northglenn Urban Renewal Authority (NURA) and Northglenn Senior Organization, as well as regional groups.

CITY OF NORTHGLENN: FAST FACTS SEPT. 2021

 Elevation 5,460 Feet	 City Employees 303 Full-Time Employees Employees	 Board & Commission Positions 89	 Volunteers 550+														
 Median Home List Price \$459,950*	 Property Tax 11.597 mills	 Households 14,439	 Public Schools Adams 12 Five Star Schools														
 Population 38,608	 Median Age 32.5^^	 Bachelor's Degree or Higher 20.7%^^	 Average Household Income \$66,300														
 Household Size Average 4.13^	 Median Rent \$2,500: House* \$1,397: One-Bedroom Apartment**	 Destination Points (in miles) <table border="0" style="width: 100%;"> <tbody> <tr> <td>Downtown Denver: 12</td> <td>Fort Collins: 55</td> </tr> <tr> <td>Boulder: 20</td> <td>Front Range Airport: 32</td> </tr> <tr> <td>Denver Intl. Airport: 22</td> <td>Rocky Mountain Airport: 8</td> </tr> </tbody> </table>		Downtown Denver: 12	Fort Collins: 55	Boulder: 20	Front Range Airport: 32	Denver Intl. Airport: 22	Rocky Mountain Airport: 8								
Downtown Denver: 12	Fort Collins: 55																
Boulder: 20	Front Range Airport: 32																
Denver Intl. Airport: 22	Rocky Mountain Airport: 8																
Key Industries <ul style="list-style-type: none">  Service  Retail  Health/Wellness  Automotive  Advanced Manufacturing 	Sales Tax <ul style="list-style-type: none"> 4.0% Northglenn 4.0% Colorado .75% Adams County <hr style="width: 50%; margin: 0 auto;"/> 8.75% Total 	Race/Ethnicity <table border="0" style="width: 100%;"> <tbody> <tr> <td style="text-align: center;">.2%</td> <td style="text-align: center;">2.1%</td> </tr> <tr> <td style="text-align: center;">Native Hawaiian/ Pacific Islander</td> <td style="text-align: center;">Two Races</td> </tr> <tr> <td style="text-align: center;">.5%</td> <td style="text-align: center;">2.5%</td> </tr> <tr> <td style="text-align: center;">Native American/ Alaska Native</td> <td style="text-align: center;">Asian</td> </tr> <tr> <td style="text-align: center;">2%</td> <td style="text-align: center;">35.3%</td> </tr> <tr> <td style="text-align: center;">Black</td> <td style="text-align: center;">Hispanic</td> </tr> <tr> <td style="text-align: center;">57.4%</td> <td style="text-align: center;">White</td> </tr> </tbody> </table>		.2%	2.1%	Native Hawaiian/ Pacific Islander	Two Races	.5%	2.5%	Native American/ Alaska Native	Asian	2%	35.3%	Black	Hispanic	57.4%	White
.2%	2.1%																
Native Hawaiian/ Pacific Islander	Two Races																
.5%	2.5%																
Native American/ Alaska Native	Asian																
2%	35.3%																
Black	Hispanic																
57.4%	White																

Source: DOLA, except where noted. * - Altos Research. ** - Apartment Association of Metro Denver. ^ - State Demography Office ^^ - Census

VISION, & MISSION & VALUES

*Our common purpose
as elected officials and
city employees.*



VISION

Northglenn is a diverse and welcoming community that celebrates its small-town character, urban energy, and thriving businesses.



OUR COMMITMENT

To provide a high quality of life to our residents and businesses through the provision of excellent municipal services.



VALUES

- Sustainability
- Inclusivity
- Innovation
- Engagement

FIVE-YEAR STRATEGIC PRIORITY AREAS: 2019 THROUGH 2023



1. High-Performance Government

Respect the city's human and fiscal resources by delivering a high-performance government with a strong organizational culture.



2. Community Engagement

Invest in a sense of place and resident satisfaction with community engagement efforts.



3. Public Safety

Northglenn is a safe community to live, work, learn and play.



4. Business Retention and Growth

Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.



5. Housing Opportunities

Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.



6. Diverse Community

Maintain and celebrate our diverse community.



7. Sustainability

Increase environmental sustainability.



8. Infrastructure

Invest in Northglenn's infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.



STRATEGIC PRIORITY AREA #1

HIGH-PERFORMANCE GOVERNMENT

DEFINITION

Respect the city’s human and fiscal resources by delivering a high-performance government with a strong organizational culture.

ACTION PLAN

1.1 Position the City to be competitive and leverage relationships through Regional Collaboration and Advocacy

- City Council is active in regional liaison roles to build partnerships and advocate on behalf of the city, including (*all ongoing*):
 - *North Area Transportation Alliance (NATA)*
 - *Denver Regional Council of Governments (DRCOG)*
 - *Adams County Council of Governments*
 - *North Metro Fire Rescue*
 - *Anythink Libraries*
 - *Colorado Communities for Climate Action (CC4CA)*
 - *Adams County Regional Economic Partnership (AC-REP)*
 - *Colorado Municipal League (CML)*

- Legislative Policy Committee actively monitors proposed state legislation in partnership with city lobbyists and advocates on behalf of the community on important legislation, *ongoing*
- Review existing laws and regulations based on state law changes and propose changes to reflect the needs of the community, *ongoing*
- City presents best practices at state, regional and national organizational meetings, trainings and events, *ongoing*
- Partner with Anythink Libraries to locate a site for a career library in Northglenn, *2023*
- Advocate for fare equity of the N Line to preserve ridership accessibility, *2022*
- Partner with the City of Thornton and/or other organizations to offer more youth and teen programming opportunities, *2023*



City staff working on Northglenn's sewer system on Irma Drive.

1.2 Improve City Council Efficiency

- Coordinate annual strategic planning with the mayor and City Council, *ongoing*

1.3 Identify new or best practices to enhance efficiency and effectiveness of service delivery

- Develop a formal performance measurement program to measure the city's progress towards the City Council's strategic goals, *2022*
- Review existing levels of service to ensure the city is operating at an optimal level and meeting the needs of our community, *ongoing*
- Public Works Department will apply for APWA accreditation, *2021*
- Promote city innovation through submission of case studies and awards, *ongoing*
- Build a financial resiliency plan to assess debt obligations,



The city holds an employee health fair every year, where staff learn about healthy eating and habits, as well as what health-related services are available to them as employees.

reserve level requirements, and unfunded infrastructure needs, *2022*

- Measure performance through biannual Resident Survey, *ongoing*
- Measure growth and identify changes and challenges occurring in the business community through Business Survey, *annually*

1.4 Create an engaged workforce to foster productivity and alignment with the city's goals and values

- Collaborate staff at all levels to evaluate the performance evaluation program and align the program with the City's core values and compensation plan, *2022*

1.5 Identify meaningful ways to engage staff and the community in providing quality communication and opportunities to share perspectives about how the city is doing

- Promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency, *ongoing*
- Provide outstanding municipal services to residents and businesses through the creation of customer service expectations, *2022*



STRATEGIC PRIORITY AREA #2

COMMUNITY ENGAGEMENT

DEFINITION:

Invest in a sense of place and resident satisfaction with community engagement efforts.

ACTION PLAN

- 2.1** Engage residents and stakeholders in Long Range Planning processes to contribute to the creation of a vision for the future that meets the expectations of our community
 - Develop an engagement plan that provides several levels and opportunities to residents and stakeholders to provide input and feedback throughout long-range planning processes, 2022
 - Upon completion of the city-wide Comprehensive Plan, begin neighborhood and sub-area plans as identified as priorities and utilizes the similar engagement plan strategies in those specific areas, 2022
- 2.2** Utilize Neighborhood Services to engage with the community
 - Continue to promote utilization of Block Party Trailer program throughout the community, ongoing
- 2.2** Evaluate citywide volunteer program, identify best practices, and recommend changes
 - Assess current citywide opportunities to volunteer and identify additional opportunities, 2022
 - Present current volunteer program to City Council and receive feedback on any recommended changes, 2022
- 2.3** Develop broader and more diverse participation in civic engagement processes and civic activities
 - Develop a Civics 101/Resident Academy for residents to learn more about their city government, 2023
- 2.4** Communicate to residents and businesses in a consistent and transparent manner
 - Update Strategic Communications Plan, 2022
 - Provide ongoing feedback on plan implementation, 2022



STRATEGIC PRIORITY AREA #3

PUBLIC SAFETY

DEFINITION:

Northglenn is a safe community to live, work, learn and play.

ACTION PLAN

3.1 Increase both real and perceived community safety for those who live, work, learn, and play in the City of Northglenn

- Implementation of Priority Department and 360 Recommendations: CCPP Advisory Board; Implementation of Body-Worn Camera and In-Car camera programs, *2022*
- Increase crime prevention education through social media campaigns, Connection articles, and calls for service, *ongoing*
- Increase community engagement through development of new neighborhood watch groups, police participation in community events, and community engagement on social media platforms, *ongoing*
- Increase community outreach through public meetings to include apartments, businesses and ward meetings, *ongoing*
- Work with Community Resource Navigator to develop a multidisciplinary plan for community response on homelessness, *2022*
- Achieve an 80% rating in the Resident Survey for the question as to whether the resident “feels safe” in the city, *2021*
- Provide 100% of officers Community Oriented Policing Training to build collaborative community partnerships, *ongoing*
- Provide 100% of officers Crisis Intervention Training to effectively address incidents involving mental health issues, *ongoing*
- Utilize threshold analysis to identify and address crime(s) exceeding expected levels, *ongoing*
- Utilize the National Incident Based Reporting System, a standardized data collection, as a benchmark for crime comparisons with both neighboring jurisdictions (Thornton, Westminster) and similar size agencies (Wheat Ridge, Englewood) to help develop appropriate target numbers, *2022*



The Northglenn Police Department has been an ardent supporter of the National Night Out anti-crime event for years.

- Increase targeted deployment according to crime activity identified through hotspot mapping, 2022
- Identify ways to improve the safety and perception of E.B. Rains Jr. Memorial Park, 2022

3.2 Increase pedestrian and 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

- Implement a traffic unit in 2020: (2 officers 2020, 1 officer 2021, 1 officer 2022)

3.3 Conduct a PD staffing and operations assessment to fully understand the needs of staff, community and City Council, and identify achievable and desirable levels of services

- Implementation of recommendations and tracking through Information Action

Plan Tracking (IAPT) document, 2022

- Utilize the staffing and operations assessment to develop and influence Phase II of the Department Strategic Plan, 2022
- Pursue state accreditation in 2022 to be recognized as a law enforcement agency demonstrating compliance with state standards and best practices, 2022
- Implement a Police Co-Response Program, 2022
- Explore a Restorative Justice Program in conjunction with Municipal Court, 2022

3.4 Retain existing police officers and recruit new officers to reflect the diversity in our community

- Implement recommendations from department assessment, 2021
- Retain existing officers 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 phase, *ongoing*

- 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*
- Maintain 100% success rate for officers completing the POST Academy, *ongoing*
- 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, 2021
- 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,” 2022



STRATEGIC PRIORITY AREA #4

BUSINESS RETENTION AND GROWTH

DEFINITION:

Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce, and enhance the quality of life for its residents.

ACTION PLAN

4.1 Enrich business attraction, retention, and expansion to create a business-friendly and inclusive environment for companies to succeed, create quality jobs with a livable wage, and develop a diverse economy to enhance the quality of life for residents

- Implement assistance and support programs to attract, retain and expand businesses, *ongoing*
- Market the city as a business friendly and welcoming place to do business, *ongoing*

4.2 Create new mixed-use developments with diversified housing and commercial development incorporating placemaking and experiential opportunities as identified in the Civic Center Master Plan

- Civic Center Phase 2 private

sector redevelopment, *2022*

- Northglenn Marketplace property revitalization and redevelopment, *2023*
- Karl's Farm development, *2022*

4.3 Foster commercial redevelopment and infill opportunities to improve aesthetics, eliminate blight, and leverage private-public investment

- Facilitate redevelopment opportunities that Council and NURA have identified as priorities, *ongoing*
- Market properties and identify private sector investors/businesses, *ongoing*
- Manage NURA grants and business assistance programs for property enhancements to spur private investment, *ongoing*



STRATEGIC PRIORITY AREA #5

HOUSING OPPORTUNITIES

DEFINITION:

Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.

ACTION PLAN

- 5.1** Diversify housing production and preservation resulting in an adequate supply of ownership and rental housing that is safe, healthy and affordable to people of all income levels, races, ages, and suitable for their various needs
- Include community and focus group discussions about housing type, availability, affordability and density with residents and stakeholders as part of the Comprehensive Planning process so areas of change can be identified, *2022*
 - Conduct an Aging Needs Assessment in 2022 to identify what is needed to enable seniors to age in place or to remain in the city, *2022*
 - Promote development opportunities to encourage diverse housing options, *ongoing*
- 5.2** Effectively manage homelessness by meeting the needs of people experiencing homelessness while not impeding on the quality of life of residents and businesses
- Identify where the city can partner with Adams County to ensure access to physical and mental/behavioral health treatment and social services, *2023*
 - Reach out to the businesses and commercial property owners to identify areas of concerns and provide education and services, *ongoing (two formal outreach business meetings annually)*



STRATEGIC PRIORITY AREA #6

DIVERSE COMMUNITY

DEFINITION:

Maintain and celebrate our diverse community.

ACTION PLAN

- 6.1 Promote diversity, inclusivity, and social equity within the city**
 - Develop race and equity focus areas and work plan, 2022
 - Conduct microaggression training for elected officials, as well as board and commission members, 2021/2022
 - Conduct mandatory training for microaggression and other topics as appropriate for staff, 2021/2022
- 6.2 Honor the City’s history through preservation of significant landmarks and elevate the stories of our past**
 - Partner with the Historic Preservation Commission and Foundation to preserve important historical places and landmarks in the City through the actions identified in the City’s Historic Preservation Strategic Plan, 2023
- 6.3 Provide high-quality cultural arts programming that is inclusive and reflective of our diverse community**
 - Provide high-quality theatre and cultural programming through a partnership with the Northglenn Arts and Humanities Foundation (NAHF), *ongoing*
 - Provide a report highlighting culturally diverse programming, demonstrating the ability of the NAHF and the city to leverage funding, *annually*
- 6.4 Ensure city communications are responsive to our diversity, inclusivity, and social equity efforts**
 - Research opportunities to partner with the community through proclamations, attendance and sponsorship of events, 2020 and 2021

- Incorporate celebrating the diversity of Northglenn in a video series for Channel 8, YouTube and social media, *ongoing*
- Create engagement on social media representing the diversity of city and participation in city events that celebrate culture and diversity, *ongoing*

6.5 Meet or exceed all current ADA standards for all city facilities

- 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, *ongoing*

6.6 Increase opportunities to attract the number and diversity of people involved in our community by promoting service on Boards and Commissions

- Define diversity and establish metrics to measure board and commission diversity and representation, *2022*
- Utilize multiple modes of communication, interactive materials, shareable content, and friendlier language to communicate information, *ongoing*
- 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, *ongoing*



Northglenn Youth Theatre's presentation of "Freaky Friday" in May 2019.



STRATEGIC PRIORITY AREA #7

SUSTAINABILITY

DEFINITION:

Increase environmental sustainability.

ACTION PLAN

- 7.1** Create a sustainable city by thoughtfully utilizing our resources to meet our present and future generation's needs without compromising the ecosystems on which we depend and using the power of our residents to increase sustainability and enhance our resources and economic sustainability
- Integrate strategies into city programs and operational efforts that will address goals and targets identified in the Sustainability Plan, 2023
 - Utilize ClearPoint or similar tracking system to track progress of Sustainability and Strategic Plan goals, 2022
 - Develop budget recommendations for operational programs, Capital Improvements Projects, community led initiatives and programs and staffing capacity assessment, 2022
- 7.2** Establish applicable interagency/entity relationships necessary for implementation
- Partner with Xcel Partners in Energy Program and prioritize recommendations, 2022
- 7.3** Reduce citywide water use by 30% by 2050
- Continue offering and evaluating water conservation rebate programs with focus on outdoor reduction methods. Additional funds may be needed to increase participation in programs, *ongoing*
 - Upgrade irrigation infrastructure and monitor inefficiencies and leaks with parks irrigation, *ongoing*
 - Pursue grant funding for conservation programs, *ongoing*



The city has worked with Resource Central to provide residents free efficiency inspections of their automatic outdoor sprinkler systems.

7.4 Increase waste diversion and increase participation in recycling programs

- Complete a Waste Optimization Study to determine efficacy of current programs to include recycling and composting, *2021*
- Continue Zero Waste Program for city events, which began at the 2019 Pirate Fest, *ongoing*
- Create resident recycling awareness program, *2022*

7.5 Explore the composting feasibility in the city

- Conduct Residential Composting Feasibility Study, which is part of the Waste Optimization Study, *2021*

7.6 Encourage Healthy Eating Active Living (HEAL) through policy and programs that will contribute to overall health in the Northglenn Community

- Continue implementation of Healthy Meeting Guidelines, *ongoing*
- Implementation of Connect Northglenn, encouraging use of added bicycle lanes and pedestrian connectivity, *ongoing*



Through the Connect Northglenn Bicycle and Pedestrian Master Plan, pedestrian improvements, including bike lanes with buffers from vehicles, were added to Melody Drive.



STRATEGIC PRIORITY AREA #8

INFRASTRUCTURE

DEFINITION:

Invest in Northglenn’s infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.

ACTION PLAN

8.1 Identify and prioritize future transportation investments focused on improving mobility

- Create a Master Transportation Plan that will be a unifying document to integrate the following documents to project short-term needs and long-term goals, 2023, 2024:
 - *Complete Streets Policy*
 - *Connect Northglenn*
 - *Pavement Condition*
 - *Index School Zone Safety Assessments*
- 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

8.2 All streets are maintained at a PCI rating of 70 or above

8.3 All sidewalks are ADA compliant and free of trip hazards.

- 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, 2022

8.4 Develop and maintain a safe and sustainable water supply

- Explore and implement additional water efficiency measures to establish long term goals and encourage efficient use of available water resources, 2021
- Explore potential water rights purchasing and storage opportunities as our city water demand grows with development, *ongoing*
- Utilize the updated Water Master Plan (2019) to develop a CIP plan identifying short-term needs and long-term goals, 2021

Construction is well underway on the replacement of Lift Station A in southeast Northglenn.



8.6 Maintain infrastructure and treatment of wastewater for a safe and healthy community and environment

- Finish design and construction of Lift Station A and Forcemain piping to the city's north border, Q4 2021

8.7 Upgrade parks and recreation infrastructure

- Secure funding to finish the design and construction of Justice Center West Park, 2023
- Continue to utilize the Parks and Recreation Master Plan as a framework for the development of the 5-year CIP, with a goal of completing all planned projects with an identified funding

source within the timeline outlined in that document, *ongoing*

- 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
- Develop an updated Parks & Recreation Master Plan, including a community needs assessment, 2022
- Assess existing maintenance standards and update to reflect the desired level of service necessary to maintain cleanliness of our parks, roadways, sidewalks and city

facilities, 2022.

- Install new fencing to the residential properties in the Village Greens neighborhood adjacent to the Don Anema Memorial Skatepark at E.B. Rains Jr. Memorial Park, 2022
- Explore the possibility of an adventure course for 12 years and older and implement if appropriate, 2022

8.8 Update and upgrade citywide infrastructure

- Develop a comprehensive entryway signage program, 2023
- Identify and evaluate locations to relocate to City Hall, 2022



APPENDIX
ARCHIVE LIST

DEFINITION:

Items in the Strategic Plan that have been completed.

▶ High-Performance Government

- Adopt a smoke-free public places ordinance
- Protect youth through licensing changes for vaping products
- Update the City Council onboarding system to help provide learning opportunity for newly-elected officials
- Develop council and staff communication norms
- Development of a new market-driven compensation system
- Implement new compensation plan following budget adoption on October 28, 2019
- Maintain market updates annually
- Analyze cost to implement \$15 minimum wage for city positions
- Develop staff core values
- Evaluate city benefit plan and costs associated with potential benefits such as paid family leave

👥 Community Engagement

- Creation of a Communications Plan with focused messaging on various platforms to specific populations within the city
- Continue and establish Dumpster Days as an annual spring event (Operational)

- Identify program enhancements (Objective 2.2: Neighborhood Services Engagement)
- Have a study session with City Council to review current efforts and identify priorities (Objective 2.2: Neighborhood Services Engagement)
- Present current approach to city festivals to City Council
- Objective 2.5 – Resident Survey. This is now operational and results will be evaluated under Objective 1.3
- Objective 2.6 – U.S. Census
- Continue implementation of the July 2019 eighteen-month Communications Plan
- Objective 2.3 – Provide engaging and inclusive events for residents and surrounding areas
- Evaluate required level of service to possibly increase the number of city events in different wards

Priority Area #3: Public Safety

- Police Department’s 360 Assessment began in November 2019 and was completed in March 2020

Priority Area #4: Business Retention and Growth

- Develop a welcome packet for businesses (Operational)
- Revisit the existing Civic Center Master Plan (CCMP) relative to existing market conditions and potential modifications for the remaining 10 acres for private development opportunities
- 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
- In partnership with property owner, developers and its brokers, market the 60-acre Karl’s Farm development

Priority Area #5: Housing Opportunities

- Continue participation in Colorado Legal Services (CLS) Pilot Program for landlord/tenant eviction defense
- Re-engage internal task force and identify current challenges
- Conduct a study session to discuss current challenges and to identify City Council priorities
- Set up a community task force on homelessness per City Council direction
- Objective 5.3 – Home Repair Service

Priority Area #6: Diverse Community

- Join the Government Alliance on Race & Equity
- Identify funding for Race & Equity Initiative in 2020 budget
- Coordinate development of a Race & Equity Task Force
- Objective 6.6 – New Resident Guide

Priority Area #7: Sustainability

- Adoption of Xcel Partners in Energy Program plan by City Council
- Create community stakeholder committee to assist with prioritizing Sustainability Plan
- Create internal stakeholder committee to assist with prioritizing Sustainability Plan
- Evaluate need to increase funding for water reduction programs and rebates
- Complete Integrated Water Resources Plan (IWRP)
- Awarded 2019 CDPHE RREO Mini-Grant to introduce event recycling and promote proper recycling to residential user
- Purchase recycling bins for city events
- Continue implementation of healthy snack vending machines at Northglenn Recreation Center, boat house, and public facing facilities
- Continue bicycle safety training for new riders at Bicycle Derby Day and hand out safety gear
- Update city oil and gas regulations as a result of the passage of Senate Bill 181

Priority Area #8: Infrastructure

- Evaluate the current Traffic Calming Policy for potential changes that may ease requirements for traffic calming measures
- Budget for and transition existing temporary speed humps into permanent asphalt speed humps at the recommended engineering standard
- Provide an annual CIP for traffic calming improvements
- Identify funding for short-term needs to increase the rating and develop a long-term plan to maintain the rating of 70 once reached
- Conduct a PCI every three years (This is now operational)
- Develop and implement an Integrated Water Resources Plan (IWRP) to provide and maintain a reliable and sustainable water supply for our community
- Implement building code update, moving from the 2009 to 2018 International Building Code (IBC)
- Establish program and budget for City Hall renovation
- Create an internal stakeholder committee for City Hall renovation
- Develop timeline for design and construction of City Hall renovation
- Utilize the updated Wastewater Master Plan (2020) to develop a CIP plan identifying short-term needs and long-term goals, ongoing



APPENDIX

PERFORMANCE MEASURES

DEFINITION:

The City Will Use These Measures to Determine the Success of Strategic Plan Implementation.

▶ High-Performance Government

1.1 Regional Collaboration and Advocacy

- Number of regional organizations that have a designated City Council liaison (*Input*)
- Number of local regulatory changes as a result of state law changes (*Input*)
- Number of ordinances annually (*Input*)
- Number of resolutions annually (*Input*)
- Percent of residents who believe elected officials act in the best interest of government in the Resident Survey (*Outcome*)

1.2 City Council Efficiency

- Annual strategic planning workshop held (*Activity*)

- Amount of new funding in budget as a result of City Council strategic planning (*Output*)

1.3 High-Performance Government

- Annual balanced budget for General Fund operating expenses (*Output*)
- Number of programs where increase level of service was achieved (*Output*)
- Percentage of residents rating overall quality of the city as excellent and good in the Resident Survey (*Outcome*)
- Percentage of residents rating overall performance of the city government as excellent and good in the Resident Survey (*Outcome*)



APPENDIX PERFORMANCE MEASURES

- Percentage of residents who rate the value of services for the taxes paid in Northglenn as good or excellent in the Resident Survey (*Outcome*)
- Reduction in the number of complaints about staff customer service (*Outcome*)
- Meet minimum required reserves (*Input*)
- Increase number of business respondents from annual Business Survey (*Output*)

1.4 Engaged Workforce

- Decrease rate of employee turnover (*Outcome*)
- Percentage of residents rating the overall direction the city is taking as excellent or good in the Resident Survey (*Outcome*)
- Increase employee job satisfaction as measured by the Employee Engagement Survey (*Outcome*)

1.5 City Manager Communications

- Increase number of city manager all-staff meetings

(quarterly) (*Activity*)

- Number of city manager bi-weekly reports (*Input*)
- Increase number of attendees at monthly city manager lunches (*Output*)
- Increase number of attendees at monthly city manager/police officer breakfasts/lunches (*Output*)
- Percentage of residents who rate the value of services for the taxes paid in Northglenn as good or excellent in the Resident Survey (*Outcome*)

Community Engagement

2.1 Comprehensive Plan Engagement

- Number of participants in Comprehensive Plan public engagement opportunities with the City Council and Planning Commission for updating and input (*Output*)
- Number of staff quarterly updates to City Council on projects (*Output*)

2.2 Neighborhood Services Engagement

- Increase usage of Block Party Trailer (*Output*)

- Increase participation in Block Party Trailer events (*Output*)
- Increase participation in spring Dumpster Day event (*Output*)

2.3 Volunteering

- Increase number of volunteer hours annually (*Output*)
- Increase number of residents volunteering annually (*Output*)
- Increase number of applications for board and

commission vacancies (*Output*)

- Decrease number of vacancies on boards and commissions (*Output*)
- Number of volunteers who rate their experience as good or excellent (*Outcome*)

2.4 City Special Events

- Number of special events annually (*Activity*)
- Number of attendees at city special events annually (*Output*)



APPENDIX PERFORMANCE MEASURES

- Revenue generated through sponsorship of city festivals (*Output*)

2.5 Resident Survey

- 20 to 25% response rate for Resident Survey (*Outcome*)

2.6 US Census

- Number of residents counted in 2020 US Census (*Output*)
- CDBG funding amount allocated based on 2020 US Census count (*Output*)
- Amount of engagement by underrepresented groups in the community (*Activity*)
- Ongoing relationships

developed with partner organizations (*Activity*)

2.7 Civics 101/Resident Academy

- Number of residents who participate in the Civic 101/Resident Academy (*Output*)
- At least 80% of participants agree that the information provided by the city was clear and adequate (*Output*)
- Increase number of residents to have contact or interact with city staff/public officials annually (*Output*)

2.8 Communications Strategic Plan Implementation & Updates

- 5% increase in engagement on all social media channels annually (*Output*)
- Increase in city presence in external print and online publications annually (*Output*)
- Increase resident satisfaction in City responsiveness measured by the Resident Relationship Management system annually (*Outcome*)
- 1% increase in YouTube follower count each month (*Output*)
- Increase in website use annually (*Output*)

Public Safety

3.1 Community Safety

- 100% of officers trained in Community Oriented Policing (*Output*)
- 20% increase in number of homeless referrals (*Output*)
- 10% increase in number of community meetings such as apartment, business or ward (*Output*)
- 80% of residents who rate

their neighborhoods as “feels safe” in the Resident Survey (*Outcome*)

3.2 Traffic Enforcement

- Increase in number of directed traffic deployments (*Output*)
- Increase number of officers to implement traffic unit (*Input*)
- Increase traffic stops at target locations (*Output*)

20% increase in traffic citations at target locations (*Output*)

- Increase traffic education through collaboration with the school district, through social media campaigns, and traffic stops (*Activity*)
- Increase directed traffic deployments at high accident locations and school zones (*Activity*)



APPENDIX PERFORMANCE MEASURES

3.3 Police Department Staffing and Operations Assessment

- Number of recommendations implemented from department assessment (*Output*)

3.4 Police Officer Recruitment and Retention

- Increase in number of sworn officers per the Five-Year Staffing Plan (*Input*)

- 100% percent of recruits completing the academy (*Output*)
- Increase percentage of recruits completing field training (*Output*)
- Increase the number of officers successfully completing the FTO phase (*Output*)
- Increase the number of

qualified internal candidates for promotional processes (*Output*)

- Decrease the turnover rate of sworn personnel from 2018 to 2022 (*Output*)
- Reduction in turnover rate of sworn personnel (*Output*)
- Decrease annual rate of attrition for police officers (*Output*)

Business Retention and Growth

4.1 Business Attraction, Retention & Expansion

- Increase in annual sales/use tax revenues (*Output*)
- Maintain low commercial vacancy rates (*Outcome*)
- Increase diverse, niche and unique businesses with livable wages (*Output*)
- Increase in net new jobs (*Output*)

- Increase annual per capita incomes (*Output*)
- Increase business capital investment and wealth (*Output*)
- Increase percentage of workforce that lives in the city as measured by the Resident Survey (*Outcome*)

- Percentage of residents rating Northglenn as a good and excellent place to work in the Resident Survey (*Outcome*)
- Attract new diversified and unique businesses to absorb 100,000 square feet of commercial space through backfilling existing space or through new construction, 2025 (*Output*)



APPENDIX PERFORMANCE MEASURES

Housing Opportunities

5.1 Housing

- Funding allocated to Aging Needs Assessment (*Input*)
- Funding allocated to Aging Needs programming as a result of the assessment (*Output*)

5.2 Homelessness

- Increase funding allocated for programs to address homelessness (*Outcome*)

5.3 Home Repair Service

- Funding allocated for Home Repair Program (*Input*)

- Number of requests for Home Repair Program (*Output*)

5.4 New Development

- Increase number of new developments/infill redevelopment that provides quality, accessible, attainable and workforce housing options (*Output*)
- Increase percentage of senior housing options (*Output*)
- Increase percentage of homeownership (*Output*)

Diverse Community

6.1 Race & Equity Initiative

- Amount of funding for a Race & Equity Initiative (*Input*)
- Increase funding for a Race & Equity Initiative (*Output*)

6.2 Historic Preservation

- Increase funding for Historic Preservation activities (*Output*)
- Increase social media posts celebrating the city's history (*Output*)

6.3 Cultural Arts Programming

- Increase number of events and programs hosted by the city

that promote cultural diversity (*Output*)

- Increase per capita annual funding committed to cultural arts programming (*Output*)

6.4 Communications

- Increase number of City Council proclamations (*Output*)
- Increase number of social media posts celebrating the diversity of the city (*Output*)

6.5 Access to City Facilities

- Number of playground or park facility upgrades that expand

access for individuals of all abilities (*Output*)

6.6 New Resident Welcome Guide

- Funding for a new resident welcome guide in 2021 Budget (*Input*)
- Number of resident welcome guides distributed (*Output*)

6.7 Promote Service on Boards and Commissions

- Diversity of participants increases annually (*Output*)
- Update recruitment and informational materials to encourage participation (*Activity*)



APPENDIX PERFORMANCE MEASURES

Sustainability

7.1 Sustainability Plan

- Increase funding in city budget for Sustainability initiatives (*Input*)

7.2 Xcel Partners in Energy Program

- Integrate into Sustainability Plan implementation work program (*Activity*)

7.3 Community Engagement

- Community Stakeholder participants who rate their experience as good or excellent (*Outcome*)

7.4 Water Conservation

- Utilize recommendations from 2019 Northglenn Integrated Water Resources Plan (IWRP) to set water

conservation goals and implement proposed new water conservation programs for

- Reduce indoor and outdoor water use by the city (*Outcome*)
- Reduce water use by community, residents and businesses (*Outcome*)
- Increase funding for water conservation programs (*Input*)
- Update Water Efficiency Plan and implement plan recommendations (*Activity*)

7.5 Recycling

- Increase number of residents participating in city recycling program (*Output*)

- Increase number of city events where zero waste recycling is offered (*Output*)

7.6 Composting

- Funding allocated to implement Residential Composting Program, 2020 (*Input*)
- Increase number of residents composting (*Output*)

7.7 Healthy Eating Active Living (HEAL)

- Provide annual report to City Council on HEAL programming efforts (*Activity*)

7.8 Oil and Gas Regulations

- Scheduled for adoption, November 2019 (*Activity*)



APPENDIX PERFORMANCE MEASURES

Infrastructure

8.1 Transportation Plan

- Budget, advertise and select consulting firm to develop Transportation Master Plan (*Activity*)
- Budget, advertise and select consulting firm to perform asset assessment for transportation-related facilities (*Activity*)

8.2 Traffic Calming

- Modify and approve by resolution changes proposed for the Traffic Calming Policy (*Activity*)
- Decrease speed and volume of traffic along Melody Drive as a result of new striping improvements (*Outcome*)
- Budget for traffic calming CIP projects in coordination with Transportation Master Plan (*Activity*)

8.3 Roads, Sidewalks and Parks

- Increase number of projects that upgrade the city's roads, sidewalks, buildings

and utility infrastructure (*Output*)

- Increase annual funding in city budget for Capital Improvement Program to address main arterial roadways and infrastructure (*Output*)
- Increase amount of annual funding appropriated for the Residential Street Program to increase PCI rating and enhance Concrete Replacement Program (*Output*)
- Increase resident satisfaction with street maintenance and road repair (*Outcome*)

8.4 Water

- Utilizing the Integrated Water Resources Plan (IWRP), develop strategies for increased water conservation, increased participation in existing programs and develop new programs (*Activity*)
- Increase funding annually to maintain and enhance water infrastructure (*Input*)

8.5 Wastewater

- Increase funding annually to maintain and enhance wastewater infrastructure (*Input*)

8.6 Building Codes

- Approve by ordinance the 2018 International Building Code (IBC) (*Activity*)

8.7 Upgrade of Parks and Recreation Infrastructure

- Amount of funding annually for parks and recreation infrastructure (*Input*)
- Completion of new recreation center, senior center and theatre on schedule (*Output*)
- Completion of new recreation center, senior center and theatre within appropriated budget (*Input*)
- Increase resident satisfaction for recreational facilities in Resident Survey (*Outcome*)