

POLICE MEMORANDUM
#19-2022

DATE: July 25, 2022

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager *Hmg*

FROM: James S. May, Jr., Chief of Police *JSM/217*
Randall L. Darlin, Deputy Chief of Police

SUBJECT: Police Department Strategic Plan

PURPOSE

To provide Council with an overview of the Strategic Plan for the Northglenn Police Department (NPD). It provides the framework for NPD to advance its goals and missions, identifies strategic themes, and focuses its objectives on an action plan for future growth and development.

BACKGROUND

In December 2019, the City began a process to conduct an operational assessment of NPD. BerryDunn finished it in July 2020. Even before the completion of the assessment, the NPD began work on concerns identified by BerryDunn.

NPD restructured the organization, adding supervision to ensure proper oversight of officers. In addition, it began developing a Community Co-Production Policing model and a Crisis Response Unit designed to work side by side with officers in the community. Finally, in March 2021, NPD implemented the department-wide use of body-worn cameras, followed by in-car camera systems in January 2022.

These projects have significantly enhanced NPD services, including increasing transparency, accountability, and oversight. NPD continues to focus on strengthening and improving service to the community through its strategic plan.

The plan provides a framework to focus on and manage goals and objectives through the strategic themes of Communication, Leadership, Operations, and Staffing. These direct NPD's efforts in a clear and concise strategy. Identifying broad goals and developing action steps to achieve objectives provide the roadmap leadership will use to focus objectives, timelines, and priorities.

The plan focuses on the leadership team and provides benchmarks to measure progress. The NPD Strategic Plan builds on the public safety plan delineated in the City Council Strategic Plan developed in 2019. Many of the action plan items identified in the City's Strategic Plan have been accomplished or are wrapped into the NPD Strategic Plan. NPD's plan goes a step further by outlining the strategies to accomplish the identified goals. This plan was developed in conjunction with BerryDunn and designed to work cohesively with City Council's Strategic Plan. The four themes identified in the NPD Strategic Plan identify a roadmap for the successful implementation and coordination of both Council's and the NPD's strategic plans.

BUDGET/TIME IMPLICATIONS

BerryDunn consulting services has provided \$136,800 dollars of services to the City to date. The cost includes the 360 Assessment, development and implementation of the Community Co-Production Policing Program, and collaboration in developing the NPD's Strategic Plan. BerryDunn continues to work with the City on additional projects. Implementation of individual

aspects of the plan, including staffing, technology, communication, and equipment, will be brought forward to Council through NPD's current process and the annual City budget process. The NPD's Strategic Plan includes an implementation timeline.

STAFF RECOMMENDATION

This is for informational purposes only. Staff is seeking feedback from City Council on the attached plan.

STAFF REFERENCE

If Council members have any questions, please contact:

- James S. May, Jr., Chief of Police, at jmay@northglenn.org or 303.450.8967
- Randall L. Darlin, Deputy Chief of Police, at rdarlin@northglenn.org or 303.450.8964

ATTACHMENTS

1. Presentation
2. Northglenn Public Safety Strategic Plan
3. Public Safety Goal, City Council Strategic Plan 2019 - 2023

POLICE DEPARTMENT STRATEGIC PLAN

James S. May, Jr., Chief of Police

Co-Presenter:

- Randall L. Darlin, Deputy Chief of Police

Council Meeting
July 25, 2022



CITY OF
Northglenn

PURPOSE

To Provide Council With an Overview of the Police Department's Strategic Plan



STRATEGIC PLAN THEMES

Communication

Leadership

Operations

Staffing

STRATEGIC PLAN OBJECTIVES

Improve communication, transparency, and collaborative co-production policing model to engage, inform, and empower community partnerships

Through leadership, build an organization that promotes ethical and professional leaders committed to enhancing trust, transparency, and public safety

Employ individuals with an intrinsic desire to protect and serve by embracing competency, character, and shared community values

Develop and implement an innovative recruiting strategy to identify a qualified and diverse team of officers committed to protecting the community

Communication Is Key



COMMUNICATION GOALS & OBJECTIVES

Identify Innovative Pathways to Increase Outreach and Communication with Community Members

- Hold four ward meetings annually
- Chief will submit quarterly articles to the Connection
- Market in-house communication tools
- Develop communication public service announcements on understanding the NPD and policing in general



COMMUNICATION GOALS & OBJECTIVES

CONT'D

Establish Meaningful Engagement Strategies That Support Northglenn's Diverse Community

- Establish quarterly community meetings with CCPP
- Engagement of community youth in an annual police vs. school event
- Partner with DISE Board



COMMUNICATION GOALS & OBJECTIVES

CONT'D

Create a Robust Infrastructure of Two-Way Communicative Pathways to Collect, Assess, Disseminate, and Evaluate Information

- Utilize Access Northglenn
- Provide education and training for officers
- Develop an informational card that promotes two-way communication platforms



COMMITMENT TO LEADERSHIP

**If Serving is
Below You**

**Leadership
is Beyond
You**



LEADERSHIP GOALS AND OBJECTIVES

- **Develop and outline informational process to build community knowledge:**
 - § Hold one Citizen Academy
 - § Hold one Teen Academy
 - § Hold one Spousal Academy
- **Work in collaboration with CCPP**
- **Work in collaboration with the City Communications Department**



LEADERSHIP GOALS AND OBJECTIVES

CONT'D

- **Hold three department-wide teambuilding events**
- **Implement a quarterly employee recognition program**
- **Implement an employee pride program**



LEADERSHIP GOALS AND OBJECTIVES

CONT'D

- **Reinforce an ethical and professional culture through proactive and consistent positive leadership**
- **Three times annually, hold informational meetings for staff focused on ethical and professional culture**
- **Publish an internal informational report**



LEADERSHIP GOALS AND OBJECTIVES

CONT'D

Through Community and Co-Productive Policing Strategies, Develop Focused Public Safety Pathways

- Designate eight hours of training for all employees on current community policing philosophies
- Identify individuals who will become experts and champion community-oriented policing
- Develop a program in which CCPP can follow up with command staff on complaints and compliments to discuss those who have:
 - § Unsatisfactory ratings
 - § Unresolved cases or complaints
 - § Positive feedback



Improving Department Operations and Procedures



OPERATIONS GOALS AND OBJECTIVES

The Northglenn Police Department employs individuals with exceptional character and an intrinsic desire to protect and serve the community by embracing cultural competency, engaging in ongoing personal development, and by attracting applicants with shared community values and heart.



OPERATIONS GOALS AND OBJECTIVES

CONT'D

Implement Technology and Systems Analysis That Provides Data Collection Methods That Will Enable Intelligence-Led Policing Within the Organization

- Assess current analytical processes and technology to determine capabilities
- Hire a Crime Analyst to assist in the development of daily crime analytics and resource allocation
- Establish necessary analytical information to guide Command Staff in the implementation of intelligence-led policing



OPERATIONS GOALS AND OBJECTIVES

CONT'D

Develop and Implement Procedures for the Crisis Response Unit (CRU), Focused on Quality of Life Related to Mental Wellbeing and Safety of The Community

- Create a policy and procedure that guides the Crisis Response Unit in collaboration with the Patrol Division
- Train Officers and CRU Members on newly-established corresponding policy



OPERATIONS GOALS AND OBJECTIVES

CONT'D

Establish Reporting Procedures to Conduct a Preliminary Evaluation of the Collaborative Impact and Effectiveness of the CRU and its Affect on the Patrol Division



OPERATIONS GOALS AND OBJECTIVES

CONT'D

Establish Investigative Processes That Provide Enhanced Public Safety Through a Competent, Capable, and Comprehensive Response to Crime Conditions

- Evaluate policy and procedures to ensure initial Officer investigation is competent and comprehensive
- Establish clear expectations for Officers during the initial and preliminary investigative process and provide training to meet those expectations



OPERATIONS GOALS AND OBJECTIVES

CONT'D

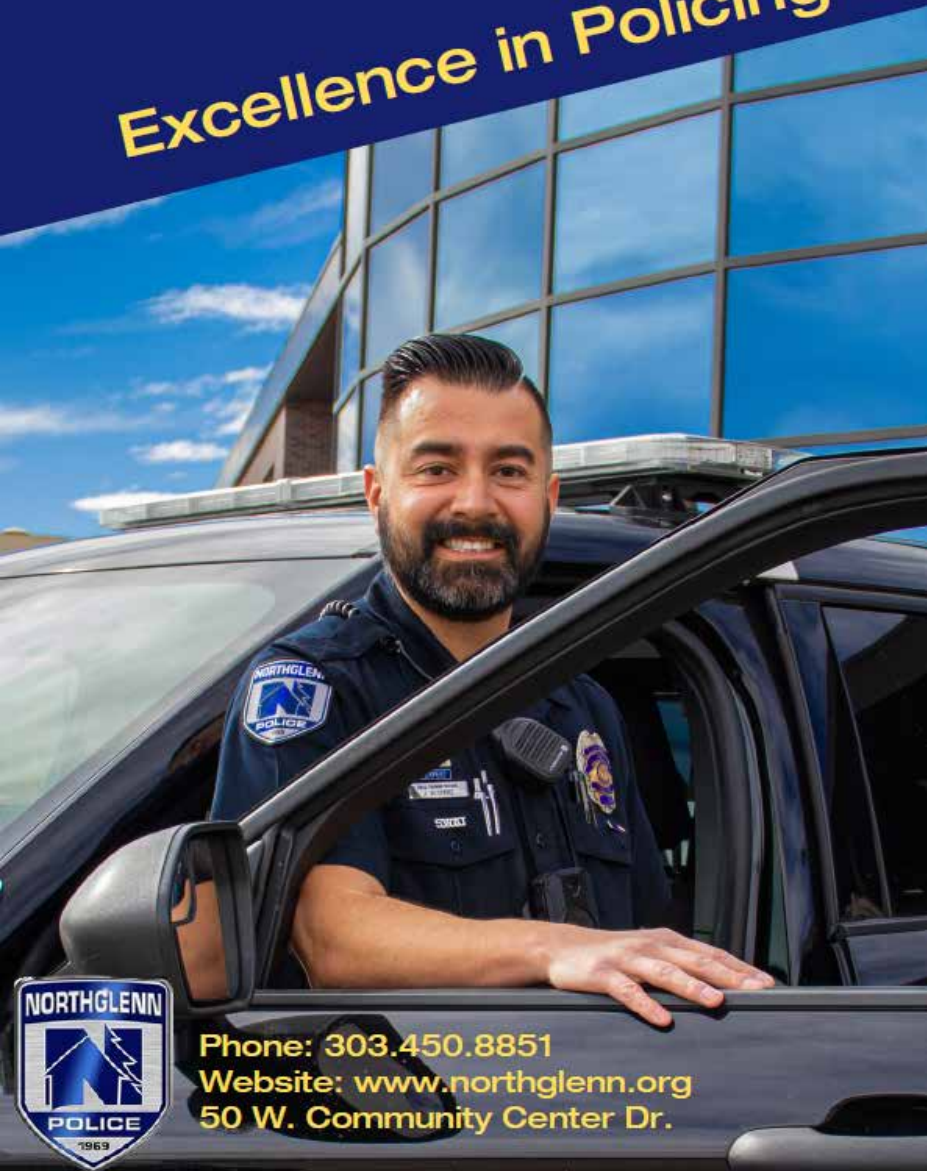
Establish Communication Channels and Feedback Loops Between the Patrol Division and Investigations Division to Ensure Efficiency in Investigative Procedures and to Provide Increased Public Safety Through Successful Prosecution

- Investigation training
- Interview and interrogation
- Collaboration
- Domestic violence investigations
- Felony filing procedures



Northglenn Police Department

Excellence in Policing



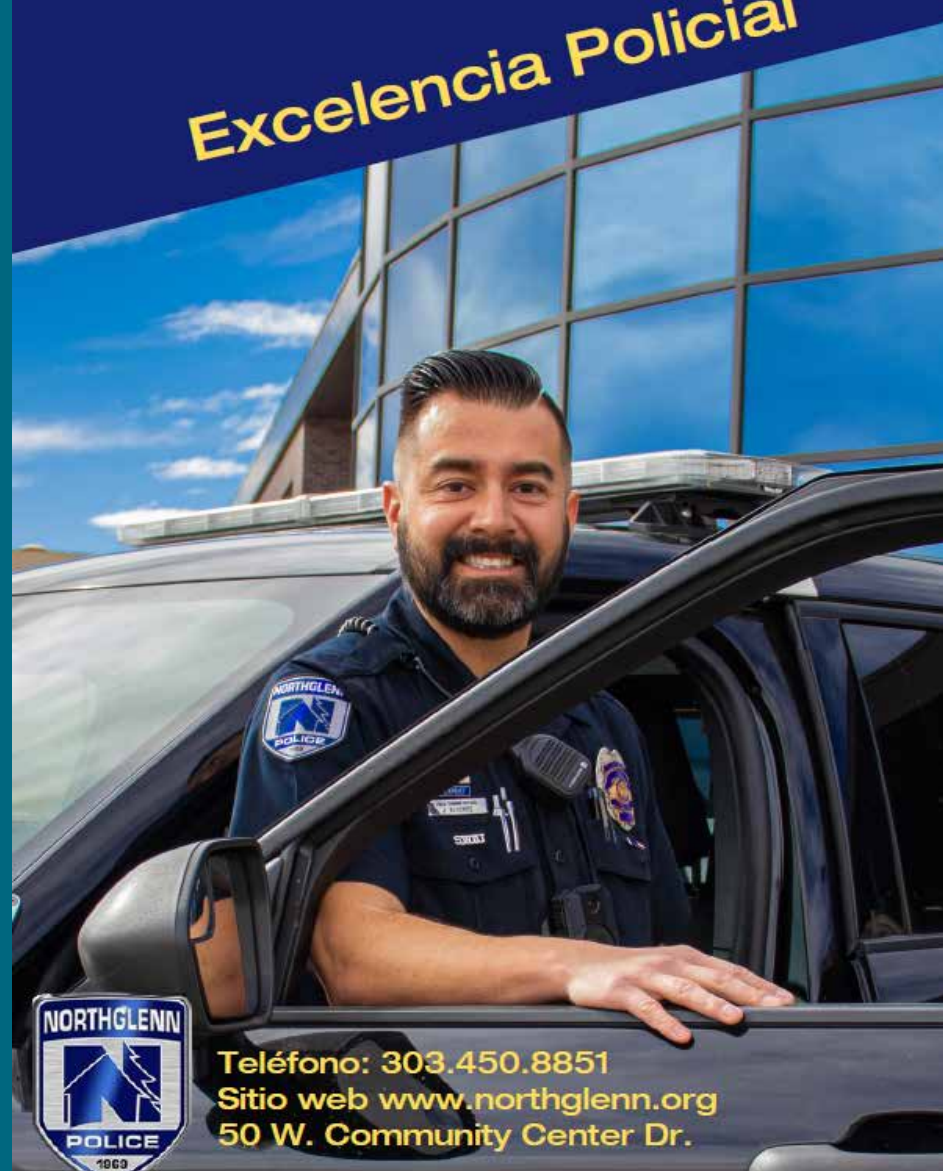
Phone: 303.450.8851
Website: www.northglenn.org
50 W. Community Center Dr.



Staffing, Recruitment and Retention

Departamento de Policia en Northglenn

Excelencia Policial



Teléfono: 303.450.8851
Sitio web www.northglenn.org
50 W. Community Center Dr.



STAFFING GOALS AND OBJECTIVES

Develop and Implement Innovative Recruiting Strategies to Increase the Qualified and Diverse Applicant Pool

- Partner with local and national business, military, and faith communities to identify and implement focused recruitment strategies
- Develop a hiring committee comprised of CCPP, faith communities, military, and NPD to identify innovative marketing and recruiting strategies



STAFFING GOALS AND OBJECTIVES

CONT'D

- **Implement a pre-hire coaching program for prospective identified recruits**
- **Identify pathways that enable immigrants to meet the requirements to become a Police Officer**
- **Implement an employee referral cash award program**



STAFFING GOALS AND OBJECTIVES

CONT'D

Develop Purpose-Driven and Attractive Opportunities to Retain an Exceptional Workforce

- Determine if employee salary and benefits package can be revised to be more competitive with surrounding agencies
- Develop and implement short-term rotational assignments in specialized units



STAFFING GOALS AND OBJECTIVES

CONT'D

- **Units or assignments to external taskforces**
- **Analyze the feasibility of implementing additional specialized units in NPD**
- **Develop innovative strategies to draw a diverse pool of candidates**



STAFFING GOALS AND OBJECTIVES

CONT'D

Promote Culture of Pride and Professionalism Through Professional Development and Leadership

- Expand the Mentor Program past the point of the Filed Training Officers (FTO)
- Sergeant FTO program
- Mentor program for Sergeants
- Succession plan for leadership



STAFFING GOALS AND OBJECTIVES

CONT'D

- **Hold three department-wide teambuilding events**
- **Implement a quarterly Employee Recognition Program:**
 - § Move letters of recognition awards to quarterly internal ceremony
 - § Identify additional recognition awards
- **Implement an Employee Pride Program:**
 - § Employee of the month
 - § Positive culture
 - § Belief that our work matters
 - § Personal impact on department members



CITY'S 2019 STRATEGIC PLAN

CONT'D

2019 City's Strategic Plan Introduced.

- **Included 8 Priority Areas Including Public Safety**

- **Public Safety Plan Focused on 4 Key Areas**
 - **Improving Real and perceived Community Safety**
 - **Increased pedestrian and roadway Safety**
 - **Completing a Police Department Staffing and Operations Assessment**
 - **Recruitment and Retention of Officers**



CITY'S 2019 STRATEGIC PLAN

2019 City's Strategic Plan and NPD's Plan Work Cohesively to Achieve Goals.

- **NPD's Plan Provides the Roadmap to Accomplish the Objectives Within the Plans**
- **Both Plans Focus on Implementation of 360 Assessment.**

CONT'D

- **Both Plans Focus on PD Staffing**
- **Both Plans Focus on Recruiting and Retention of Officers**



PROGRESS

Real and Perceived Community Safety

- **Utilizing Social Media and Connection to Educate and Inform the Public**
 - Increased Social Media
 - Quarterly Connection Articles
 - Body Worn Cameras
 - In-Car Cameras
- **Increase Community Outreach through Public Meetings**
 - 4 Ward meetings this year
 - CCPP Meetings
- **Training Officers on Community Oriented Policing**
- **Provide Officers with Crisis Intervention Training**
 - X Number
 - NIBRS Reporting



PROGRESS

Pedestrian and Roadway Safety

- **Increased pedestrian and Traffic Safety**
 - Implement a Traffic Unit
 - § Currently Implemented 1 Officer
 - § 3 Total Trained
 - No Need for Speed Program
- Focused Enforcement
 - § High Traffic Areas
 - § School Zones
 - § High Crash Locations



PROGRESS

Police Department Staffing

Implementation of Co-Response Program

- § Crisis Response Program in Conjunction with City Managers Office
- § Reorganization of Department

§ Adding Deputy Chief Passion

§ Adding Lieutenants Positions

1. Adding Training Sergeant
2. Adding Internal Affairs Sergeant
3. Adding Traffic Unit Officers



PROGRESS

Recruitment and Retention

Recruitment

- Outreach to Community
- Materials in English and Spanish
- Focus on Recruitment From Military
- Outreach to Faith Based Organizations
- **Improving In-House and FTO Training Programs**
- **Succession Planning**
 - Command Staff
 - Supervisors
 - Specialty Assignments



QUESTIONS?

James S, May Jr. Chief of Police

Co-Presenter

- Randall L. Darlin, Deputy Chief of Police

Council Meeting
July 25, 2022



CITY OF
Northglenn



City of Northglenn, CO Public Safety Strategic Plan



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Introduction and Background

This document provides a comprehensive five-year strategic plan (Plan) for the Northglenn Police Department (NPD). The Plan is the byproduct of a two-year collaboration between BerryDunn, the NPD, City of Northglenn (City) officials, and the community of Northglenn.

BerryDunn was initially hired by the City in December 2019 to conduct an operations and management study (Study) of the NPD. The Study, which concluded in July 2020, produced 45 recommendations, following four major themes:

- Policing strategies, organization, culture, and leadership
- Communication
- Staffing, recruiting, retention, and related workload issues
- Investigations and Technology

Although the full range of recommendations from the Study all provided improvement opportunities for the NPD, two recommendations surfaced as crucial and timely. Those two recommendations included:

- Development of a comprehensive strategic plan for the police department, and one that is consistent with city strategic planning priorities
- Implementation of the Community Co-Production Policing (CCPP) model

BerryDunn had already concluded implementation of CCPP for the NPD was an important step in advancing community collaboration and trust. However, the murder of George Floyd in May 2020 created a greater sense of urgency.

Following delivery of the Study report, BerryDunn and the City began to discuss additional services. As a result of those discussions, in October 2020 the City contracted with BerryDunn to work with the City and the NPD on three important sub-projects, which were:

- Assist the city and police department with implementation of CCPP
- Provide change management and implementation monitoring through the Implementation Action Tracking Plan (IATP)
- Guide the development of a public safety strategic plan for the police department

Between October 2020 and April 2021, BerryDunn worked with the City and the NPD to implement the CCPP model, and in monitoring, tracking, and guiding the NPD's efforts in pursuing the recommendations from the study. Those efforts, which are now led by the NPD independently, continue.

In spring 2021, BerryDunn, the City, and the NPD developed a strategy to collaborate on production of the Plan. That strategy included:

- Consideration of the recommendations from the Study

- Examination of the citywide strategic plan, developed by the Northglenn City Council, to verify alignment of public safety and community goals in the Plan
- Conducting various community listening sessions
- Working sessions with the City, the NPD, and the CCPP board to consolidate all salient information into the Plan

Over a six-week period, BerryDunn conducted five listening sessions with community members in the city. During those meetings, BerryDunn solicited public comment regarding police-community relations, as well as police department efforts related to diversity, equity, and inclusion (DEI). There were three overarching goals for these meetings:

- Provide an opportunity for community involvement and input
- To inform implementation of the Community Co-Production Policing (CCPP) model
- To inform development of a strategic plan for the NPD

BerryDunn collected and analyzed the collective input from the community and stakeholders, and identified four overarching strategic themes:

- Community Relationships and Transparency
- Operations
- Recruiting
- Training and Education

BerryDunn provided the City and the NPD with this information, along with a list of sub-category discussions relative to each of the themes.

In late August/early September 2021, BerryDunn facilitated a two-day work session with a representative group from the City, the NPD, and the CCPP board. The process, to this point, had produced guidance on what the department should focus on. However, determining how to pursue those focus areas remained undetermined. Accordingly, the purpose of the work sessions was to do the following:

- Determine a future state for each themed area
- Develop a series of prioritized goals
- Produce actionable and measurable objectives

During the work sessions, BerryDunn worked with the City and the NPD to capture the future state, goals, and objectives for each themed area. BerryDunn provided this information to the NPD in written form, and requested the NPD review, evaluate, and finalize the content. This process was completed in October 2021. BerryDunn used that content and the framework of the strategic planning process to produce the Plan. The Plan was reviewed and approved by the NPD, as provided in this document.

Public Safety Strategic Plan



Northglenn Public Safety Strategic Plan

NPD Mission and Values

Vision Statement

The Northglenn Police Department commits to providing exceptional police services that promote a safe and peaceful community.

Mission Statement

The members of the Northglenn Police Department are a dedicated team committed to protect life and property, reduce crime, and promote peaceful neighborhoods. We achieve this through strong community partnerships, collaborative problem-solving, and ethical enforcement of the law.

Value Statement

The Four C's are the cornerstone of our core values:

- Character
- Courage
- Commitment
- Competence

Five-Year Strategic Themes

1. Communication



The Northglenn Police Department is focused on communication, transparency, and collaborative co-production policing to engage, inform, and empower our residents to enhance our safe, inclusive, and trusting community partnerships.

2. Leadership



The unified leadership team of the Northglenn Police Department, through innovative and visionary strategies, and a positive culture, is committed to ethical, professional, and organizational development to enhance trust, transparency, and public safety throughout the community.

3. Operations



The Northglenn Police Department enhances public safety and community quality of life by utilizing intelligence-led policing strategies to improve crime reduction strategies and traffic safety. Our members are focused on protecting life and property through the fair and equitable enforcement of the law.

4. Staffing



The Northglenn Police Department employs individuals with exceptional character and an intrinsic desire to protect and serve our community by embracing cultural competency, by engaging in ongoing personal development, and by attracting applicants with shared community values and heart.



Strategic Theme 1 – Communication



Theme Description	Strategic Goals and Objectives
<p>To enhance the safety, inclusivity, and trust of our community, the Northglenn Police Department is focused on communication, transparency, and collaborative co-production policing that engages, informs, and empowers our residents.</p>	<p>Goal 1: Identify innovative pathways to increase outreach and communication with community members</p> <ul style="list-style-type: none"> • Hold four Ward meetings annually to discuss crime trends, public safety, and community concerns. • Submit a quarterly article, authored by the Chief of Police, to the Connection, to discuss current public safety events and community concerns. • Market in-house communications tools quarterly, via social media, to increase knowledge of streamlined information on the NPD web page. • Over the next two years, develop a series of PSAs to increase community understanding of police operations.



Goal 2: Establish meaningful engagement strategies that support our diverse community

- Establish quarterly community meetings with CCPP to include diverse input and perspectives from community members related to policing in Northglenn.
- On a bi-annual basis meet with the City's Diversity, Inclusion, and Social Equity (DISE) board to collaborate and identify issues and concerns related to marginalized members of our community.
- Engage our community youth in an annual Police versus School (Northglenn High School, Vantage Point, Northglenn Middle School), friendly game of softball/kickball, etc.

Goal 3: Create a robust infrastructure of two-way communicative pathways to collect, assess, disseminate, and evaluate information

- Utilize the Citizen Relationship Management System (CRM) to gain knowledge of community complaints/concerns and publish a quarterly report focused on the top-identified issues during that quarter.
- Provide education and training on NPD communication tools at in-house academies and in-services for line-level officers to relay information to community members.
- Within six months, develop an informational card that promotes two-way communication platforms focused on social media and the NPD web page.





Strategic Theme 2 – Leadership



Theme Description	Strategic Goals and Objectives
<p>The Northglenn Police Departments’ leadership team is committed to ethical, professional, and organizational development that enhances trust, transparency, and public safety through innovative and visionary strategies, and a positive culture.</p>	<p>Goal 1: Develop pathways toward personal and organizational career goals</p> <ul style="list-style-type: none"> • By September 2022, develop specific roadmaps and key performance indicators for assignments and leadership positions. • By June 2022, identify, align, and request operational and training budgets to support roadmaps. • Develop staffing levels to accomplish NPD goals within budgetary constraints. • By Q4 2022, identify key organizational positions and identify the position duties. Identify eligibility criteria for each position.



Goal 2: Develop and outline informational processes/policies to build community knowledge

- In 2022, hold one Citizen Academy, one Teen Academy and one Spousal Academy.
- By Q3 2022, in collaboration with CCPP, identify four specific departmental processes/policies of interest to the public and outline the process/policy.
- In August 2022, in collaboration with the City Marketing Department, outline the department marketing campaign of the four processes/policies.



Goal 3: Reinforce our ethical and professional culture through proactive and consistent, positive leadership

- By March 2022, the NPD Leadership Team will meet with all sergeants and develop the department's expectations related to an ethical and professional culture.
- Three times per year, the NPD Leadership Team will hold mandatory meetings for staff that focuses on an ethical and professional culture.
- By Q3 2022, publish an internal report to the department that outlines both the positive interactions/performance and complaints/outcomes.



Goal 4: Through innovative and visionary [community] co-production policing strategies, develop focused public safety pathways

- By December 2021, designate eight hours during 2022 to train all employees on current community policing philosophies.
- During the next six months, identify individuals who will become experts who will train and champion community-oriented policing.
- By end of Q2 2022, enlist CCPP to develop a program in which CCPP will follow up on any CRM complaints that receive an unsatisfactory rating or show unresolved.



Strategic Theme 3 – Operations



Theme Description	Strategic Goals and Objectives
<p>The Northglenn Police Department employs individuals with exceptional character and an intrinsic desire to protect and serve by embracing cultural competency, engaging in ongoing personal development, and attracting applicants with shared community values.</p>	<p>Goal 1: Implement technology and systems analysis that provides data collection methods to enable intelligence-led policing (ILP) within the organization</p> <ul style="list-style-type: none"> Over the next year, assess current technology systems to determine analytical capabilities for successful ILP and identify potential additional software or other resources necessary. Hire a Crime Analyst between January 1 and March 31, 2022. Over the next year, establish necessary reports for Command Staff and the community to support ILP in our agency (may benefit from CCPP members attending ILP meetings).



Goal 2: Develop and implement procedures for the co-response unit that focus on quality of life related to mental well-being, and public safety

- By Jan 1, 2022, create a policy and procedure that guides the Co-Response Unit (CRU) in collaboration with the patrol division.
- By Jan 1, 2022, train officers and CRU members on newly established corresponding policy and procedures.
- By end of June 2022, establish reporting to conduct a preliminary evaluation of the collaborative efforts and effectiveness since implementation of the CRU.

Goal 3: Establish investigative processes that provide enhanced public safety through a comprehensive response to crime conditions

- By January 1, 2022, evaluate policy and procedure to ensure initial officer investigation is comprehensive.
- By June 2022, establish clear expectations for officers during the initial and preliminary investigative process, and provide training to meet those expectations.
- By June 2022, establish communication channels and feedback loops between patrol and investigations to ensure efficiency in investigative procedures, and to provide increased public safety.



Strategic Theme 4 – Staffing



Theme Description	Strategic Goals and Objectives
<p>The Northglenn Police Department employs individuals with exceptional character and an intrinsic desire to protect and serve by embracing cultural competency, engaging in ongoing personal development, and attracting applicants with shared community values.</p>	<p>Goal 1: Develop and implement innovative recruiting strategies to increase the qualified and diverse applicant pool</p> <ul style="list-style-type: none"> • By January 2022, partner with local and national businesses, the military, and faith communities to identify and implement focused recruitment strategies. • By January 2022, develop a hiring committee that is comprised of CCPP, faith communities, the military, and the NPD to identify innovative marketing and recruiting strategies. • By January 2023, implement a pre-hire coaching program for prospective identified recruits.



- By January 2023, implement an employee referral cash award program.

Goal 2: Develop purpose-driven and attractive opportunities to retain an exceptional workforce

- By June 2022, determine if employee salary and benefits package can be revised to be more competitive with surrounding agencies.
- By January 2023, develop and implement short-term rotational assignments in special units or assignments to external task forces.
- By January 2023, analyze the feasibility of implementing additional specialized units within the NPD.
- Develop innovative strategies to draw a diverse pool of candidates from across the country.

Goal 3: Promote our culture of pride and professionalism through professional development and leadership training

- By January 2023, expand the mentor program beyond the point of the Field Training Officer (FTO).
- In 2022, hold three department-wide team-building events.
- In January 2022, implement a quarterly employee recognition program.
- By January 2022, implement an employee pride program.



Appendix A: Objectives Timelines

Year/Quarter	2021	2022				2023			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Theme/Goals/Objectives									
Theme: Communication									
Goal 1: Identify innovative pathways to increase outreach and communication with community members									
Objective 1: Hold four Ward meetings annually to discuss crime trends, public safety, and community concerns.		☑	☑						
Objective 2: Submit a quarterly article, authored by the Chief of Police, to the Connection, to discuss current public safety events and community concerns.	☑	☑	☑						
Objective 3: Market in-house communications tools quarterly, via social media, to increase knowledge of streamlined information on the NPD web page.	☑	☑	☑						
Objective 4: Over the next two years, develop a series of PSAs to increase community understanding of police operations.		☑							
Goal 2: Establish meaningful engagement strategies that support our diverse community									
Objective 1: Establish quarterly community meetings with CCPP to include diverse input and perspectives from community members related to policing in Northglenn.		☑							
Objective 2: On a bi-annual basis meet with the City’s Diversity, Inclusion, and Social Equity (DISE) board to collaborate and identify issues and concerns related to marginalized members of our community.									
Objective 3: Engage our community youth in an annual Police versus School (Northglenn High School, Vantage Point, Northglenn Middle School), friendly game of softball/kickball, etc.			☑						

Public Safety Strategic Plan



Goal 3: Create a robust infrastructure of two-way communicative pathways to collect, assess, disseminate, and evaluate information									
Objective 1: Utilize the CRM (Citizen Relationship Management System) to gain knowledge of community complaints/concerns and publish a quarterly report focused on the top-identified issues during that quarter.									
Objective 2: Provide education and training on NPD communication tools at in-house academies and in-services for line-level officers to relay information to community members.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
Objective 3: Within six months, develop an informational card that promotes two-way communication platforms focused on social media and the NPD web page.									

Public Safety Strategic Plan



Theme: Leadership									
Goal 1: Develop pathways toward personal and organizational career goals									
Objective 1: By September 2022, develop specific roadmaps and key performance indicators for assignments and leadership positions.									
Objective 2: By June 2022, identify, align, and request operational and training budgets to support roadmaps.			☑						
Objective 3: Develop staffing levels to accomplish NPD goals within budgetary constraints.									
Objective 4: By Q4 2022, identify key organizational positions and identify the position duties. Identify eligibility criteria for each position.									
Goal 2: Develop and outline informational processes/policies to build community knowledge									
Objective 1: In 2022, hold one Citizen Academy, one Teen Academy, and one Spousal Academy.			☑						
Objective 2: By Q3 2022, in collaboration with CCPP, identify four specific departmental processes/policies of interest to the public and outline the process.									
Objective 3: In August 2022, in collaboration with the City Marketing Department, outline the department marketing campaign of the four processes/policies.									
Goal 3: Reinforce our ethical and professional culture through proactive and consistent positive leadership									
Objective 1: By March 2022, the NPD Leadership Team will meet with all sergeants and develop the department's expectations related to an ethical and professional culture.									
Objective 2: Three times per year, the NPD Leadership Team will hold mandatory meetings for staff that focuses on an ethical and professional culture.			☑						
Objective 3: By Q3 2022, publish an internal report to the department that outlines both the positive interactions/performance and complaints/outcomes.									

Public Safety Strategic Plan



Goal 4: Through innovative and visionary [community] co-production policing strategies, develop focused public safety pathways									
Objective 1: By December 2021, designate eight hours during 2022 to train all employees on current community policing philosophies.									
Objective 2: During the next six months, identify individuals who will become experts who will train and champion community-oriented policing.				☑					
Objective 3: By end of Q2 2022, enlist CCPP to develop a program in which CCPP will follow up on any CRM complaints that receive an unsatisfactory rating or show unresolved.									

Public Safety Strategic Plan



Theme: Operations										
Goal 1: Implement technology and systems analysis that provides data collection methods to enable intelligence-led policing (ILP) within the organization										
Objective 1: Over the next year, assess current technology systems to determine analytical capabilities for successful ILP and identify potential additional software or other resources necessary.			☑							
Objective 2: Hire a Crime Analyst between January 1 and March 31, 2022.				☑						
Objective 3: Over the next year, establish necessary reports for Command Staff and the community to support ILP in our agency (may benefit from CCPP members attending ILP meetings).										
Goal 2: Develop and implement procedures for the co-response unit that focus on quality of life related to mental well-being, and public safety										
Objective 1: By Jan 1, 2022, create a policy and procedure that guides the Co-Response Unit (CRU) in collaboration with the patrol division.										
Objective 2: By Jan 1, 2022, train officers and CRU members on newly established corresponding policy and procedures.										
Objective 3: By end of June 2022, establish reporting to conduct a preliminary evaluation of the collaborative efforts and effectiveness since implementation of the CRU.										
Goal 3: Establish investigative processes that provide enhanced public safety through a comprehensive response to crime conditions										
Objective 1: By January 1, 2022, evaluate policy and procedure to ensure initial officer investigation is comprehensive.										
Objective 2: By June 2022, establish clear expectations for officers, during the initial and preliminary investigative process, and provide training to meet those expectations.										

Public Safety Strategic Plan



Objective 3: By June 2022, establish communication channels and feedback loops between patrol and investigations to ensure efficiency in investigative procedures, and provide increased public safety.			☑						
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Public Safety Strategic Plan



Theme: Staffing										
Goal 1: Develop and implement innovative recruiting strategies to increase the qualified and diverse applicant pool										
Objective 1: By January 2022, partner with local and national businesses, the military, and faith communities to identify and implement focused recruitment strategies.										
Objective 2: By January 2022, develop a hiring committee that is comprised of CCPP, faith communities, the military, and the NPD to identify innovative marketing and recruiting strategies.										
Objective 3: By January 2023, implement a pre-hire coaching program for prospective identified recruits.										
Objective 4: By January 2023, implement an employee referral cash award program.										
Goal 2: Develop purpose-driven and attractive opportunities to retain an exceptional workforce										
Objective 1: By June 2022, determine if employee salary and benefits package can be revised to be more competitive with surrounding agencies.										
Objective 2: By January 2023, develop and implement short-term rotational assignments in special units or assignments to external task forces.										
Objective 3: By January 2023, analyze the feasibility of implementing additional specialized units within the NPD.										
Objective 4: Develop innovative strategies to draw a diverse pool of police candidates from across the country.										
Goal 3: Promote our culture of pride and professionalism through professional development and leadership training										
Objective 1: By January 2023, expand the mentor program beyond the point of the Field Training Officer (FTO).										
Objective 2: In 2022, hold three department-wide team-building events.										

Public Safety Strategic Plan



Objective 3: In January 2022, implement a quarterly employee recognition program.			☑						
Objective 4: By January 2022, implement an employee pride program.									



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

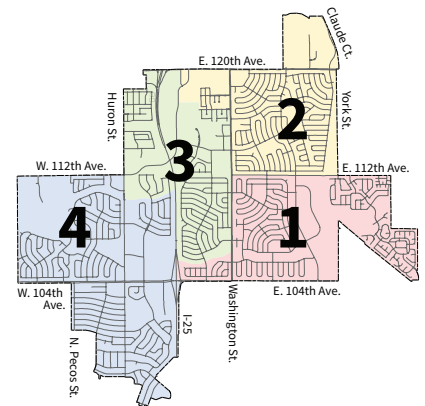
Ward 3

Julie Duran
Mullica

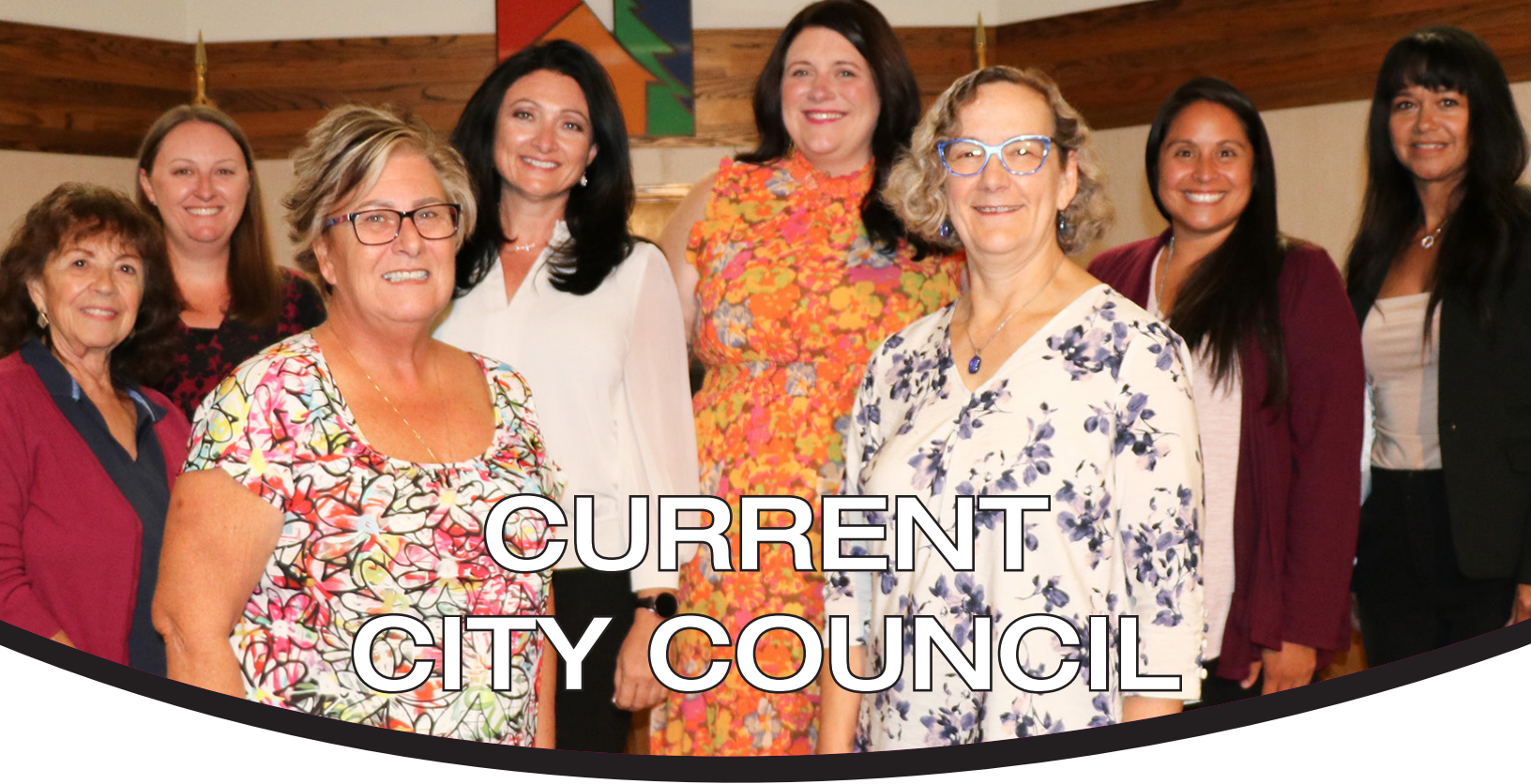
Marci Whitman

Ward 4

Lauren Rodriguez
Jenny Willford



Wards of Northglenn



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

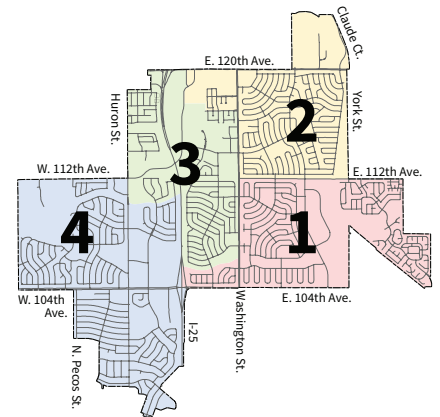
Becky Brown

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	 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%;"> <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										
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: 20%; margin: 0 auto;"/> 8.75% Total 	Race/Ethnicity <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; text-align: center;">.2% Native Hawaiian/ Pacific Islander</td> <td style="width: 50%; text-align: center;">2.1% Two Races</td> </tr> <tr> <td style="text-align: center;">.5% Native American/ Alaska Native</td> <td style="text-align: center;">2.5% Asian</td> </tr> <tr> <td style="text-align: center;">2% Black</td> <td style="text-align: center;">35.3% Hispanic</td> </tr> <tr> <td></td> <td style="text-align: center;">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
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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 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*)