


**CITY MANAGER'S OFFICE MEMORANDUM**  
**#34-2024**

**DATE:** Dec. 9, 2024  
**TO:** Honorable Mayor Meredith Leighty and City Council Members  
**FROM:** Heather Geyer, City Manager   
**SUBJECT:** Preparation for Jan. 6 Draft 2025-2029 Strategic Plan Review

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**PURPOSE**

To provide City Council with guidance for review of the draft 2025-2029 Strategic Plan scheduled for discussion on Jan. 6. The session on Jan. 6 will be an opportunity for City Council to ask questions, provide feedback, and to discuss prioritization of unfunded strategic plan action items. *A hard copy packet of the strategic plan will be provided to Council on Dec. 9.*

**BACKGROUND**

City Council kicked-off the 2025-2029 strategic planning process in March 2024. City Council participated in two sessions in development of the new plan. The March 16 and May 18 sessions were facilitated by Julia Novak of Raftelis. The outcome of these sessions included an updated Council vision statement and six strategic focus areas with updated definitions. On June 17, Mayor Leighty facilitated an idea generation session with City Council resulting in 120 ideas being generated. On July 22, City Manager Geyer presented ideas that could be included in the 2025 Budget prior to presentation of the budget on Aug. 5.

Per Council direction, staff completed the following work between August and December:

- Sorted 96 of the 120 ideas into six strategic focus areas, i.e., Public Safety.
- Placed 15 ideas reviewed by staff in a category of "Ideas that Don't Fit." These ideas are listed in Attachment 2, with an explanation of why they don't fit in the draft plan.
- Wordsmithed ideas.
- Combined similar ideas, i.e., 3.2 Playbook Implementation.
- Developed a draft framework and design for the plan
- Integrated other priority work into the plan
- Identified ideas that fit in the Playbook Long-Range Plan
- Created a title for the plan, "Imagine the Possibilities: Empowering Change, Delivering Results."

The draft plan is being provided to City Council several weeks in advance of the Jan. 6 meeting to allow for thorough review of the plan. It is important to note that City Council did not prioritize or vet any of the ideas prior to incorporation in the draft plan. Any feedback that Council may have about not advancing an idea(s) in the draft plan needs to be brought forward at the Jan. 6 meeting.

The following questions for Council to consider when reviewing the draft plan:

1. Does the plan align with our mission, vision, and core values?
2. How does the plan support the long-term vision of the organization?
3. Are the priorities consistent with our stated goals and purpose?
4. Do the priorities address the most critical needs and/or opportunities?
5. Is the timeline for implementation realistic and clearly outlined?
6. Are there any ideas you do not support and want to remove from the draft plan? Or further combine with other ideas?
7. Are you proud of what action items are being advanced in this plan?

8. Are you ready to move the plan forward for adoption Jan.13 or would you like to have additional discussion about the draft plan?

At the Jan. 6 Council meeting, Council will discuss feedback on the draft plan as well as discuss prioritization of the plan. The plan does not have funding allocated to it with the exception of a couple items such as 1.1 Crisis Response Unit Funding.

The City Manager is working on a marketing strategy to share the plan with the community as well as updates to the plan. This strategy will be shared on Jan. 6 or a later date in 2025.

#### **BUDGET/TIME IMPLICATIONS**

City Council will discuss prioritization of Strategic Plan initiatives on Jan. 6. The plan is scheduled to be adopted by City Council on Jan. 13, pending feedback from Council.

#### **STAFF RECOMMENDATION**

This item is for informational purposes only.

#### **STAFF REFERENCE**

If Council Members have any questions, please contact Heather Geyer, City Manager, at [hgeyer@northglenn.org](mailto:hgeyer@northglenn.org) or 303.450.8706.

#### **ATTACHMENTS**

1. Presentation
2. Ideas that Don't Fit

# ***DRAFT 2025 – 2029 STRATEGIC PLAN – COUNCIL HOMEWORK FOR JAN. 6***

**Heather Geyer**

*City Manager*

*303.450.8706*

*hgeyer@northglenn.org*

**Council Meeting**

*Dec. 9, 2024*

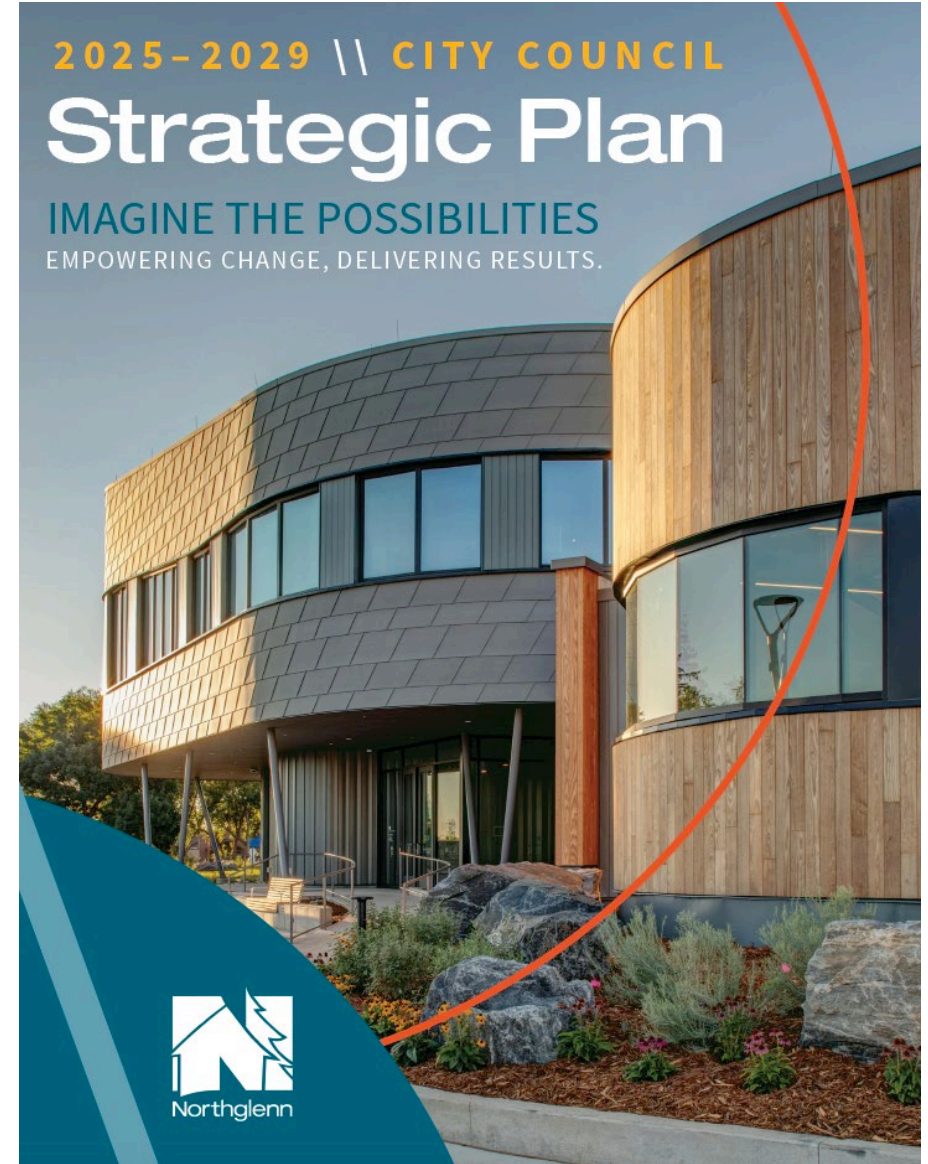


**CITY OF  
Northglenn**

# PURPOSE

**To provide direction to City Council on review of the draft 2025 -2029 Strategic Plan scheduled for discussion on Jan.6.**

***No discussion about content tonight.***



# ***JAN. 6 COUNCIL AGENDA***

- **Discussion of plan content**

**Note: This session is not for new idea generation.**

- **Focus is on draft content**
- **Opportunity for feedback**
- **Prioritization of unfunded action items**



# ***COUNCIL HOMEWORK***

- **Council homework includes:**
  - Take the next several weeks to review the draft plan in its entirety.
  - Jot down your thoughts and questions.
  - Bring your thoughts and questions to the meeting to share with your fellow Council members.



# ***PLAN DEVELOPMENT***

**Between August and December, staff completed the following work:**

- Sorted 96 of the 120 ideas into six strategic focus areas, i.e., Public Safety.
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- Word smithed ideas.
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# ORIENTATION OF ACTION ITEMS



Status: In progress

Title

1.1 Crisis Response Unit Funding

Description

Secure funding for the Crisis Response Unit (CRU) moving forward. \\ CRU was created in 2021 out of the need for staff to assist individuals experiencing homelessness and/or crisis. \\ From 2021 to 2024, funding was supplied through ARPA, which is not available starting in 2025.

- 1.1a Two additional FTEs with a grant award from Adams County in 2025
- 1.1b Two additional FTEs with a budget request in 2027
- 1.1c Identify a future funding source

Funding

Departments: City Manager • Police  
 Funding: \$550,000 for 2025 \\ Adams County awarded a grant for \$446,800 from 2025 to 2027. A future funding source will be needed to support the two grant-funded positions.

## 2025 Action Plan

1.1 Crisis Response Unit Funding

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- 1.1b Two additional FTEs with a budget request in 2027
- 1.1c Identify a future funding source  
 Departments: City Manager • Police  
 Funding: \$550,000 for 2025 \\ Adams County awarded a grant for \$446,800 from 2025 to 2027. A future funding source will be needed to support the two grant-funded positions.

1.2 Family Justice Center for Adams and Broomfield Counties

A family justice center is a significant resource that helps survivors of domestic violence and sexual assault, along with their families, get the support and services they need, all in one location. \\ It would be centrally placed in Adams and Broomfield counties. \\ The district attorney is working towards creating a temporary home in addition to planning for a permanent location in the next 12 months. \\ City Manager Heather Geier is currently serving on the FAC Steering Committee and is a co-chair of the Facility and Location sub-working group. Several council members are engaged in this initiative as well.

Departments: City Manager • Police  
 Timeline: Multi-Year  
 Funding Required: To be determined \\ An uncertain amount of staff time will be required.

DEFINITION Provide a safe community to live, work, learn and play.

Ownership by Department(s)





# ***PLAN DEVELOPMENT***

## **Questions to consider when reviewing the draft plan:**

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# *QUESTIONS?*



**CITY OF**  
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**Draft 2025-2029 Strategic Plan  
Ideas that Don't Fit**

The following 15 ideas from the June 17, 2024 Strategic Planning session do not fit in the draft plan. Staff has provided an explanation about why the ideas do not fit below.

1. #6 – Bathrooms at Webster Lake/E.B. Rains, Jr., Memorial Park.
  - Staff Response: Design is nearing completion and construction will take place in the spring of 2025.
2. #10 – Metal Detectors, X-ray machines at Court.
  - Staff Response: The City already has this equipment in place for screening for Court.
3. #19 – Utilize City park naming to honor influential community members by bringing forward a naming recommendation for consideration.
  - Staff Response: The City has an existing Parks Naming Policy that can be utilized. This idea was originally included in the ideas to move forward in 2025. After further review, it has been removed.
4. #32 – Community Input. Continue to reach community through traditional means.
  - Staff Response: Further clarification of this idea may be needed.
5. #33 – Striping on Malley Drive
  - Staff Response: Striping was implemented on Malley Drive in the fall of 2024.
6. #45 – Community Input. Continue to invite public engagement in various ways to aid in City decision-making.
  - Staff Response: Our understanding is that this is a request to maintain what we are doing.
7. #47 – Community Input. Consistently communicate key City decisions and issues via multiple City platforms. Edit YouTube videos with time stamps.
  - Staff Response: Communications staff has provided time stamps since August 2024.
8. #48 – Standardize addresses for North, Central and South Parks in Fox Run for ADCOM response.
  - Staff Response: The Chief requested this change following the June 17<sup>th</sup> Strategic Planning session.
9. #54 – Workforce Development – What's our role? This is a question that can be discussed internally and with City Council.
  - Staff Response: This was a staff question, not a new idea.
10. #61 – City actively submits conference sessions to professional associations and organizations such as CML to share the City's successes.
  - Staff Response: This was the City Manager's suggestion and she removed it. The City Manager will work with Leadership Team to ensure opportunities are pursued.

11. #83 – Support for entrepreneurs – financing, training, affordable space, meetups, etc.
  - Staff Response: This was a staff suggestion. Other organizations support this work on behalf of entrepreneurs.
  
12. #90 – Purchase Karl’s Farm Park
  - Staff Response: Buying this park from the Karl’s Farm Metropolitan District would be costly for acquisition and to assume ongoing maintenance. Staff can improve the way the City communicates that the park is a Northglenn Park, even though we do not own and maintain it. Staff would recommend that Council address other priorities such as construction of Odell Barry Park.
  
13. #94 – Day care for Boards, etc. Provide some kind of childcare during ward meetings and other meetings.
  - Staff Response: Childcare has been made available at occasional ward meetings and can be arranged upon request by Council members.
  
14. #98 – Eastlake development to park/light rail access.
  - Staff Response: The adjacent properties are privately owned. The City’s land use regulations provide guidelines for parking and access. Further clarification is needed.
  
15. #106 – Individual department strategic planning to align staff performance evaluation goals with Council’s goals.
  - Staff Response: This was a staff idea. This tool is currently available. The City launched a new Performance Management Program in 2024 and shifts to focal point reviews in 2025. Department Directors need to be making the connection between strategic plan priorities and alignment with department priorities. Staff should be evaluated on their work with both.