

STATUS REPORT | MAY 2023



Northglenn

CITY COUNCIL
STRATEGIC PLAN
2019 • 2023





COMPLETE

Strategic Plan Objective or one-time item that is finished.

IMPLEMENTED

Item that has been adopted as part of operations.

IN PROGRESS

Item currently being worked on or evaluated, but is not finished or ready for implementation.

NOT STARTED

Work has not begun on this item.

NOT FEASIBLE

Due to variables out of the city's control, this item cannot be accomplished right now, or has been researched and was shown not to be worth pursuing any further.



STRATEGIC PRIORITY AREA #1

HIGH-PERFORMANCE GOVERNMENT

COMPLETE

- **Objective 1.2** – Improve City Council Efficiency
 - **Objective 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
-
- Adopt a smoke-free public places ordinance
 - Protect youth through licensing changes for vaping products
 - Development of a new market-driven compensation system (2023 Budget)
 - Implement new compensation plan following budget adoption on Oct. 28, 2019
 - 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
- Build a financial resiliency plan to assess debt obligations, reserve level requirements, and unfunded infrastructure needs
- Public Works received APWA accreditation on March 15, 2023

IMPLEMENTED

- Maintain market updates annually
- City Council is active in regional liaison roles to build partnerships and advocate on behalf of the city, including:
 - *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
 - City presents best practices at state, regional and national organizational meetings, trainings and events



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

- Review existing levels of service to ensure the city is operating at an optimal level and meeting the needs of our community
- Promote city innovation through submission of case studies and awards
- Measure performance through biannual Resident Survey
- Measure growth and identify changes and challenges occurring in the business community through Business Survey
- Identify new or best practices to enhance efficiency and effectiveness of service delivery
- Implement recommendations from the 2018 Employee Survey to establish a baseline and gauge the pulse of the organization at all levels (also 2019, 2022)
- Advocate for fare equity of the N Line to preserve ridership accessibility

IN PROGRESS

- Partner with the City of Thornton and/or other organizations to offer more youth and teen programming opportunities
- Collaborate staff at all levels to evaluate the performance evaluation program and align the program with the City's core values and compensation plan

NOT STARTED

- Develop a formal performance measurement program to measure the city's progress towards the City Council's strategic goals *(City Manager will re-evaluate in 2024. The idea is to expand our current use of performance measures beyond the annual budget book. The city has been strategically using data to inform decision-making and recommendations to City Council.)*

NOT FEASIBLE

- Partner with Anythink Libraries to locate a site for a career library in Northglenn *(Pursued, but not possible at this time)*



STRATEGIC PRIORITY AREA #2

COMMUNITY ENGAGEMENT

COMPLETED

- **Objective 2.2** – Utilize Neighborhood Services to engage with the community
 - **Objective 2.3** – Provide engaging and inclusive events for residents and surrounding areas
 - **Objective 2.5** – Resident Survey. This is now operational and results are evaluated under Objective 1.3
 - **Objective 2.6** – U.S. Census
 - **Objective 2.8** – Communicate to residents and businesses in a consistent and transparent manner
-
- Creation of a Communications Plan with focused messaging on various platforms to specific populations within the city

- Present current approach to city festivals to City Council
- Evaluate required level of service to possibly increase the number of city events in different wards
- Develop an engagement plan that provides several levels and opportunities to residents and stakeholders to provide input and feedback throughout long-range planning processes
- Access current citywide opportunities to volunteer and identify additional opportunities
- 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

IMPLEMENTED

- Continue and establish Dumpster Days as an annual spring event
- Continue to promote utilization of Block Party Trailer program throughout the community

IN PROGRESS

- Present current volunteer program to City Council and receive feedback on any recommended changes

NOT STARTED

- Develop a Civics 101/Resident Academy for residents to learn more about their city government (*City Manager and City Clerk will re-evaluate development in 2024.*)



STRATEGIC PRIORITY AREA #3

PUBLIC SAFETY

COMPLETED

- Police Department's 360 Assessment began in November 2019 and was completed in March 2020
- Implementation of Priority Department and 360 Recommendations: CCPP Advisory Board; Implementation of Body-Worn Camera and In-Car camera programs
- Utilize the staffing and operations assessment to develop and influence Phase II of the Department Strategic Plan
- Work with Community Resource Navigator to develop a multidisciplinary plan for community response on homelessness
- Implement a traffic unit in 2020: (2 officers 2020, 1 officer 2021, 1 officer 2022)
- 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,"

IMPLEMENTED

- Increase crime prevention education through social media campaigns, Connection articles, and calls for service
- Increase community engagement through development of new neighborhood watch groups, police participation in community events, and community engagement on social media platforms
- Provide 100% of officers Crisis Intervention Training to effectively address incidents involving mental health issues
- Provide 100% of officers Community Oriented Policing Training to build collaborative community partnerships
- Utilize threshold analysis to identify and address crime(s) exceeding expected levels
- 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
- Increase targeted deployment according to crime activity identified through hotspot mapping
- Implement a Police Co-Response Program

- Implement recruiting recommendations from department assessment
- 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
- Identify ways to improve the safety and perception of E.B. Rains Jr. Memorial Park
- Increase community outreach through public meetings to include apartments, businesses and ward meetings
- Maintain 100% success rate for officers completing the POST Academy
- 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

IN PROGRESS

- Explore a Restorative Justice Program in conjunction with Municipal Court, 2024
- Implementation of recommendations and tracking through Information Action Plan Tracking (IAPT) document
- 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
- Achieve an 80% rating in the Resident Survey for the question as to whether the resident “feels safe” in the city



NOT STARTED

- Pursue state accreditation to be recognized as a law enforcement agency demonstrating compliance with state standards and best practices (*Chief and Deputy Chief will re-evaluate in 2025 after staffing levels stabilize and other priority initiatives are accomplished.*)



STRATEGIC PRIORITY AREA #4

BUSINESS RETENTION AND GROWTH

COMPLETED

- **Objective 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
 - **Objective 4.5** – Foster commercial redevelopment and infill opportunities to improve aesthetics, eliminate blight and leverage private-public investment
-
- Hire consultant(s) to assist in reevaluating the existing Civic Center Master Plan (CCMP) through the following steps: Site planning/evaluate existing property conditions; Research and identify Phase 3 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
 - 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

IMPLEMENTED

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

IN PROGRESS

- Karl’s Farm development
- Civic Center Phase 3 private sector redevelopment (10-acre old rec center land)
- Northglenn Marketplace property revitalization and redevelopment

NOT STARTED

- None





STRATEGIC PRIORITY AREA #5

HOUSING OPPORTUNITIES

COMPLETE

- **Objective 5.3 – Home Repair Service**

- 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
- 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

IMPLEMENTED

- 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)

IN PROGRESS

- Identify where the city can partner with Adams County to ensure access to physical and mental/behavioral health treatment and social services
- Promote development opportunities to encourage diverse housing options, ongoing

NOT STARTED

- 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 (*City Manager will seek clarification from Council on timing on this item on July 17, when the Senior Continuum of Care is brought forward.*)



STRATEGIC PRIORITY AREA #6

DIVERSE COMMUNITY

COMPLETE

- **Objective 6.3** – Provide high-quality cultural arts programming that is inclusive and reflective of our diverse community
 - **Objective 6.6** – New Resident Guide
-
- Join the Government Alliance on Race & Equity
 - Identify funding for Race & Equity Initiative in 2020 budget
 - Coordinate development of a Race & Equity Task Force
 - 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

IMPLEMENTED

- Develop race and equity focus areas and work plan
- Provide high-quality theatre and cultural programming through a partnership with the Northglenn Arts and Humanities Foundation (NAHF)
- Research opportunities to partner with the community through proclamations, attendance and sponsorship of events
- Create engagement on social media representing the diversity of city and participation in city events that celebrate culture and diversity
- Utilize multiple modes of communication, interactive materials, shareable content, and friendlier language to communicate information
- 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

IN PROGRESS

- Develop race and equity focus areas and work plan
- 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
- 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
- Incorporate celebrating the diversity of Northglenn in a video series for Channel 8, YouTube and social media
- Define diversity and establish metrics to measure board and commission diversity and representation

NOT STARTED

- None



STRATEGIC PRIORITY AREA #7

SUSTAINABILITY

COMPLETE

- **Objective 7.2** – Establish applicable interagency/entity relationships necessary for implementation of Sustainability Plan
- **Objective 7.3** – Community Engagement in support of Sustainability Plan
- **Objective 7.6** – Explore the composting feasibility in the city
- **Objective 7.6** – Encourage Healthy Eating Active Living (HEAL) through policy and programs that will contribute to overall health in Northglenn community
- **Objective 7.8** – Oil and gas regulations

-
- 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
- Complete a Waste Optimization Study to determine efficacy of current programs to include recycling and composting

IMPLEMENTED

- Continue Zero Waste Program for city events, which began at the 2019 Pirate Fest
- Develop budget recommendations for operational programs, Capital Improvements Projects, community led initiatives and programs and staffing capacity assessment

- Continue offering and evaluating water conservation rebate programs with focus on outdoor reduction methods. Additional funds may be needed to increase participation in programs
- Upgrade irrigation infrastructure and monitor inefficiencies and leaks with parks irrigation
- Pursue grant funding for conservation programs
- Create resident recycling awareness program

IN PROGRESS

- Integrate strategies into city programs and operational efforts that will address goals and targets identified in the Sustainability Plan
- Utilize ClearPoint or similar tracking system to track progress of Sustainability and Strategic Plan goals (*Staff currently evaluating*)

NOT STARTED

- None



COMPLETE

- **Objective 8.2** – Traffic Calming
- **Objective 8.4** – Develop and maintain a safe and sustainable water supply
- **Objective 8.5** – Maintain infrastructure and treatment of wastewater for a safe and healthy community and development
- **Objective 8.6** – Building Codes: Move to 2018 IBC
- **Objective 8.9** – Identify and evaluate locations to relocate City Hall
(Groundbreaking set for June 5, 2023)

- Identify funding for short-term needs to increase the rating and develop a long-term plan to maintain a PCI rating of 70 once reached
- Conduct a PCI every three years
- 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
- 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

- 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
- 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

IMPLEMENTED

- Continue to utilize the Parks and Recreation Long Range 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

IN PROGRESS

- **Objective 8.3** – All streets maintained at a PCI rating of 70 or above (2022 rating is 67, up from 62 in 2019)
- Secure funding to finish the design and construction of Justice Center West Park *(now Odell Barry Park)*

- Develop an updated Parks & Recreation Long Range Plan, including a community needs assessment
- Develop a comprehensive entryway signage program, 2025
- 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
- Explore the possibility of an adventure course for 12 years and older and implement if appropriate *(Tied to Odell Barry Park funding)*

NOT STARTED

- Create a Long Range Transportation Plan that will be a unifying document to integrate the following documents to project short-term needs and long-term goals, 2024:
 - *Complete Streets Policy*
 - *Connect Northglenn*
 - *Pavement Condition*
 - *Index School Zone Safety Assessments*
- (City Council re-prioritized this work to 2024 based on Engineering staffing levels and current CIP workload. This will be a joint project between Public Works and Planning.)*