



City of Arvada

City Council Agenda

MARCH 22, 2021
WORKSHOPS

Councilmembers:

Marc Williams, Mayor
Dot Miller, Mayor Pro-Tem
Bob Fifer, At large
Nancy Ford, District 1
David Jones, District 4
John Marriott, District 3
Lauren Simpson, District 2

Staff Members Usually Present:

Mark Deven, City Manager
Lorie Gillis, Deputy City Manager
Rachel Morris, City Attorney
Don Wick, Director of Public Works
Sharon Israel, Director of Utilities
Ryan Stachelski, Dir. of Community & Economic Development
Bryan Archer, Director of Finance
Rob Smetana, Manager of City Planning & Development
Ben Irwin, Chief Communications Manager
Kristen Rush, City Clerk

Info: 720-898-7550

CITY COUNCIL CHAMBERS 6:00 PM

1. CALL TO ORDER/ROLL CALL OF COUNCILMEMBERS
2. WORKSHOPS
 - A. Housing Strategies
 - B. 2020 - 2025 City Council Strategic Plan Year End Summary
 - C. Staff Updates
3. ADJOURNMENT



REPORT TO CITY COUNCIL WORKSHOP

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: March 22, 2021

SUBJECT: Housing Strategies

Report in Brief

Recognizing the need to increase affordable housing options for all income levels, the City Council included a strategic result in its 2020-25 Strategic Plan that by December 2021 the City would implement a housing strategy. The purpose of this workshop agenda item is to review the results of a recent community engagement survey on the top three housing needs identified by Root Policy Research and recommended strategies to meet the housing needs in the community.

The City team is seeking feedback and policy direction from the City Council on the recommended strategies.

Background

On June 19, 2019, the City entered into an agreement with Root Policy Research to complete a housing needs assessment for the City. The intent for that agreement was to secure the services of a qualified firm to develop a City Housing Strategy to understand the need for affordable housing in Arvada and outline potential tools to preserve and produce affordable housing. The purpose of the study is to develop a comprehensive understanding of the characteristics and dynamics of housing in Arvada with a goal to achieve future housing diversity and to develop policies aligned with practical, functional strategies that provide clear future outcomes for Arvada.

During the City Council workshop held on October 26, 2020, Root Policy Research presented the outcomes of the housing assessment. Based on their research, Root Policy identified the following top three housing needs in Arvada:

- Additional affordable rentals (or rental assistance), specifically for residents earning less than \$35,000
- Starter homes and family homes priced near or below \$300,000
- Increased diversity in housing stock with a focus on “missing middle” ownership options and product types attractive to aging seniors

To assist the City with addressing the affordable housing needs in Arvada, Root Policy provided recommendations for policies, actions and tools the City may employ to incentivize affordable housing development and preservation. The full list of recommendations was prioritized and narrowed down to six including:

- Establish a committee to implement the City’s affordable housing action plan and support affordable housing development
- Incorporate additional development incentives into the City’s land development code
- Allocate publicly owned land (and/or acquire vacant or underutilized properties) for affordable and mixed income housing
- Implement a foreclosure/eviction prevention program
- Establish a local funding source for housing by collecting linkage fees from developers
- Leverage existing resources to facilitate affordable housing development

Public feedback and support is imperative to the development of the housing strategy. On December 3, 2020, the City launched a [Speak Up Arvada page](#) gathering the community's input regarding the results of the housing assessment. The Speak Up Arvada page was active for three weeks inviting community feedback. The results of the community survey will be presented during the March 22, 2021 City Council workshop.

Strategic Alignment

This process supports the City Council Strategic Result of Improving access to quality housing that is affordable to a broad range of income levels and providing resources, housing, and neighborhood assistance services to Arvada residents, neighborhoods, property owners, and stakeholders. This Strategic Result is assigned to the Vibrant Community and Neighborhoods work system.

Next Steps

Seek feedback from the City Council and incorporate the feedback into future actions associated with affordable housing, including the implementation of all or specific recommendations as described herein. Based on the feedback from the City Council, develop an implementation plan and report progress to the City Council.

Prepared by:
Rosa Kougl, Executive Assistant

Reviewed by:

Approved by:

Carrie Espinosa, Manager of Housing Preservation and Resources	3/8/2021
Gordon Reusink, Director of Vibrant Community and Neighborhoods	3/8/2021
Bryan Archer, Director of Finance	3/9/2021
Gail Walker, Legal Specialist-Contracts	3/10/2021
Kylie Justus, Assistant City Attorney	3/10/2021
Rachel Morris, City Attorney	3/10/2021
Lorie Gillis, Deputy City Manager	3/10/2021
Mark Deven, City Manager	3/11/2021

Enclosure, exhibits & attachments required to support the report

Housing Strategy

Implementation Update March 22, 2021

Presentation

Overview

Background



Community Engagement
Survey Results



Review Recommended
Strategies



Council Feedback on
Strategies



Background

City Council Strategic Result: By 12/21 implement a toolkit of housing mix and style plans to improve access to quality housing affordable for a broad range of income levels

Housing Needs Assessment

Purpose: Develop a comprehensive understanding of characteristics and dynamics of housing in Arvada

Goal: Achieve future housing diversity and to develop policies aligned with functional strategies that provide clear outcomes for Arvada

Root Policy Research presented results of housing assessment at October 26, 2020 City Council workshop

Housing Assessment Outcomes

Top 3 Housing Needs in Arvada

Additional affordable
rentals specifically for
residents earning less than
\$35,000

Increased diversity in
housing stock with a focus
on “missing middle”
ownership options and
product types attractive to
seniors

Starter homes and family
homes priced near or below
\$300,000

Toolkit Recommendations

Leverage existing resources to facilitate affordable housing development

Establish a local funding source for housing by collecting linkage fees from developers

Establish a committee to implement the city's affordable housing action plan and support affordable housing development

Implement a foreclosure/eviction prevention program

Allocate publicly owned land (and/or acquire vacant or underutilized properties) for affordable and mixed income housing

Incorporate additional development incentives into the city's land development code

Community Engagement

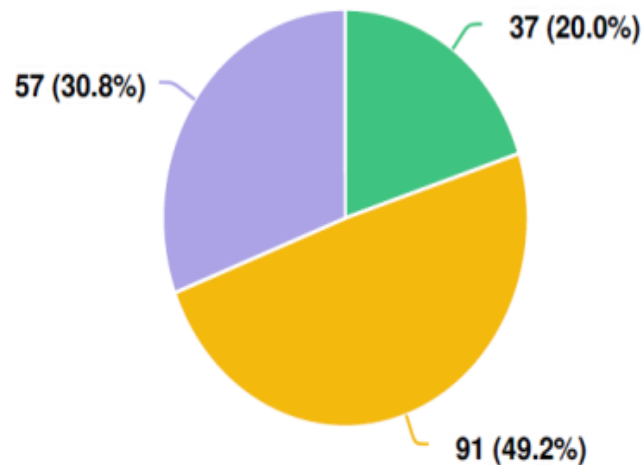
Speak Up Arvada

- Launched December 3, 2020
- Active 3 weeks
- 177 participants completed survey
- 11 participated in Stories tool

Three Survey Questions

- When thinking about living in Arvada and looking for quality housing, which of the following represents the greatest gap?
- Out of the following 6 priority strategies from the housing assessment, which actions do you feel will have the greatest impact?
- What City Council District do you live in?

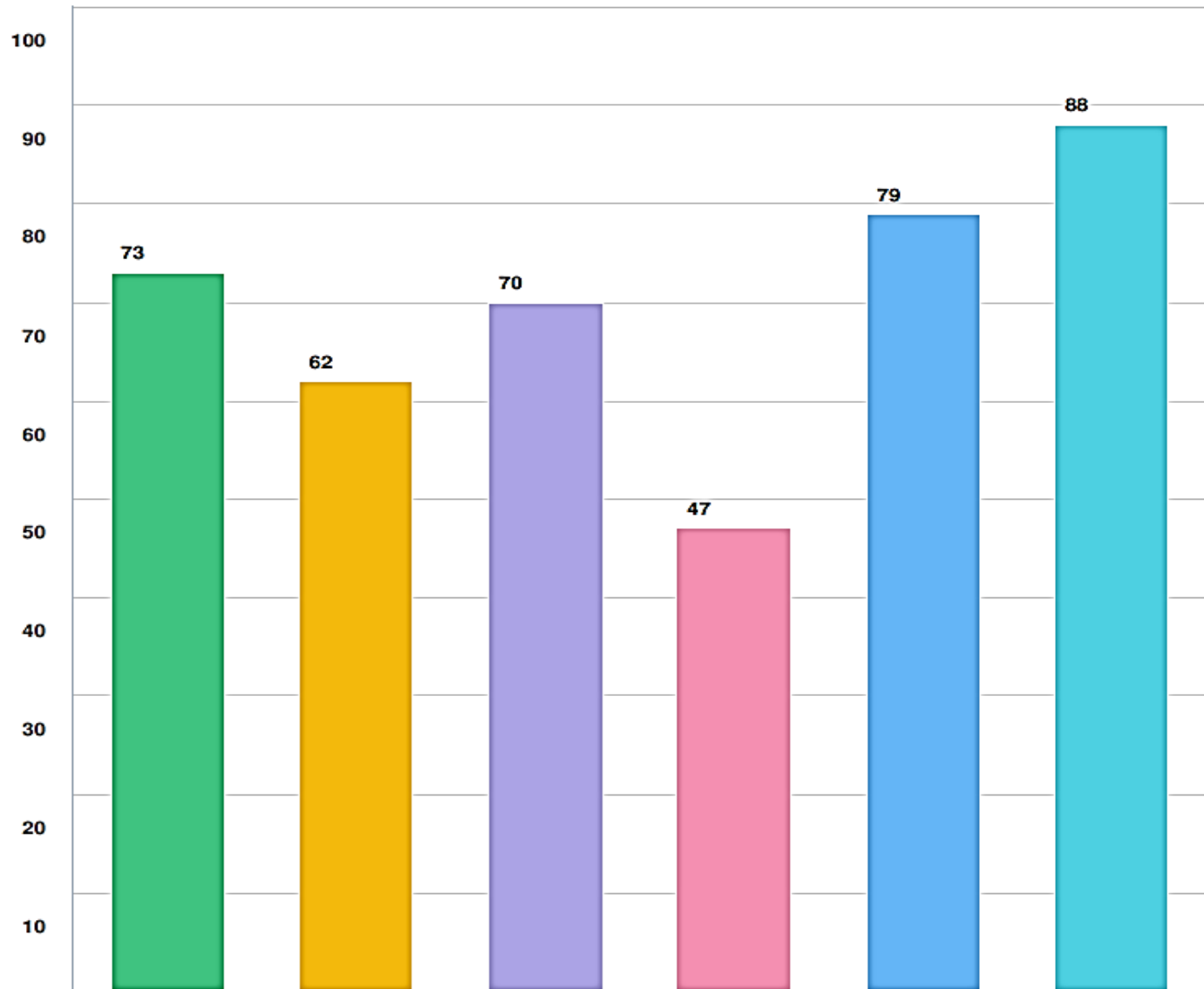
When thinking about living in Arvada and looking for quality housing, which of the following represents the greatest gap?



Question options

- Affordable rentals (or rental assistance), specifically for residents earning less than \$35,000.
- Starter homes and family homes priced near or below \$300,000.
- More diverse housing choices that focus on "missing middle" ownership options and product types attractive to aging seniors (for example, duplexes, fourplexes, cottage courts, townhomes)

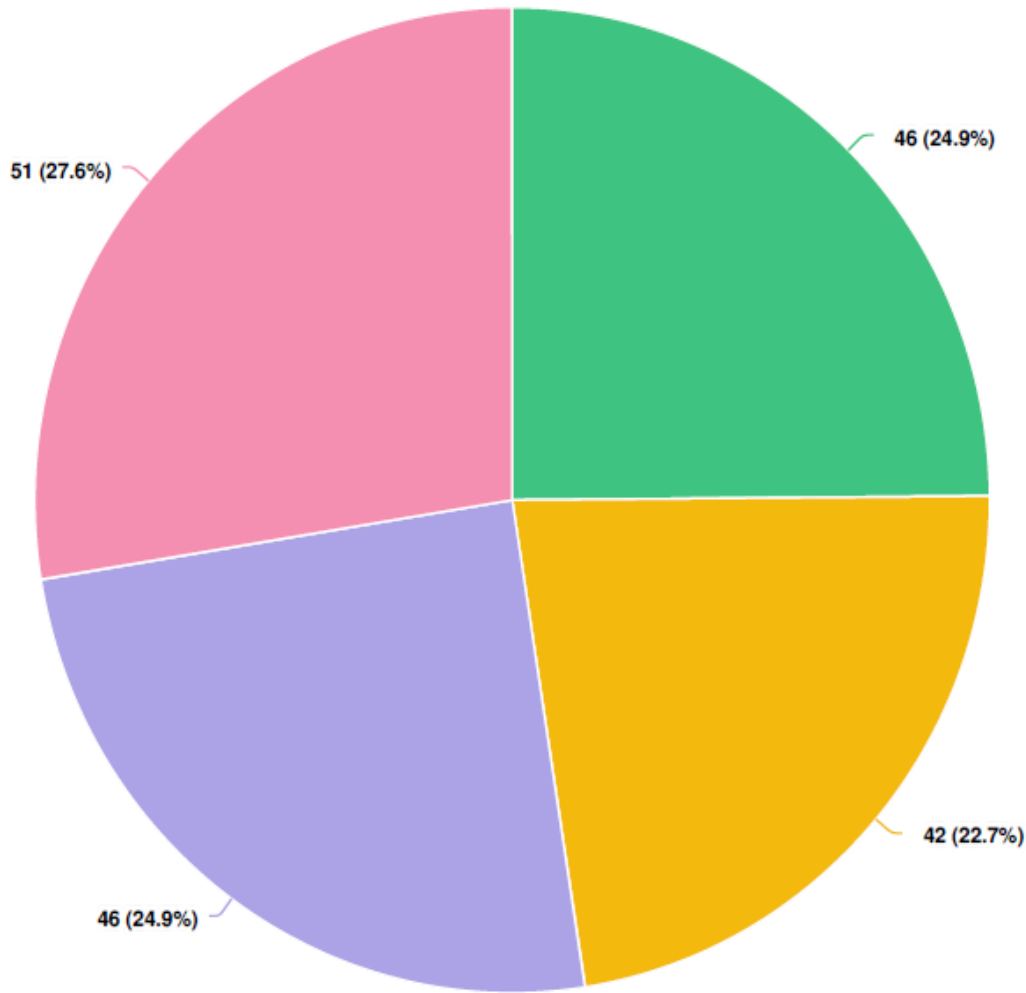
Out of the following 6 priority strategies from the housing assessment, which actions do you feel will have the greatest impact?



Question options

- Establish a committee to implement the city's affordable housing action plan and support affordable housing development.
- Incorporate additional development incentives into the city's land development code.
- Allocate publicly owned land (and/or acquire vacant or underutilized properties) for affordable and mixed income housing.
- Implement a foreclosure/eviction prevention program.
- Establish a local funding source for housing by collecting linkage fees from developers.
- Leverage existing resources to facilitate affordable housing development.

What is your City Council District?



Question options

1- Councilmember Nancy Ford

2- Councilmember Lauren Simpson

3- Councilmember John Marriott

4- Councilmember David Jones

Next Steps

1

- Council's feedback on the six toolkit recommendations

2

- Draft the housing action plan
- Identify specific housing goals for Arvada
- Integrate Root Policy's recommendations in the action plan

Council Feedback and Policy Discussion

Leverage existing resources to facilitate affordable housing development

Establish a local funding source for housing by collecting linkage fees from developers

Establish a committee to implement the city's affordable housing action plan and support affordable housing development

Implement a foreclosure/eviction prevention program

Allocate publicly owned land (and/or acquire vacant or underutilized properties) for affordable and mixed income housing

Incorporate additional development incentives into the city's land development code

Housing Advisory Committee

A housing advisory committee would serve to study and spearhead housing policies.

Tasks may include:

- To advise the city council and city manager on housing issues, strategies, goals and policies.
- To study and recommend to the council and the city manager long and short-range goals, funding priorities and programs to address recognized housing needs.
- To develop and recommend, with community input, innovative approaches to accomplish the city's housing goals, including tools for preserving existing housing.
- To advise the city council and city manager concerning the impacts of city policy proposals on housing affordability, diversity and accessibility.
- To review regional housing issues and make recommendations to the city council.

Examples of where used:

- Broomfield
- Boulder
- Lakewood- Housing Policy Commission
- Fort Collins
- Denver

Land Development Code Incentives

Incentives may include:

- Waive or reduce development fees (up to an amount) for affordable housing development.
- Waive rezone requirements (or streamline rezone process) for developments with deep affordability (e.g., at least 10 percent of units affordable to 60 percent AMI or less).
- City to utilize CDBG or other resources to fund off site infrastructure that a development may need in return for a commitment to provide affordable units.

Examples of where used: Widely used by in varying ways

Denver, Boulder, Westminster, Broomfield, Lafayette, Louisville and Longmont
all have some type of developer incentive

Allocate publicly owned land (and/or acquire vacant or underutilized properties) for affordable and mixed income housing

It is increasingly common for local governments to donate vacant land or underutilized properties (e.g., closed schools, vacant or out-of-date public sector offices) for use as residential mixed-income or mixed-use developments.

Examples of where used: Denver, Boulder, Longmont, Lyons, Westminster

Foreclosure/Eviction Prevention Program

Housing counseling generally takes the form of providing assistance with mortgage and/or utilities payments to avoid foreclosure and/or short-term emergency rent and utilities assistance for renters.

- Recommended to partner with local non-profit

Examples of Where Used: Found in many communities

Establish Local Funding Source for Housing by Collecting Linkage Fees from Developers

Linkage fees are assessments on new commercial or residential development to produce affordable housing. These fees are calibrated to offset the impact of the new development on housing availability and affordability by providing funding for new affordable housing developments.

Examples of where this is used:

- Denver
- Boulder
- Lafayette

Leverage Existing Resources to Facilitate Affordable Housing Development

Involves auditing, streamlining and targeting existing resources to align with city's housing priorities will help improve efficiency and maximize the impact of existing resources.

- CDBG
- Private Activity Bonds

Common among jurisdictions managing multiple funding sources including Denver, Boulder and Westminster

Thank You!



REPORT TO CITY COUNCIL WORKSHOP

AGENDA ITEM
2.B.

TO: THE HONORABLE CITY COUNCIL

DATE: March 22, 2021

SUBJECT: 2020 - 2025 City Council Strategic Plan Year End Summary

Report in Brief

In January 2020, City Council and the Leadership Team came together to lay the foundation for the 2020-2025 City Council Strategic Plan. Since that time City teams have been working to advance strategic results and associated milestones. The March 22 presentation will inform City Council of the progress made through the end of 2020. City teams will also use time during the workshop to seek input from City Council on strategic results and milestones requiring additional time and/or resources. All such requests are noted in the analysis section of specified strategic results. The 2020-2025 City Council Strategic Plan Summary is attached for Council review.

Background

The 2020-2025 City Council Strategic Plan is the City's guiding document and foundation for meeting current and future community needs. It integrates the Biennial Operating and the Capital Improvement Budgets, and subsequently drives daily operations within the City across five priority areas. The strategic plan identifies key objectives, prioritizes change and addresses resource allocation. It has a six-year time horizon, bolstered by an annual iterative review considering shorter-term adjustments, and a 10-year outlook to incorporate long-range initiatives reflected in the financial plan. The Leadership Team is committed to providing a progress summary to City Council on a quarterly basis in 2021.

Strategic Alignment

The 2020-2025 City Council Strategic Plan provides the framework to guide the work of City teams.

Next Steps

The City team will take feedback gained from the March 22 workshop to update the 2020-2025 City Council Strategic Plan and will bring the plan back to City Council for approval via resolution during a future business meeting.

Prepared by:

Michele Broski, Executive Assistant

Reviewed by:

Gail Walker, Legal Specialist-Contracts 3/10/2021

Approved by:

Rachel Morris, City Attorney 3/10/2021

Lorie Gillis, Deputy City Manager 3/10/2021

Mark Deven, City Manager

3/11/2021

Enclosure, exhibits & attachments required to support the report



City Council Strategic Plan Summary 2020 - 2025



We Dream Big and Deliver

CONTENTS



LETTER FROM THE CITY MANAGER1

SAFE COMMUNITY.....2

INFRASTRUCTURE.....8

COMMUNITY AND ECONOMIC DEVELOPMENT 16

VIBRANT COMMUNITY AND NEIGHBORHOODS20

ORGANIZATIONAL AND SERVICE EFFECTIVENESS.....28

LEGEND

 **On Target**

 **Off Target**

 **Caution**

 **No Data**

 **No Target Established**

 **Complete**



LETTER FROM THE CITY MANAGER



Submitted for review and consideration by the City Council and the Arvada Community is the 2020 Strategic Results Summary Report for the 2020-2025 City Council Strategic Plan. This Report summarizes the work accomplished by the City's Work Systems that align to the Strategic Results identified by the City Council during the January 2020 Strategic Retreat.

The work accomplished in 2020 demonstrates the progress made toward achieving the Strategic Results and other key results identified by the City Council through the Strategic Planning process. This process generates a Strategic Plan that aligns the work of the organization to the City Council's and community's priorities, implements a business model that defines high level strategies for the completion of our work, and performance measures that informs our progress and achievements. In summary, the City Council Strategic Plan enables the City team to honor our commitment to the following statement:

"The City desires to continue its efforts to achieve and maintain service excellence by building a Customer Focused and Results Driven organization."

While progress was made to achieve Strategic Results, the Arvada community and the organization was forced to reprioritize and respond to the rapidly developing COVID-19 world pandemic and impacts to the nation, state, and region. The impacts required the closure of City facilities, suspension of City meetings, implementation of remote work, and presentation of "hybrid" City Council meetings that allowed limited in-person attendance as well as remote participation.

After the initial emergency response, our work pivoted towards recovery. Diverse teams collaborated to create a comprehensive strategy that embraces the principles that continue to guide us in achieving long term recovery.

The response to the COVID-19 pandemic and ongoing focus on recovery impacted the progress on the Strategic Results identified in January 2020. Of the four strategic results slated for completion in December 2020, two were accomplished and two will require additional time in 2021. Members of the Leadership Team are requesting additional time for several strategic results and associated milestones. All such requests are noted in the analysis section of the specific strategic results.

In closing, I want to thank the entire City team for their amazing collaboration and teamwork in achieving the progress toward the Strategic Results as described herein. Our team worked diligently to overcome the challenges and uncertainty associated with the pandemic, ensured continuation of City operations, advanced strategic initiatives, and completed major projects. Team members at all levels of our organization collaborated across Work Systems and with their department teams in order to meet the many and varied challenges. In service to the Arvada community, through adversity and with resilience, we continued to **"Dream Big and Deliver"** in 2020!



SAFE COMMUNITY





By 12/20, Public Safety staffing levels will be at 95% filled

Description

This strategic result focuses on the efforts the Police Department is investing into recruiting and retaining the high-performing police professionals the City demands with the goal of maintaining staffing levels at 95% or higher on an ongoing basis. The City currently has 191 police officer positions. Maintaining a staffing level of 95% requires 182 of the positions be filled.

Significance

According to Police Research Forum, fewer people are applying to become police officers, and more people are leaving the profession, often after only a few years on the job. These trends are occurring even as many police and sheriffs' offices are already shortstaffed and facing challenges in developing a diverse workforce. The workforce crisis is affecting law enforcement agencies of all sizes and types - large, medium, and small; local, state, and federal. And it is hitting departments in all parts of the country.

There are ominous signs that the workforce crisis in policing may be getting worse. Traditional sources of job applicants including the military and family members of current officers are diminishing. A robust economy and strong job growth are creating more options for people entering the labor market, so police agencies are facing more competition. And the often rigid, quasi-military organizational structure of most police agencies does not align with the preferences of many of today's job applicants.

An important issue complicating the situation is the fact that the work of policing itself is changing. The work of police officers is becoming more challenging. Criminal offenders are committing new types of cyber-crime and are using computers to commit old types

of crime in new ways. Officers must understand and be comfortable with new technologies. Furthermore, today's police officers are increasingly being asked to deal with social problems, such as untreated mental illness, substance abuse, and homelessness. As a result, the skills, temperament, and life experiences needed to succeed as an officer are becoming more complex.

Lastly, the civil unrest that occurred in 2020 may also impact the size of our candidate pool moving forward.

Analysis

Q4-20

As of the end of 2020, the Police Department was fully staffed with some minor fluctuations and is above the 95% goal to date in 2021. The following is a list of projects and initiatives that played a significant role in achieving this strategic result:

- Built Blue recruitment campaign - expanding in 2021
- Enhanced hiring procedures allow faster onboarding of officers
- Competitive pay, benefits, and overall compensation package
- Altered procedures for social distancing allowed continued hiring during the COVID-19 pandemic



By 12/20, continue use of an over-hire strategy to leverage access to quality candidates

2020-2025 City Council Strategic Results | Completed 5/6/20



By 12/20, create a comprehensive growth strategy based on population growth and crime patterns to determine officer per 1,000 ratio

2020-2025 City Council Strategic Results | Completed 5/18/20



By 12/20, implement a recruitment and retention plan

2020-2025 City Council Strategic Results | Completed 5/6/20



Create performance measures documenting the amount of and reasons for officer attrition

2020-2025 City Council Strategic Results | Completed 9/1/20

By 12/20, Public Safety will implement a community engagement and education plan

Description

This strategic result focuses on the development of a formalized community engagement strategy that can be communicated to and referenced by Police Department personnel as they work throughout the community. This engagement strategy will also ensure ongoing collaboration with all members of the City communications teams.

In Arvada, we believe that community safety is directly tied to citizen involvement. Sector policing enables police officers to become experts on the needs, issues, and concerns of the people within the specific areas, or sectors, to which they are assigned.

Arvada currently has four sectors--Adam, Baker, Charlie, and Delta. Teams are composed of one Commander, Sergeants, Detectives, and numerous officers, including School Resource Officers. While much of the day-to-day policing decisions and resource allocations are made at the sector level by sector command staff, police operations throughout the City are overseen by the Chief of Police, Deputy Chief of Operations, and Deputy Chief of Patrol.

Significance

A healthy police community relationship is vital to the well being of any community. The Police Department weaves community relations into its core policing strategy.

Analysis

Q4-20

The command staff is requesting to extend the end date of this strategic result to March 31, 2021 as a result of the challenges COVID-19 presented in 2020. Sector Commanders are responsible for developing and implementing a community engagement plan tailored to meet the specific needs of their sector. Command staff are focusing on creating community outreach and juvenile education plans.



By 12/20, formalize and integrate the CORE unit to work with citizens experiencing homelessness providing resources, education, and criminal violation enforcement

2020-2025 City Council Strategic Results | Completed 9/24/20



By 12/20, implement a plan that outlines services and education provided to juveniles within Arvada

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/20, implement a plan that outlines strategies to enhance positive police and community interaction

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20

By 12/21, obtain the safest city designation according to the National Incident-Based Reporting System (NIBRS)

Description

Implemented to improve the overall quality of crime data collected by law enforcement, the National Incident Based Reporting System (NIBRS) captures details on each single-crime incident—as well as on separate offenses within the same incident—including information on victims, known offenders, relationships between victims, and offenders, arrestees, and property involved in crimes.

Unlike data reported through the Uniform Crime Reporting (UCR) Program's traditional Summary Reporting System (SRS)—an aggregate monthly tally of crimes, NIBRS dives much deeper because of its ability to provide circumstances and context for crimes such as location, time of day, and whether the incident resulted in an arrest (cleared).

As recommended by professional law enforcement organizations, the FBI made nationwide implementation of NIBRS a top priority because NIBRS can provide more useful statistics to promote constructive discussion, measured planning, and informed policing. The Department began submitting incident (NIBRS) data to the FBI on 1/1/2006.

Significance

The vision for NIBRS is for it to become the law enforcement community's standard for quantifying crime, which assists law enforcement and communities around the country use resources more strategically and effectively.

In 2018, approximately 44% of U.S. law enforcement agencies that participated in the UCR Program submitted data via NIBRS. Since then, the FBI has received thousands of commitments from law enforcement across the nation to be NIBRS-compliant by 2021.

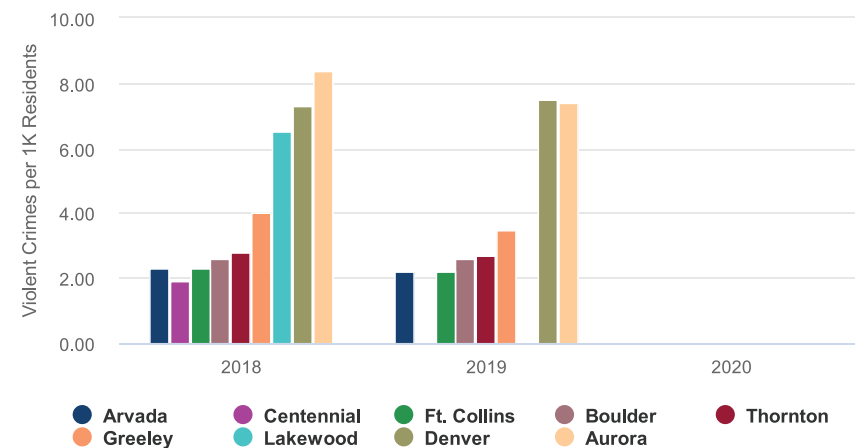
Ultimately, the national transition to NIBRS will further support the mission of the FBI's UCR Program to generate reliable information for use in law enforcement administration, operation, and management.

Analysis

Q4-20

Arvada's violent crime rate is the second lowest compared to other Colorado cities reporting data with a population of 100,000 or more. In Arvada in 2019, 2,174 people out of 1,000 reported being a victim of a violent crime, and 29.77 people out of 1,000 reported being a victim of a property crime. Overall in 2019, according to rates based on population, Arvada had approximately 32 crimes per 1000 people.

By 12/21, obtain the safest city designation according to the National Incident-Based Reporting System (NIBRS)



Annually, 80% of calls with a priority of “0” or “1” will have less than 5 minute response time

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/21



By 12/21, Arvada will have a traffic accident rate lower than the national average

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/21



By 12/21, 100% of juveniles charged with criminal offenses and referred to probation will receive measurable risk-based pre-sentence assessments

Description

A pre-sentence investigation report (PSIR) gives the Court a wide breadth of information regarding the defendant including education, employment, mental health, substance abuse, family history, stability, and provides the Court with the necessary information to determine the best and most appropriate sentence for the offender. In the juvenile justice world, a pre-sentence investigation report is even more important to help determine the appropriate interventions necessary to rehabilitate the juvenile.

Significance

The PSIR has an immediate purpose: to help the court determine an appropriate sentence, but it also serves other purposes. Since the advent of the sentencing guidelines, the importance of the pre-sentence report has increased because the document is now designed to frame factual and legal issues for sentencing.

The probation officer assigned responsibility for the offender's case during probation and supervised release will use the report to make an initial assessment of case needs and risks. Additionally, the report may be used as a source of information for future research. The information allows changing of a sentence subject to the Commitment Order and the judge's verdict.

Analysis

Q4-20

Due to COVID-19, the Municipal Court experienced challenges with providing in-person services. Additionally, the team experienced turn-over with personnel. As a result, progress was limited with respect to this strategic result.

The court team will be meeting with the City's probation officer and the City Attorney's Office to outline a plan on how to incorporate and utilize pre-sentence reports that include a risk base assessment in the regular practice in juvenile cases.



Annually, 80% pre-sentence reports contribute to evidenced based sentencing recommendations - City prosecution team
2020-2025 City Council Strategic Results | 7/1/19 - 12/31/21



Annually, 80% pre-sentence reports contribute to evidenced based sentencing recommendations - Municipal Judge
2020-2025 City Council Strategic Results | 7/1/19 - 12/21/21



Annually, 90% of pre-sentence reports will be completed and provided to juvenile within 72 hours of sentence
2020-2025 City Council Strategic Results | 7/1/19 - 12/31/21



By 12/24, 50% of juveniles sentenced to probation will not obtain additional charges within Arvada during the probation period

Description

A crime is any act or omission of an act in violation of a law forbidding or commanding it. Most crimes are defined by statute, and they vary tremendously across different states and counties. The Model Penal Code (MPC) provides a good overview of the most common types of crimes, while the US penal code provides a list of all crimes.

While specific criminal acts may vary by jurisdiction, they can be broadly characterized as “felonies” and “misdemeanors.” Felonies include more serious crimes, such as murder or rape, and are usually punishable by imprisonment of a year or more.

Misdemeanors are less serious offenses and are punishable by less than a year of imprisonment or fines. Municipal offense are seen as less egregious and usually involve a fine or class. Probation in Arvada can be as short as three months and as long as one year.

Probation and diversion are sentences commonly utilized in the juvenile justice system. The sentencing goals in juvenile justice are to employ evidence based-intervention to rehabilitate the juvenile. If proper evidence-based interventions are utilized, the juvenile should be properly rehabilitated in a manner that they will not re-offend and obtain additional charges within Arvada.

Significance

Criminal law addresses the system of legal rules that define what conduct is classified as a crime and how the government may prosecute individuals that commit crimes. Federal, state, and local governments all have penal codes that explain the specific crimes that they prohibit and the punishments that criminals may face.

Individuals who violate federal, state, and local laws may face fines, probation, or incarceration. Lawsuits against criminals are initiated by prosecuting attorneys who act on behalf of the government to enforce the law.

Sentencing in a juvenile case should be based on the juvenile’s risk levels and needs and determining what appropriate interventions need to be made, rather than looking at the offense itself.

Analysis

Q4-20

Due to COVID-19, the Municipal Court experienced challenges with providing in-person services. Additionally, the team experienced turn-over with personnel. As a result, progress was limited with respect to this strategic result.

The goal for 2021 will be to establish a baseline for recidivism and to continue discussions with Court personnel and the City Attorney’s Office.



By 12/22, 75% of juvenile offenders rate Arvada Municipal Court employees and services as meeting or exceeding expectations
2020-2025 City Council Strategic Results | 7/1/19 - 12/31/22



By 6/22, a comprehensive and agile toolkit of existing services and resources specifically for juveniles will be implemented
2020-2025 City Council Strategic Results | 7/1/19 - 12/31/21



By 6/23, 30% of juveniles will express positive behavior changes after completing recommended sentencing requirements
2020-2025 City Council Strategic Results | 7/1/19 - 12/31/22

INFRASTRUCTURE





Date TBD, Continue progress working with regional partners and jurisdictions to complete construction of the regional toll road

Description

The Jefferson Parkway Public Highway Authority (JPPHA) will complete the last un-built portion of the metropolitan beltway, the Jefferson Parkway, through a public-private partnership to finance, design, build, operate, and maintain the Parkway.

Significance

The Jefferson Parkway will provide commuters with travel options without the need to traverse city arterial and neighborhood streets. It also completes the Denver Metropolitan beltway. The diversion of traffic will decrease stress on Arvada streets.

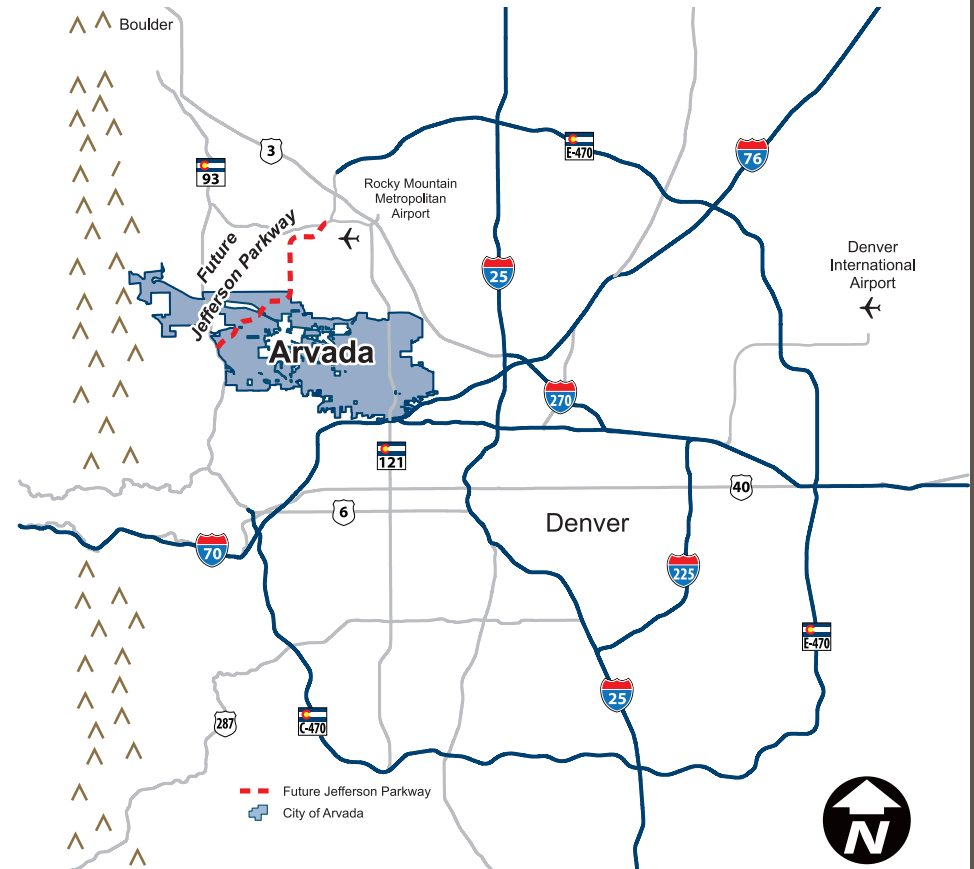
Analysis

Q4-20

In 2019, the (JPPHA) partners undertook a soil sampling program along the Jefferson Parkway right-of-way (ROW) within the Rocky Flats National Wildlife Refuge. On August 16, 2019, the soil testing process detected a sample with 264 picocuries per gram which was well above the samples deemed safe within the Jefferson Parkway ROW. Further testing was determined to be necessary, and the JPPHA collaborated with the Colorado Department Health of and Environment (CDPHE) to complete the testing process and present a public report.

On February 25, 2020, the Broomfield City Council adopted a resolution authorizing formal notice of their withdrawal from the JPPHA. Broomfield's withdrawal has essentially stalled further progress on the Jefferson Parkway as negotiations need to be completed regarding several outstanding issues, including the transfer of ROW within Broomfield necessary to construct the highway. In addition, the continued support of Jefferson County is uncertain due to Broomfield's actions.

Continued progress on the Jefferson Parkway will require the resolution of the issues associated with Broomfield's withdrawal at the policy and legal levels.



Date TBD, complete concession agreement

2020-2025 City Council Strategic Results | 6/1/20 - 6/30/20



Date TBD, Convene citizen's working group

2020-2025 City Council Strategic Results | 6/1/20 - 6/30/20



Date TBD, Resolve legal issues

2020-2025 City Council Strategic Results | 6/1/20 - 6/30/20



By 12/20, complete and implement a Street Maintenance Master Plan

Description

This strategic result is paramount to the success of the street program. A master plan allows the team to vet the proposed street work in coordination with other work systems and utility projects to avoid conflict and/or damage to newly placed asphalt or concrete.

This strategy builds community trust, ensures City departments and outside partners are on the same page when conducting street maintenance, maximizes resource utilization, and helps improve product delivery.

Significance

Maintaining existing roads and transportation network in tandem with snow and ice control services helps to ensure safe transportation modes for the community. Satisfaction with Arvada street condition is measured utilizing the Community Survey. Results gathered from the 2019 Community Survey underscore the need for the City to focus on street maintenance.

The Streets Master Plan will be used to guide the Street Infrastructure Maintenance Program by forecasting and prioritizing the streets requiring service and the treatment type or action to be performed.

This prioritization will assist the Streets Division to plan, organize, and prioritize which areas will receive concrete replacement prior to asphalt work.

Understanding the annual type of work and scope provides the information and data needed to plan and budget accordingly.

Analysis

Q4-20

In prior years, the streets team used a software tool that only measured pavement condition index (PCI) for the roadway system. Over the past few years, software has improved and in 2020, City Council approved the acquisition of a new software tool developed by Stantec.

This tool not only measures pavement condition, but also calculates a quality index. Measurements are derived from testing strategies directly on Arvada roadways including:

- drop-weight deflection testing
- infrared evaluation
- PCI evaluation
- analysis of roadway coring

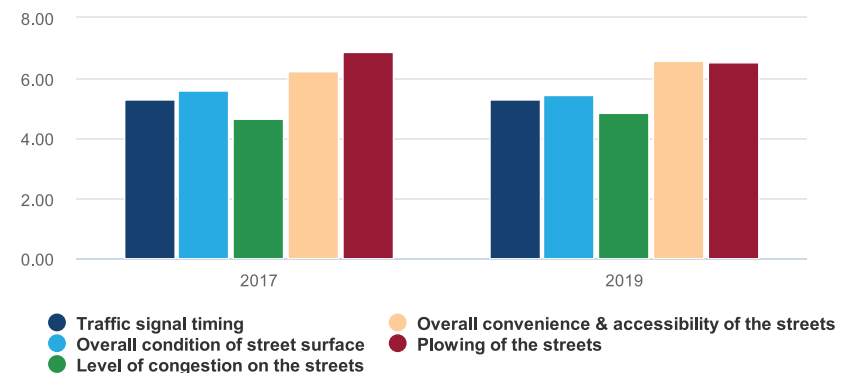
Results of these tests are then entered into the software providing greater detail and information about the condition of Arvada's roadway network. This provides better information for making decisions regarding street maintenance.

Since the team is in the midst of data collection, entry, and analysis, they are requesting the end date of this strategic result be extended to December 2021. Once this work is complete, the team will be able to complete the streets maintenance master plan.

This master plan will also involve the inclusion of budgets, master plans from engineering and utilities, and other field observation information providing for a holistic approach to street maintenance.



Community Survey: Maintaining and expanding transportation network
Community Survey: Street Scores



Through 12/25, prepare an annual street maintenance report for City Council and the community
2020-2025 City Council Strategic Results | 4/1/19 - 12/31/25

By 12/21, complete a comprehensive study on the usage of the City Hall campus

Description

In order to support City services, additional space will be needed to accommodate the needs of employees. Currently, City Hall is near capacity, the Annex is fully occupied, and other City facilities are at or near capacity.

The purpose of this study will be to evaluate the entire City Hall campus, including the Post Office facility, to develop a proposed use of the City Hall campus space.

When complete, the Public Works Facilities Team will present the comprehensive study to City Council and the Leadership Team.

Significance

With City Hall campus facilities nearly fully occupied, it is necessary to plan and prepare for how City offices and facilities will expand to accommodate future growth.

By planning now, City teams can understand how to best utilize space, what role the current Post Office property can play in future plans, and allow for the exploration of various options for campus layout and use.

Analysis

Q4-20

The team is requesting to extend the end date of this strategic result to December 2022. The reason for this extension is to provide adequate time to analyze how COVID-19 has impacted current usage of the City Hall campus.

Moving forward in 2021 and 2022, the team may determine that some team members can continue to work efficiently from a home location. Understanding this information is a critical component needed to adequately assess future usage of the City Hall campus.

Work in 2021 will also include looking for additional space required for Police evidence storage.

Notes

Arvada rigorously updates and improves its facilities, technology, and equipment in order to protect City assets, provide the tools needed to serve customers, and to leverage these assets to support efficiency in service delivery.



By 12/21, present the conceptual plan for the Post Office property with cost, funding, and schedule to City Council

2020-2025 City Council Strategic Results | Completed 9/24/20



By 12/20, update the conceptual plan for the Post Office property

2020-2025 City Council Strategic Results | Completed 9/24/20

By 12/21, update the water, sewer, stormwater and overall Infrastructure Master Plan

Description

The purpose of infrastructure master planning is to sustain the City's infrastructure. The work includes assessing current asset condition; developing a list of projects for capital improvement and reinvestment; estimating project costs; and prioritizing those projects on short and long-term schedules.

This strategic result covers the City's work to update master plans by December 2021.

Significance

It is important for the City to frequently review and update Infrastructure Master Plans to ensure we are taking lasting care of infrastructure assets and are appropriately planning for reinvestment, replacement, and maintenance of infrastructure assets.

Analysis

Q4-20

The team anticipates completing all master plans by the current due date of December 2021. Beginning in 2021, and over the next several years, the team will be evaluating service charges, tap fees, and debt options, along with the annual rate evaluation and adjustment for the water enterprise fund.

The results of this evaluation will ensure the funding for priorities in the Water Master Plan that are not currently reflected in the 10-year model.



By 12/20, complete the Sewer and Stormwater Master Plans
2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/21 complete the Water Master Plans
2020-2025 City Council Strategic Results | Completed 9/24/20



By 12/21, actions including conceptual project and operational changes to utilities programs necessary to implement the Master Plans are included in the 10 year CIP and performance budget
2020-2025 City Council Strategic Results | 7/1/19 - 12/31/21



By 12/25, the City will have 100% of the water supply needed for build-out as defined by the comprehensive plan

Description

The City has been engaged in long-term strategic planning related to water supply for decades. Currently, the City has a projected shortfall of 2,550 acre feet (AF) to meet the needs of the community in 2065. To fill the gap, the City is pursuing several additional sources of water supplies:

- Participating in the Denver Water Gross Reservoir Expansion project
- Purchasing agricultural water rights, which are then converted to municipal use
- Planning and construction of a future water storage reservoir

These additional water supply strategies are complex in nature and require partnerships with multiple agencies. Additionally, these strategies are resource intensive, and progress is measured over multiple years.

Significance

Water is a critical element necessary for the build-out of the City, as envisioned by the Comprehensive Plan. The approach to procuring water must be strategic and multifaceted.

Another key factor is water conservation. The importance of water conservation was solidified in the 2019 Community Survey.

Analysis

Q4-20

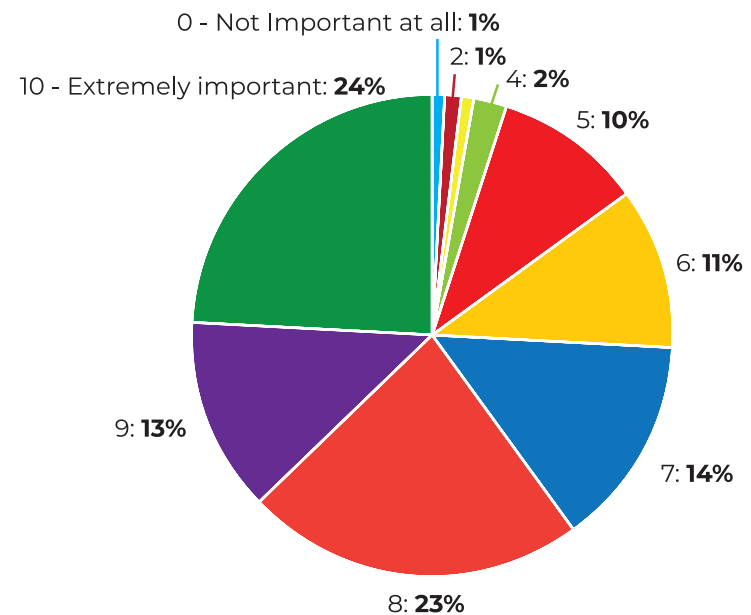
In light of the updated schedule received from Denver Water, the team is requesting to extend the end date of this strategic result to December 2025, with the option to reassess at that time. With the uncertainty of the permission process and the information at hand, completion may not occur until 2028.

The team is also taking steps to prepare for “Plan B” in case the plans for the expansion of Gross Reservoir do not come to fruition. The following information creates the foundation for “Plan B” if necessary:

In 2021, the team will perform pump tests on the well in the Leyden Mine to quantify water available through existing infrastructure.

The water attorney is advising the City on options related to optimizing groundwater rights in the City’s portfolio. The City has \$25M budgeted in the 10-year capital improvement plan (CIP) to design and begin construction of a new reservoir off Highway 93. There is an additional \$300,000 in priority but unfunded projects related to water supply and raw water infrastructure master planning.

Community Survey: Water Conservation Importance



Through 12/25, maintain funds to meet water supply financial commitments

2020-2025 City Council Strategic Results | 1/1/94 - 12/31/25



Through 12/25, monitor Denver Water participation contract requirements

2020-2025 City Council Strategic Results | 1/1/99 - 12/31/25



By 12/25, effectively utilize voter approved bond funds for the completion of Ralston Road phase 2 and the expansion of 72nd Avenue

Description

City teams are currently working on two voter-approved bond projects: Ralston Road and W. 72nd Avenue. The first bond project includes reconstruction of Ralston Road between Yukon Street to Garrison Street, as a four-lane arterial roadway with a center median or two-way left turn and eight-foot detached or ten-foot attached sidewalk; relocation of utilities, associated storm drainage system, waterline, curb and gutter, traffic signal replacement, and streetscape elements. The project will include significant streetscape connecting Olde Town Arvada to the newly developed area of Ralston Road and Garrison Street. In addition, the project will include significant streetscape that will enhance the beauty of the area.

The W. 72nd Avenue bond project will improve the flow of traffic from Kipling Street to Swadley Street. The project includes constructing two lanes in each direction; improving drainage, curb, and gutter; sidewalk improvements, which will aid in pedestrian and bicycle safety. The project will also construct a railroad underpass at the Union Pacific Rail Road (UPRR) tracks.

Significance

These projects are among the largest infrastructure projects to be completed by the City and are important as they directly impact the efficiency of east/west travel along both corridors, and will help relieve traffic congestion.

Both projects will improve the safety of motor vehicle travel and will improve the safety of pedestrians, bicyclists, and other forms of transportation. Lastly, the railway underpass will prevent traffic congestion at the UPRR crossing.

Analysis

Ralston Road - Yukon Street to Garrison Street

Q4-20

Phase 1, the Ralston Road segment between Upham to Yukon, is currently under construction and will be completed in May 2021. Phase 2, the Ralston Road segment between Yukon and Garrison streets

is set to begin construction in April 2021. Phase 2 will complete the entire 1.25 mile length of Ralston Road between Upham and Garrison streets.

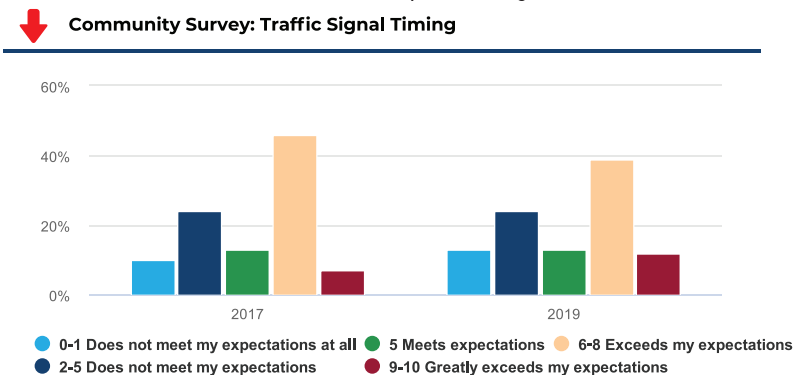
In February 2021, after the bid process was complete, the City selected Hamon Infrastructure as the contractor to build Phase 2 with a contract amount of \$12,360,000.00. As required by the contract, Hamon agrees to furnish or arrange for the construction services required for the completion of the Ralston Road Phase 2 project.

W. 72nd Avenue - Kipling Street to Simms Street

Work on the W. 72nd Avenue bond project will commence in the spring of 2021 and is scheduled to be completed by the Q2 of 2023.

The construction packages are at various levels of completion. The Construction Agreed Price (CAP) for Phase 1 of \$1,371,181.73 has been determined after several iterations of construction cost control and pricing negotiation between SEMA's Opinion of Probable Construction Costs and an Independent Cost Estimate) to come to a CAP between the Construction Manager General Contractor and the City.

The 90% Plans and Specifications for Phase 2 are currently under review by the City team. Updates to the Phase 3 design are underway to address UPRR requirements. Final Plans and Specifications for Phase 3 are anticipated in December 2021. The W. 72nd Avenue - Kipling to Simms streets is scheduled to be completed by the Q1 of 2024.



By 3/22, 85% of bond funds will be expended

2020-2025 City Council Strategic Results | 11/30/18 - 3/31/22



By 12/24, the required 5-year bond arbitrage calculation will be completed on time

2020-2025 City Council Strategic Results | 8/12/19 - 12/31/24

↑ By 12/25, the engineering standards and city code framework will be updated

Description

STANDARDS: a technical standard is an established norm or requirement. It is usually a formal document that establishes uniform engineering or technical criteria, methods, processes, and practices. The documents are prepared by a professional group or committee, which is believed to be good and proper engineering practice and contains mandatory requirements.

CODES: a code is a set of rules and specifications or systematic procedures for design, fabrication, installation, and inspection methods prepared in such a manner that it can be adopted by legal jurisdiction. Codes can be approved by local, state, or federal governments and can carry the force of law. The main purpose of codes is to protect the public by setting up the minimum acceptable level of safety for buildings, products, and processes.

Significance

The Engineering Code of Standards and Specifications for the Design and Construction of Public Improvements was adopted by the City and was made effective on January 12, 2016.

The standards and City code framework apply to all infrastructure and construction work within city limits. All improvements, repairs, and new developments are required to adhere to approved construction standards which have been approved by City Council.

The engineering standards and City codes are used by developers, construction managers, engineers, and other parties who design, build, and/or construct projects in the city.

It is important that the City's engineering standards and City codes are continuously updated to meet regulatory requirements and other known standards. As engineering practices change and improve, it is necessary for the City to ensure its engineering standards and codes reflect the changes.

Analysis

Q4-20

The project focusing on updating the engineering standards and City code framework is moving forward through the work of dedicated committees. Committee chapter reviews of the standards and codes will be complete by April 2021. Section Leaders will meet again in Q2 2021 for a complete review.



By 1/20, complete an inventory of engineering Ordinances and specifications by 12/22 and adopt new/revised Ordinances and specifications

2020-2025 City Council Strategic Results | 8/12/19 - 1/31/20



By 12/20, create new Development Agreement terms and template

2020-2025 City Council Strategic Results | Completed 10/12/20



By 12/21, complete updated draft engineering standards and specifications

2020-2025 City Council Strategic Results | 8/12/19 - 12/1/21

COMMUNITY AND ECONOMIC DEVELOPMENT





95% of development project approvals conform to the City's Comprehensive Plan on an annual basis

Description

This strategic result calculates the number of approved development cases that are consistent with the City's Comprehensive Plan. The Comprehensive Plan is a long range planning document which outlines future land use areas throughout the city.

The document is created with a significant amount of community input. The goal of the document is to be able to establish predictable development patterns within the city, which are consistent with the community's vision. Ensuring that development projects conform with the Comprehensive Plan, helps ensure that new development aligns with overall community vision.

Significance

When the target for this strategic result is reached on an ongoing basis, we know that most development projects conform to the Community's vision of development as defined by the Land Development Code (LDC).

Projects which require changes to the Comprehensive Plan must first be approved by City Council. If City Council feels it is appropriate to modify the Comprehensive Plan below the target, it will be important to go through a process to understand how those changes impact the overall community vision.

Analysis

Q4-20

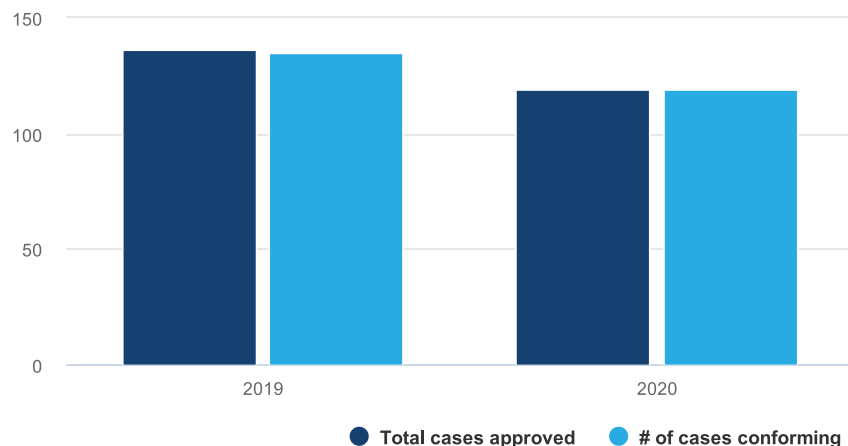
The team proactively updated several areas of the Comprehensive Plan (CP) in May and June of 2020 in association with the approval of the new Land Development Code (LDC).

The new LDC updated all zoning districts within the city and, as a result, some of the zoning was inconsistent with the intent of the new zoning.

As a result, the team updated several areas in the CP to provide better continuity between the new zone districts and the CP.

During 2020, no comprehensive plan amendments were requested by a developer.

of cases



By 12/25, 90% of all Comprehensive Plan implementation strategies will be initiated, on-going, or complete

Community and Economic Development



of comp plan modification approved

Community and Economic Development



% staff recommendations to City Council are adopted by the City Council

Organizational and Service Effectiveness



How has this (growth) change impacted you?

Organizational and Service Effectiveness



By 12/21, 85% of development customers rate the development review process as ‘good’ and/or ‘excellent’

Description

Providing a predictable, fair, and expedited development review process is a top priority for the City. Additionally, this process needs to ensure that the development projects being approved are aligned with the community’s development standards. This City Council Strategic Result will provide feedback to the Development Review Team on our ability to meet customer expectations.

Significance

The development review process is a highly technical review which balances the needs of the development community to move through an approval process quickly, while ensuring the community’s character is embedded in the development process.

Balancing the requirements of a highly technical process can lead to conflict. Gathering feedback from the users will help the team make enhancements to processes while meeting the expectations of the development community and maintaining the integrity of City development standards.

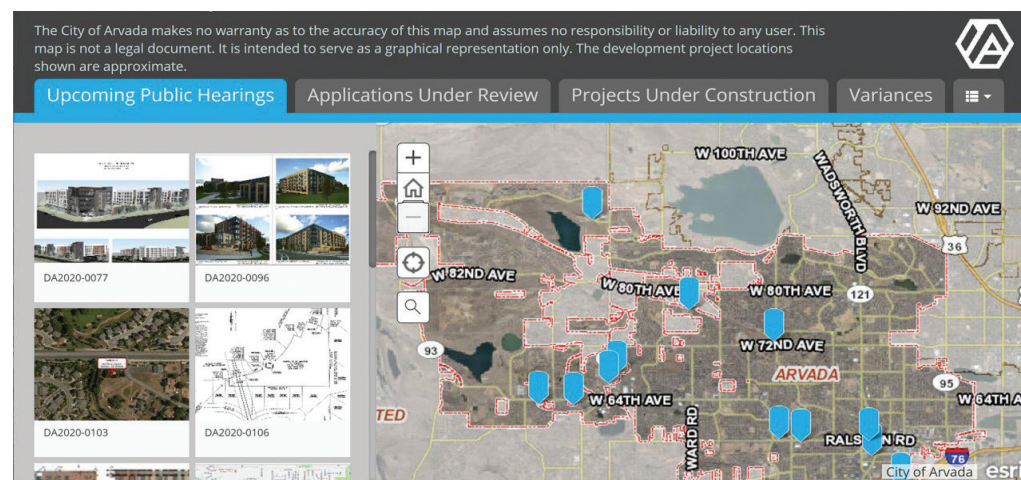
Analysis

Q4-20

The City Team launched a survey in April 2020. In addition to measuring customer satisfaction with the development review process, the team also wanted to make sure we received enough responses to ensure responses were representative of all development review customers.

The City approved a new Land Development Code (LDC) in 2020. The projects approved were largely based on the old code, which may have influenced the survey results. In 2021 projects that are approved will be reviewed using the new LDC, which is intended to help address customer concerns.

In Q4 2020, 29% of respondents rated the development review process as “good” or “excellent”. In 2021, the team will work on training and processes to ensure consistency, which should result in improved results.



By 12/20, 90% of development reviews will be returned to the applicant within 15 business days

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/20, implement a development customer service survey with at least a 50% response rate

2020-2025 City Council Strategic Results | Completed 1/8/21



On an ongoing basis, resolve all temporary certificates of occupation (TCOs) within 6 months of issuance

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/25



By 12/25, fully align the City's economic development efforts with the community's vision expressed in the Community Survey and Business Survey

Description

On an individual basis, economic development can mean different things to different people. It is the team's goal to ensure economic development efforts are consistent with the goals expressed by the community as a whole.

To that end, the team will conduct a significant community engagement campaign to align the City and the Arvada Economic Development Association's (AEDA) efforts with the information collected from this effort.

Significance

Over the past several decades, the City has taken a more traditional path towards its economic development efforts. These efforts include increasing the number of primary jobs, sales tax, and capital investment.

However, with the total build-out of the city rapidly approaching, land for both new development and redevelopment are at a premium. With limited opportunities available, the City's efforts need to help customize the market forces to the community's overall vision of development and quality of life.

Analysis

Q4-20

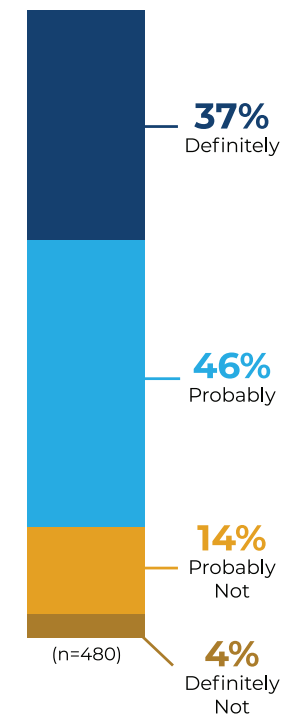
The team selected a company called Market Perceptions to complete and implement a community-focused economic development survey in 2020. More than 500 individuals responded to the survey providing statistically significant data result. The survey results were anticipated to be provided to the team by February 2021.

This data will be combined with other data gathered from previous economic development focus groups and community surveys to calibrate the City's economic development efforts.

This strategic result is 30% complete based on the amount of progress the team has made to date. Following the review of the data, the team will engage with various stakeholder groups, including City Council to create a workplan, which when implemented will complete this strategic result.

Community Survey: Importance of economic growth

"Given everything we have shared, do you now think it is more important for the City of Arvada to achieve greater economic growth in the future?"



By 12/21, AEDA will be re-accredited by the International Economic Development Council

2020-2025 City Council Strategic Results | Completed 1/8/21



By 12/21, establish a community outreach program that helps the community define its economic development goals

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20

VIBRANT COMMUNITY AND NEIGHBORHOODS





By 12/25, 50% of neighborhoods complete a project or initiative that reshapes or activates shared neighborhood spaces

Description

A successful neighborhood engagement plan will achieve the following objectives:

- Allow the City to engage with the right people at the right time about the right things.
- Help the City provide appropriate and timely support to diverse neighborhood groups.
- Empower residents to build social capital within their neighborhoods and manage neighborhood investments.
- Facilitate and grow stronger relationships between community members and local government operators.

The Neighbors Connected program offers several grant opportunities to support neighborhood groups in projects that can create or improve neighborhood spaces. These include:

- Neighborhood Improvement Grant (4 awarded each year) - \$3,000
- Small Activity Grant - \$250
- Know Your Neighbor Grant - \$50
- Neighborhood of the Year Award mini-Grants - \$150 - \$1000

Significance

Over the past several decades the City has taken a more traditional Neighborhood engagement supports Vibrant Community and Neighborhoods through improved communications, collaboration, and strong communities.

Emergency preparedness and resiliency are also strengthened through neighborhood engagement. Residents and the City both benefit from a successful neighborhood engagement plan.

Analysis

Q4-20

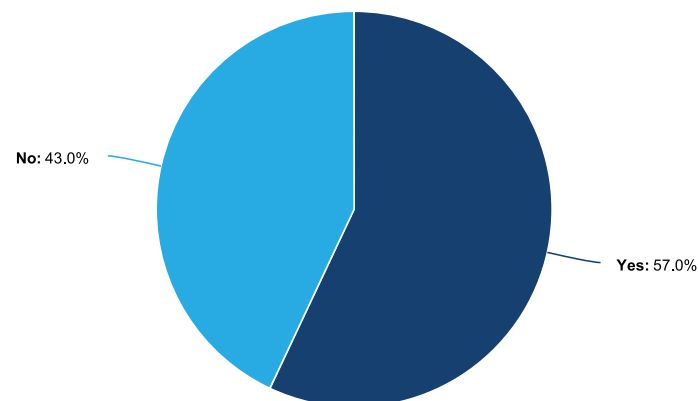
We are continuing to offer funding to neighborhood groups to re-shape or activate their neighborhood spaces through our Grant programs and Neighborhood of the Year Award. Since the program launched in 2018, 11 neighborhoods have completed an improvement project. The average number of projects per year will likely increase as a result of new partnerships and funding from Community Resilience and our Forestry teams.

In 2020, the Neighborhood Engagement Team continued to offer the Neighborhood Improvement Grant. 9 neighborhoods applied, and 4 neighborhoods were awarded. Three of the 4 neighborhoods awarded the grant completed their projects.

The Neighborhood of the Year Award gives out mini grants as part of our recognition program. During 2020, one of the winners used their mini grant toward the activation of their neighborhood park.



Community Survey: Do you have a space in your neighborhood where you can gather together as a neighborhood and get to know your neighbors



By 6/21, develop a neighborhood engagement plan

2020-2025 City Council Strategic Results | 4/1/19 - 6/30/21



By 12/20, offer leadership development opportunities and training to volunteers to foster future City leaders

2020-2025 City Council Strategic Results | Completed 2/7/21



By 12/22, complete strategic investments and initiatives to ensure parks, trails, open space, and amenities are in alignment with our diverse, changing, and growing community

Description

To align the Parks Master Plan with population growth and changing community expectations and demographics, the City will consider modifications and enhancements to existing programs. A comprehensive review of programs such as Land Pursuit and Acquisitions, volunteers, events, policies and standards will be required to ensure parks, trails, open space, and amenities are aligned now and in the future.

Significance

The City continues to change in size, demographics, and resource availability. Planning for strategic investments and initiatives will ensure long range resource planning support the changing community.

Analysis

Q4-20

In 2017-2018, the Hometown Colorado Initiative (HCI) completed several projects designed to assess and advance the City's arts economy, travel demands, urban parks, neighborhood engagement, agricultural master plan, and water conservation. The work focused on the following:

- Analyzing senior and workforce housing surveys to inform housing developers and businesses of current local needs.
- Analyzing 11 vacant land parcels and the creation of maps to showcase suitability for the development of multi-family attainable housing.
- Re-envisioning transit hubs to promote quality of life and well-being, by creating a network of parks, nature spaces, trails, and interactive elements.
- Exploring the use of existing park and open space to create collaborative and integrative spaces for food production, distribution, and consumption by Arvada residents.

Since the completion of the HCI study, the team has worked to identify priorities by aligning project opportunities with the needs identified in the Parks Master Plan. Information from the HCI studies has also been used to identify and pursue opportunities for grant funding. In 2021, the 24 sites identified for urban agriculture in parks will be prioritized and a community agriculture masterplan will be completed. Four milestones within this strategic result are marked as in a cautionary status as the COVID-19 pandemic impacted the team's ability to make progress in 2020.



By 12/21, adopt a strategic Land Pursuit and Acquisition Plan

2020-2025 City Council Strategic Results | 6/1/19 - 12/31/20



By 12/21, complete a Community Events Plan

2020-2025 City Council Strategic Results | 6/1/19 - 12/31/21



By 12/21, develop policies, procedures and standards for all the events occurring in Olde Town to ensure safety and quality for the community

2020-2025 City Council Strategic Results | 6/1/19 - 12/31/21



By 12/21, establish a centralized volunteer coordination program

2020-2025 City Council Strategic Results | 6/1/19 - 12/31/20



By 12/22 replace Meyers Pool with a new 50 meter natatorium

2020-2025 City Council Strategic Results | 6/1/19 - 12/31/21



By 6/21 with 3 years of Ralston Rd. construction, develop options for the Harvest Festival targeting the alignment of the Committee and City goals

2020-2025 City Council Strategic Results | 2/1/20 - 2/29/20

By 12/21, complete a History Master Plan

Description

This strategic result focuses on the City's effort to identify historical assets and to put a plan in place for preservation and interpretation of these historical assets. This strategic result includes enhancing community awareness, seeking input and feedback in order to develop a History Master Plan.

It is recommended that our team work with the History Colorado staff in developing a history Master Plan that complements its approach in preserving and interpreting Colorado's history. History Colorado is a statewide non-profit organization that interprets the State of Colorado's history through a lens that includes diversity, equity, and inclusivity.

Significance

Arvada is fortunate to have a rich history. The act of creating a robust History Master Plan will ensure future decisions are informed and based on a broad vision for preservation and presentation of Arvada's history.

An inventory of existing historical resources, assets and partnerships that are available to support preservation and restoration of historical assets, will have an impact on long range financial planning. The History Master Plan will provide information identifying the potential need for future resource allocation and utilization.

Analysis

Q4-20

There are two important aspects of this strategic result both of which need additional focus and attention in 2021.

The first includes preparing a complete list of Arvada's historical assets. These assets range from artifacts and original source material that is stored at the Arvada Historical Society's facilities and at the Arvada

Center's History Museum, to the extensive historical material that was prepared in support of the listing of Arvada's Olde Town, Stocke-Walter and Reno Park neighborhoods, and Churches Ranch property to the Department of Interior's National Register of Historic Places.

The second aspect of this strategic result focuses on interpreting our history and telling Arvada's story. Ideally, the list of historical items would also include material that represents the perspectives of all residents and viewpoints. For instance, growth and change can be viewed by some as something desired, but by others, as something undesired. Capturing the viewpoints and voices of Arvada's diverse voices will allow for the full telling of its history. Once the historical assets list is completed, the next step will turn interpreting our community's history through the many voices of those influencing our community's growth and evolution.



By 6/21 identify all historical resources to include in the plan

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/21, develop a collaboration system between the Chamber, Visitor's Center, Historical Society and the City

2020-2025 City Council Strategic Results | 2/1/20 - 12/31/21



By 12/23, develop a plan for activation of the Flour Mill in Olde Town

2020-2025 City Council Strategic Results | 2/1/20 - 2/29/20



By 12/21, complete full implementation of waste hauling options

Description

On June 15, 2020, City Council passed a revised ordinance making changes to the City's current trash hauler license requirements. The revised ordinance supports the City's dedication to sustainability and increased recycling. While the revised ordinance will not take effect until July 1, 2021, the ordinance made several changes to the requirements for a current trash hauler's license application. The City will continue to allow all licensed waste hauling companies to provide services as they move to adhere to the revised ordinance and licensing requirements.

Under the revised ordinance, Arvada City Code Section 90-57, Recycling Requirement, haulers providing residential, curb-side waste pickup must now include recycling carts to all residential customers, unless the customer resides in a multi-family building with eight units or more.

Since the approved revision of this ordinance, the City team worked to define and implement the milestones associated with this new program. Highlights include the following.

Significance

- Improve Arvada's low recycling rates
- Decrease truck traffic
 - Fewer trucks on our roads, reducing air and noise pollution and decreasing wear and tear on our streets.

- Decrease noise nuisance and air pollution
- Provide additional services (recycle collection, bulk item drop-off events)
- Increase safety within communities and neighborhoods
- Better customer service for residents. The City's contract requires a dedicated customer service center and a 99.9% service guarantee. The City will hold Republic
- Services accountable for its service level to customers.
- Lower costs to residents and/or provide additional services
- Consistent waste hauling services within Arvada
- Recycling included so more residents have access to affordable recycling.



By 6/20, a public hearing at a City Council Business Meeting will be held and City Council will be provided with the option for contract approval

2020-2025 City Council Strategic Results | Completed 6/15/20



By 12/20, develop a waste hauling engagement and outreach plan if contract is approved by City Council

2020-2025 City Council Strategic Results | Completed 2/9/21



By 5/20, first reading of proposed ordinance will be complete

2020-2025 City Council Strategic Results | Completed 6/15/20



By 6/21, complete household program component selections and cart deployment if contract is approved by City Council

2020-2025 City Council Strategic Results | 1/1/20 - 6/30/21



By 9/21, begin the implementation process if contract is approved by City Council

2020-2025 City Council Strategic Results | 4/1/21 - 9/30/21

Analysis

Q4-20

On June 15, 2020, City Council passed a revised ordinance making changes to the City’s current trash hauler license requirements. The revised ordinance supports the City’s dedication to sustainability and increased recycling. While the revised ordinance will not take effect until July 1, 2021, the ordinance made several changes to the requirements for a current trash hauler’s license application. The City will continue to allow all licensed waste hauling companies to provide services as they move to adhere to the revised ordinance and licensing requirements.

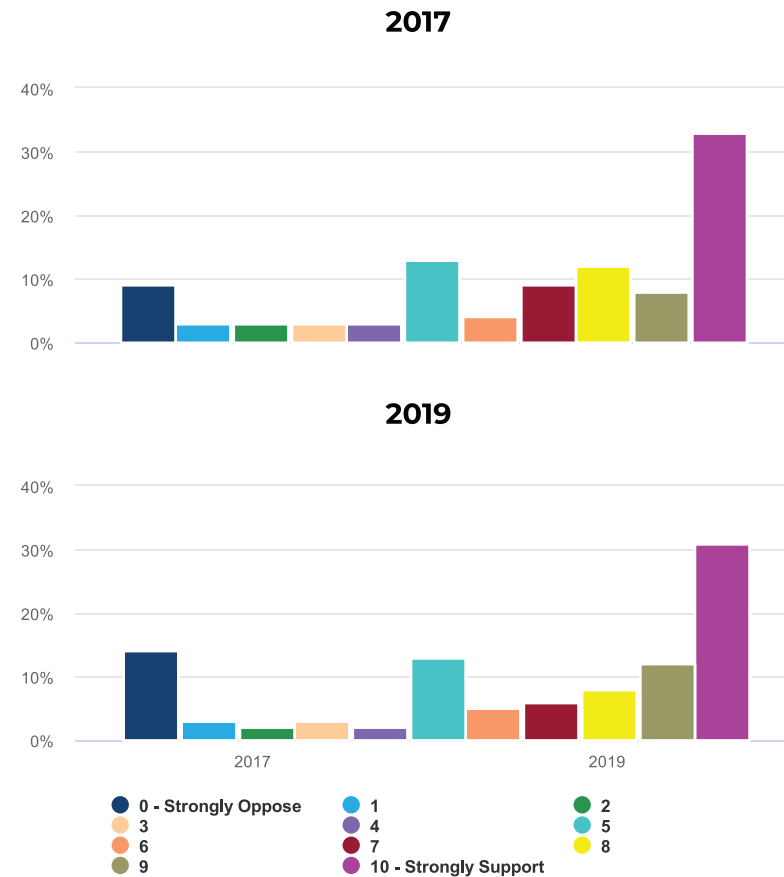
Under the revised ordinance, Arvada City Code Section 90-57, Recycling Requirement, haulers providing residential, curb-side waste pickup must now include recycling carts to all residential customers, unless the customer resides in a multi-family building with eight units or more.

Since the approved revision of this ordinance, the City team worked to define and implement the milestones associated with this new program. Highlights include the following:

- Documented all eligible addresses which met requirements of the ordinance.
- Reached out and documented information on HOAs. This data will be used to enhance communication.
- Identified and documented key aspects of the program.
- Created citywide communication and FAQs.
- Worked with the Arvada Sustainability Advisory Committee to assist with community outreach.
- Upgraded the utility billing software to bill for waste collection service within the current water billing statement.
- Selected cart vendor and prepared for cart staging, assembly, and delivery.
- Prepared website and postcard for resident cart selection.
- Worked with The Recycling Partnership and Colorado Department of Public Health Environment on grant requirements to assist with purchasing recycling carts (\$980,000) and education (\$32,000).
- Communicated through the following avenues:

Electronic	arvada.org, wastehauling@arvada.org, social media, program videos
Print	The Arvada Report, newsletters, utility bill flyers, press releases, postcards
In Person	presentations, interviews
Telephone	720-898-7575

Community Survey: What is your level of support for a single-hauler waste collection service in Arvada?





By 12/21, implement a tool kit of housing mix and style plans to improve access to quality housing affordable for a broad range of income levels

Description

The strong economy in the State of Colorado plays a key role in rising housing costs. In December 2019, the median home value in Arvada was \$440,589. Arvada home values have gone up 2.2% over the past year and Zillow predicts they will rise 1.0% within the next year.

The median list price per square foot in Arvada is \$272, which is higher than the Denver-Aurora-Lakewood Metro average of \$267. The median price of homes currently listed in Arvada is \$459,900 while the median price of homes that sold is \$421,500.

The median rent price in Arvada is \$2,150, which is higher than the Denver-Aurora-Lakewood Metro median of \$2,100. A household would need to make \$85,000 per year to manage a monthly rental rate of \$2,100.

Significance

To support a vibrant community, the City has adopted, as one of its guiding principles, to “Improve access to quality housing that is affordable to a broad range of income levels and provide resources, housing, and neighborhood assistance services to residents, neighborhoods, property owners, and stakeholders.”

Arvada's ability to attract and retain residents and businesses relies on affordable housing within the city to a broad range of income levels.

Analysis

Q4-20

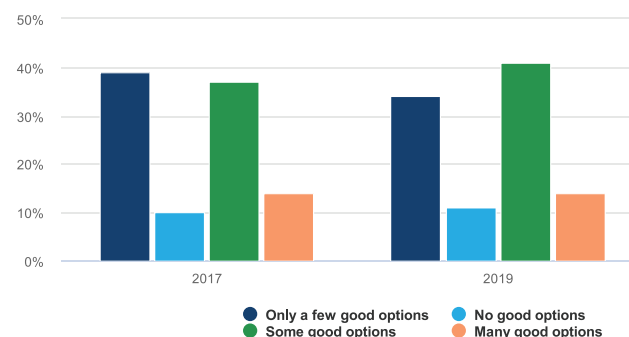
The Housing Assessment and Strategy was presented to the City Council in October 2020 for review and comment. A public engagement period began in mid-November 2020 to gather and incorporate feedback from our community regarding the housing strategy.

The Housing Assessment and Strategy Report included six recommended strategies:

- Establish a committee to implement the City's affordable housing action plan and support affordable housing development.
- Incorporate additional development incentives into the City Land Development Code.
- Allocate publicly owned land and/or acquire underutilized land properties for affordable and mixed income housing.
- Implement a foreclosure/eviction prevention program.
- Establish a local funding source using commercial and/or residential linkage fees or impact fees.
- Leverage existing resources to facilitate affordable housing development.

Additional discussion with the City Council is necessary to determine the feasibility and desirability of these recommendations and the precise outcomes that would be achieved.

Community Survey: If you were looking to buy a home in Arvada and thinking in terms of being able to afford a place to live: value for tax dollar



By 12/20, complete a list of current projects under development or planning

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/20, complete an affordable housing assessment including incentive options and the area south of Arvada Cemetery

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/20, create a regional strategy to address homelessness

2020-2025 City Council Strategic Results | Completed 2/16/21



By 12/20, evaluate the Human Services Advisory Committee's process for recommending funding

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20

ORGANIZATIONAL AND SERVICE EFFECTIVENESS



By 6/21, implement a comprehensive City Communications and Engagement Strategy

Description

To meet this strategic result, the City team will collaboratively develop the strategy, processes, tools, and evaluation methods to facilitate meaningful communication and engagement among a diverse community and City team to support transparency, informed decision-making, understanding, and involvement with City issues and activities.

Analysis

Q4-20

Our work in 2019 was focused on developing a communications and engagement strategy, and in 2020, the team prioritized the actions that would demonstrate the City was implementing that strategy. This included refining the collaborative groups of people and the standards and processes to make our communications more consistent, integrated, and successful in support of City Council priorities.

The work supported the four pillars of the larger communications and engagement strategy: community engagement, external communications, internal communications, and marketing. For engagement, a group of people collaborated on standardizing our use of the Speak Up Arvada online engagement platform. We saw increased use of the platform from the Infrastructure work system, as well as increased registrations and feedback offered through Speak Up. Furthermore, we saw community engagement referenced in project materials and reports to City Council. We also piloted training to help people use the IAP2 engagement spectrum so they can be more intentional about how they engage groups on a project or policy.

For external communications, the Web Core Team continued to administer the City's websites, which are centerpieces to our strategy. This work included the launch of a new Inside Arvada and the finalization of a group charter to guide our work. The Social Core Team

continued to meet weekly to ensure information shared on our social platforms aligned with City Council priorities and the City's agenda.

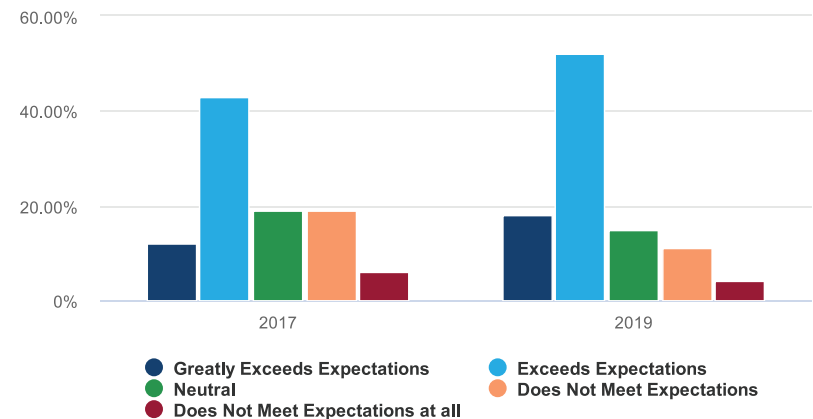
Improvements to the aforementioned Inside Arvada were a significant step forward in our internal communications, but we also improved the Weekly Briefs process, began regular Everyone Zoom meetings (in response to COVID-19, but we will retain them) and more consistent use of the Everyone emails, including messages from the City Manager.

For our Marketing focus, we made significant improvements to our Creative Services, standardizing how we develop video, emphasizing storytelling and Voice of the Customer to a greater degree in our communications, and increasing collaboration across Arvada Media Services and the Print and Design Services teams.

To complete our work in developing a City Marketing Plan, the team requests to extend the Strategic Result to 12/21.



Seeking residents involvement and input



✓ **By 01/20, complete the overarching communications and engagement strategy**
2020-2025 City Council Strategic Results | Completed 2/9/21

✓ **By 12/20, implement external communications and engagement plans and an internal communication plan**
2020-2025 City Council Strategic Results | Completed 2/9/21

■ **By 6/21, collaborate with key City partners to develop a comprehensive marketing plan for Arvada**
2020-2025 City Council Strategic Results | 12/2/19 - 6/30/21

■ **By 6/21, develop a marketing plan highlighting City successes, presents information using engaging content and uses shared partner messaging**
2020-2025 City Council Strategic Results | 2/1/20 - 6/30/21

By 12/22, develop and implement the Smart Arvada Plan to guide future investment and evaluate performance and alignment of ongoing smart city applications

Description

The goal of this strategic result is to develop and implement a Smart City Framework to help the City better leverage technology and enhance operations and services. Work on this strategic result is being led by the Smart City Committee. In 2019 the Committee collaboratively identified a guiding definition of what it means for Arvada to be a “Smart City.” The definition is as follows: Effectively applying Information and Communication Technology (ICT) components to enhance safety, inclusiveness, accessibility, resiliency, and sustainability within the community while aligning with the vision set by the City Council Strategic Plan. To put it more simply: expand our digital capabilities.

The team believes smart cities leverage technology and benchmarks to guide decisions, improve results, enhance service delivery, and maintain the highest level of data security in support of effectiveness, now and into the future.

The first step toward adopting a Smart City Framework was to identify and catalog current “smart” technology opportunities that exist within our performance measures. This collection of “smart achievements” will serve as a foundation for the development of the Smart City Framework by highlighting cross-work system opportunities to maximize success in a coordinated and systematic way.

Significance

A Smart City addresses data collection, storage and consumption. By strategically refining our Smart City approach, we envision a community that is the best version of itself, using technology to equitably enhance the experiences of all within it, while sustaining the very character that makes Arvada the wonderful community that it already is.

In this effort, the Smart City Framework and action plans will build off of existing investments and achievements to ensure achievable results that efficiently address gaps in service provision.

Analysis

Q4-20

Currently, the team is researching transitioning from a plan concept to a program dedicated to Smart City work allowing the internal committee the opportunity to bring big ideas to the team for prioritization and funding.

The team is also engaged with data governance consultants to gain a broader prospective and understanding of the role of data governance. Data governance will assist the team to create boundaries and standards to enhance data integrity citywide.

The current plan includes a formal framework and rollout in Q1 and Q2 of 2021, and will create the guardrails and procedures for handling all forms of electronic data gathered, stored, and utilized by City teams.

As the team and concept has matured, it has become evident that many normal modernization work efforts throughout the City should be considered Smart, yet they are not necessarily included in the Smart portfolio.

With the current cadence of technology advancements, it is becoming evident that trying to formalize a singular plan accounting for work efforts more than a one year into the future is challenging.

Instead, the team would like to revisit this strategic result during the City Council Retreat to update and enhance the direction for the team. The team would like to discuss the feasibility of creating a dedicated budget to fund and support projects that are dedicated to enhancing our Smart capabilities, but which may otherwise fall outside of a natural modernization effort.

- ✓ **By 12/20, complete first draft of the Smart Arvada Plan**
2020-2025 City Council Strategic Results | Completed 9/24/20
- ↑ **By 3/21, develop a data governance framework**
2020-2025 City Council Strategic Results | 3/23/18 - 3/30/21
- ✓ **By 6/20, identify all performance measures with a potential smart city component and create a city-wide inventory**
2020-2025 City Council Strategic Results | 6/1/19 - 6/30/20



By 12/22, implement an organizational performance excellence framework as evidenced by obtaining a Malcolm Baldrige National Quality Site Visit

Description

In 2017, the City started the journey to excellence with the submission of application to Rocky Mountain Performance Excellence. The City received the Foothills Award, which is the second of four levels within the region. In 2018, the City received the Timberline Award, which is the third of four levels within the region. The City is now preparing to submit an application at the national level using the Baldrige framework and criteria.

The Baldrige award is the nation's highest presidential honor for performance excellence through innovation, improvement, and visionary leadership. Congress created the award in 1987 to enhance the competitiveness and performance of U.S. businesses. Since 1988, only 106 organizations have earned the award named after Malcolm Baldrige, the 26th Secretary of Commerce. Of the award winners, only four municipalities in the United States have received the award. Arvada aspires to be the 5th.

Significance

The City selected the Baldrige framework for its journey to excellence based on:

- Customer/community focus: Pursuing excellence starts with the needs, expectations and satisfaction of the customer - community, businesses and overall community service.
- International best practice criteria: The Baldrige evaluation process is one of the best, most cost-effective and most comprehensive performance assessments of an organization.

- The feedback report: The City receives a detailed, individualized written assessment of the organization's strengths and opportunities based on the Baldrige Award application. The feedback report is compiled by a team of Baldrige Examiners who have extensive training in the Baldrige Excellence Framework and are experts in their sector/industry.

Analysis

Q4-20

The team dedicated time in 2020 to enhance the organizational profile section of the Baldrige framework. This document provides a snapshot of our organization, the key influences on how it operates, and the key challenges it faces. It is the most appropriate starting point for self-assessment and for writing an application. It is critically important for the following reasons:

- Helps identify gaps in key information and focus on key performance requirements and results.
- Use it as an initial self-assessment. Identify topics for which conflicting, little, or no information is available, use these topics for action planning.
- Sets the context for our responses to the Criteria requirements in categories 1-7.

In early 2021, the team decided to delay the submission of an application to 2022. This decision was not made lightly and work continues to address the opportunities for improvement identified in feedback from Rocky Mountain Performance Excellence.



Annually, enhance Arvada University programming to support workforce growth and development

2020-2025 City Council Strategic Results | 4/1/19 - 12/31/25



By 12/21, achieve Denver Post Top Workplace designation

2020-2025 City Council Strategic Results | Completed 2/16/21



On an ongoing basis, prepare and present a balanced biennial budget and 10-year financial plan

2020-2025 City Council Strategic Results | Completed 2/16/21



Annually, maintain "AA" or better bond rating

2020-2025 City Council Strategic Results | Completed 8/31/20

By 12/23, obtain a minimum of 4.5 out of 5 on the Five Star Community rating to demonstrate the City is meeting the community needs and expectations identified in the Community Survey results

Description

This strategic results focuses on obtaining a 4.5 Star Rating as defined by the Northwest Research Group (NWRG) on the 2023 Community Survey. NWRG's Community Research program includes a proprietary index and benchmarking tool, 5-Star Rating System, designed to measure the overall quality of governance and vision as a complement to traditional and individual measures of the quality of life and delivery of services in a city.

The 5-Star Rating is a composite index that captures the essence of how well a city meets the critical needs and expectations of its community and that uses a robust theoretical and mathematical model.

The model is based on a weighted sum of five questions: (1) overall quality of life, (2) overall quality of city services, (3) perceived comparability to other communities (that is, is Arvada seen as better or worse than other communities), (4) direction the community is headed, and (5) perceived value for tax dollars paid. Each question is given a relative weight based on proprietary analysis. The results are combined using a logarithmic calculation to create the city's 5-Star Rating.

Significance

It should be noted that no city utilizing an NWRG community survey has yet obtained a 5-star rating. Our strategic result of obtaining a 4.5-star rating is aspirational and encourages us to continually strive for improvement.

As a high-performing organization we collect data on competitors and compare ourselves against world-class municipalities. Our competitors are our neighbors which include: Westminster, Lakewood, and Wheat Ridge. World-class municipalities are the 4 cities that have obtained the Malcolm Baldrige Award. Lastly, we added comparisons with the three NWRG clients who most resemble Arvada.

Analysis

Q4-20

At the end of 2020, we identified all lower-rated items. Outcomes have been working on linking all traffic signals to fiber, upgrading traffic signal infrastructure through programs, and an update to the Land Development Code.

The City is moving towards an outcome-based community survey, and will refocus efforts in 2021 by selecting a new community survey partner.



 **By 12/20, identify all lower-rated items in the 2019 Community Survey and develop an action plan to address them**
2020-2025 City Council Strategic Results | Completed 2/16/21

 **By 12/21, launch an annual Arvada Community Survey**
2020-2025 City Council Strategic Results | 4/1/19 - 12/31/21



By 12/23, launch a citywide resilience collaborative sharing resources, building partnerships and ensuring community ownership of meeting identified resilience targets

Description

The City Council identified community resilience as a priority strategic result in 2019, initiating crucial steps to identify whole-community strategies to increase the City's ability to withstand, recover, and thrive in the face of unexpected disasters, shocks or stresses.

A key strategic result on our resilience journey is the launch of a city-wide resilience collaborative. This collaborative will ensure community ownership of meeting identified resilience goals and targets now and in the future.

Significance

Being able to withstand, recover, and thrive in the face of future shocks and stresses is a cornerstone of our community vision. As a result, City teams and City Council have committed to taking creative, proactive steps to increase the resilience of our community.

We understand that a successful, sustained response to our resilience challenges will require a proactive, whole-community approach. This means that in addition to our internal resilience planning and implementation activity, we are also committed to partnering with our residents, business owners, and other local stakeholders to build capacity across our diverse body of community members.

An important element of building our capacity is the launch of a city-wide resilience collaborative to ensure whole-community ownership over meeting identified resilience targets.

Analysis

The Resiliency Taskforce that was initiated by AEDA and the Chamber of Commerce in response to COVID-19 is working as a collaborative for our local business community. This is a great jumping off point for the citywide collaborative and preliminary discussions are being held with AEDA regarding expanding the collaborative.

The CU Denver Business School provided actionable recommendations to carry the Resiliency Taskforce forward, and these will be incorporated into the discussions about the citywide Resilience collaborative in 2021.

The Leadership and Recovery teams continue their work of checking in on the disaster recovery support functions to address the needs of the community as a whole in response to COVID-19.

The team was unable to accomplish the milestone of developing a municipal resilience strategy in 2020 due to COVID-19 and would like to extend the milestone end date to December 2021.



Q4-20



By 12/20, develop a municipal resilience strategy to prepare and adapt for the urgent threat of changing environment and resources
2020-2025 City Council Strategic Results | 4/1/19 - 12/31/20



By 12/20, in alignment with established recovery Principles, the city will provide services with necessary modifications while remaining agile and able to respond to changing circumstances related to the COVID-19 pandemic

Description

From the start of the City of Arvada's response to the COVID-19 health crisis, planning for recovery has been an important piece. A Recovery Team was established early on, and now the City is beginning first phases of recovery, including the phased re-engagement of in-person services. This strategic result will provide a resource for tracking some key pieces of the City's work in recovering from the health and economic challenges associated with COVID-19.

The City's approach includes a long-term focus on recovery while remaining agile to respond to changing circumstances. We know that we will be operating in the new normal for an indefinite period. We will continue to follow state and county health guidelines as we work to reopen our community. Additional communications and engagement considerations will be included as well.

The Leadership Team also acknowledges that significant, ongoing recovery work will continue well beyond the timeframe of this strategic result. Having this result established, however, will provide some much needed tracking for our initial efforts to respond to and recover from this pandemic.

Significance

Situation - COVID-19 is a novel virus that can create rapidly spreading, dangerous outbreaks of respiratory illness. It is spread by respiratory droplets, close contact (within six feet) and transfer from contaminated surfaces.

It is assumed that:

- COVID-19 will continue to circulate and present a public health risk in our community and our workplace.

- Practical measures may enable us to restore most City operations and services.
- Some services may not be restored until greater community immunity has been established or a vaccine becomes available.
- We can greatly reduce, but not completely eliminate the risk from our workplace and our community.
- Recurrent outbreaks are likely over the next few years.
- Monitoring, testing, contact tracing, and preparedness will continue to improve our capacity to manage future outbreaks.

Considerations

It is imperative that we recognize the COVID-19 virus will remain present and persistent in our workplace and community for an extended period of time. Public health officials predict COVID-19 will impact individuals and communities until a vaccine or immunity is developed. Therefore, we must protect our workforce, guests, environment, and facilities proactively.

This will be accomplished through guidelines and procedures the City's leadership team will develop and implement.

The Community Resilience Coordinator will collaborate with the Leadership Team and will continually assess the public health environment and provide recommendations about the phased return to work and on-going functions the City provides to the organization, City Council, Community, Boards and Commissions, Guests, and other individuals and groups. By constantly monitoring and evaluating our changing environment, this strategic result will assist us in being agile with the ability to modify milestones in order to meet the changing conditions and environment.



By 8/20, all work systems will have completed work plan reviews

2020-2025 City Council Strategic Results | Completed 3/1/21



By 12/20, CARES funding will be fully utilized to support the community and City operations

2020-2025 City Council Strategic Results | Completed 2/28/21



By 7/20, develop and implement a framework for remote work including policy updates, equipment needs, and performance metrics

2020-2025 City Council Strategic Results | Completed 3/1/21



By 9/20, present a 2-year budget and 10-year financial plan that accounts for the effects of COVID-19

2020-2025 City Council Strategic Results | Completed 2/28/21

Analysis

Q4-20

Throughout 2020, we continued to live our organizational mission of being dedicated to delivering superior services to enhance the lives of everyone in our community. Our organizational values of innovation, passion, and opportunity served us well as we worked in a collaborative and strategic manner to ensure our employees had the resources they needed to make sound decisions. Diverse teams collaborated to create a comprehensive strategy for recovery from the COVID-19 pandemic. This strategy included the development of the following principles for recovery which continue to guide us in resuming in-person services and achieving long-term recovery:

- The health, safety, and well-being of our community and employees is our top priority.
- Economic recovery of our community and organization is critical to long-term recovery.
- Facilities will reopen in phases with extreme caution, and care, while acknowledging risk.

- Implement nimble and flexible plans and decisions for ever evolving circumstances.
- Work collaboratively and remain aligned as a team in our recovery efforts.
- Follow the advice of state and local health experts.
- Involve the community in the recovery process, including seeking to understand varying comfort levels and abilities to embrace change.

Along with our principles, we made ongoing communications to all stakeholders a priority throughout our planning and decision-making process. Our overall communication themes included a long-term focus on recovery, while remaining agile to respond to changing circumstances. It was important for us to acknowledge that we would operate in this new normal for an indefinite period of time, and we needed to commit to following state and county health guidelines as we navigated working in this new environment. To date, we are still committed to the health, safety, and well-being of our employees and our community. Overall, we have been quite successful in continuing to deliver needed services in a timely and effective manner.





REPORT TO CITY COUNCIL

AGENDA ITEM
2.C.

TO: THE HONORABLE CITY COUNCIL

DATE: March 22, 2021

SUBJECT: Staff Updates

Report in Brief

The purpose of this workshop is for staff to provide City Council with brief updates on projects and issues that do not require a full workshop.

Prepared by:

Janet Newman, Administrative Specialist

Reviewed by:

Approved by:

Enclosure, exhibits & attachments required to support the report