CITY OF ENGLEWOOD
STRATEGIC PLAN

2022-2025
Updated in May 2024

CITY OF Englewood

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ABOUT THE STRATEGIC PLAN

The City of Englewood Strategic Plan provides a long-term strategic vision for the city, organized into outcome areas, goals, key projects, projects in development and performance metrics. At an annual retreat in January 2024, Council provided staff with direction on modifications to the strategic plan to ensure that focus areas match to areas of community interest and focus.

- **OUTCOME AREAS**: High-level, visionary outcomes that the city hopes to achieve

- **GOALS:** More specific, measurable (through projects and performance metrics) areas that the city hopes to achieve which connect to each outcome area

- **KEY PROJECTS:** Discreet, one time initiatives that the city hopes to complete within one year which move the city closer towards achieving goals and eventually outcomes

- **PROJECTS IN DEVELOPMENT:** Projects that focus on determining, through study and research, whether an initiative is feasible. Often, projects in development later become key projects.

- **METRICS:** Measurements used to determine whether existing initiatives are efficient and effective in working towards the achievement of key projects

Outcome Area Priorities

At their retreat in January 2024, Council ranked the eight outcome areas of the plan in terms of priority:

1. Infrastructure
2. Safety
3. Transportation
4. Economy
5. Governance
6. Community Engagement
7. Sustainability
8. Community Wellbeing

PLUG-IN PLANS

Like many cities, the City of Englewood develops detailed plans focused on specific functional areas, such as a library strategic plan or facilities and asset management plan. These plans include specific projects and initiatives designed to move the city forward in an identified area and "plug in" to the strategic plan by connecting into strategic plan outcomes and goals. As you navigate the strategic plan, look for this icon ⚡ to identify whether there is a more detailed plan for that functional area. A directory of active plug-in plans, with links to the documents, will be posted on the city's strategic plan website.

OUTCOME AREA	GOAL	PLAN
Community Wellbeing	Lifelong Learning	Englewood Public Library Strategic Plan (in development)
Community Wellbeing	Homelessness Services and Mitigation	Tri-Cities Homelessness Plan of Action
Economy	(All)	Economic Development Plan
Infrastructure	Sewer Infrastructure	South Platte Renew (SPR) Master Plan
Infrastructure	Sustainable Infrastructure Funding	20-year Utilities Financial Plan
Infrastructure	Effectively Manage Assets	5-Year Facilities and Maintenance Asset Management Plan
Infrastructure	Vehicular Infrastructure	2023-2024 Snow Plan
Infrastructure	Vehicular Infrastructure	Streets Maintenance Plan
Governance	Employee Engagement	Part-Time Employee Engagement Plan

STRATEGIC PLAN OUTCOME AREAS

All key projects, projects in development, and performance metrics are organized into one of eight outcome areas.

INFRASTRUCTURE

A city that proactively and in a cost-effective manner invests in, maintains, improves and plans to protect its infrastructure

SAFETY

A city that protects and serves the community and its people with professionalism and responsiveness

TRANSPORTATION

A city that invests resources, in a cost-effective manner, into maintaining and improving transportation options for all modes with a focus on safety

ECONOMY

A city that retains and supports existing businesses while attracting and promoting new business ventures

GOVERNANCE

A city government that serves the community by being efficient, effective, accountable and adaptable

COMMUNITY ENGAGEMENT

A city, through events, programs, and communication, focuses on engaging all community members as valued members of the Englewood community

SUSTAINABILITY

A city that stewards its resources for the benefit of current and future generations

COMMUNITY WELLBEING

A city that provides satisfying opportunities for the vitality, enrichment, welfare, and happiness of the community

INFRASTRUCTURE

A city that proactively and in a cost-effective manner invests in, maintains, improves and plans to protect its infrastructure

Over the last several years, the City made a commitment to invest in infrastructure and to share the importance of protecting and investing in infrastructure with the community.

How will we know we are succeeding?

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Overall quality of the transportation system in Englewood	89%	87%	66%	72%	=
Traffic flow on major streets	69%	59%	60%	58%	=
Ease of travel by bicycle in Englewood	67%	65%	65%	57%	=
Ease of walking in Englewood	75%	76%	72%	65%	=
Street repair	50%	50%	35%	25%	↓
Overall quality of the utility infrastructure in Englewood	N/A	N/A	47%	40%	↓
Quality of drinking water	40%	35%	36%	30%	↓
Overall quality of sewer services	71%	65%	59%	58%	↓
Stormwater management	66%	63%	50%	58%	↓

Other outcome metrics:
• Reduce the number of structures at risk of flooding in a 25-year storm event by 20%

INFRASTRUCTURE GOALS

1. Reduce the Risk of Flooding

Enhance and update planning, processes and projects to reduce the risk of flooding based on current studies and analysis

Key Projects

Project	Purpose	Expected Delivery Date
Complete the southern half of the city-wide small storm sewer system cleaning	To better understand challenges facing this portion of the small sewer system	Quarter 4
Clean and televise the southern portion of the large stormwater system	To better understand stormwater system challenges	Quarter 3
Update stormwater storyboard on city's website with projects on a quarterly basis	To inform the public of stormwater projects	Quarter 4
Completion of stormwater master plan updates	To ensure a comprehensive and effective framework for managing stormwater infrastructure in future years	Quarter 3
Partner with Mile High Flood District to complete the dry creek flood hazard area delineation study	To better understand issues related to the dry creek flood hazard area	Quarter 2
Complete construction of the South Englewood Storm Sewer Outfall project	To improve the city's stormwater system	Quarter 4

2. Sewer Infrastructure

Proactively, in a cost-effective manner, invest, maintain, improve and plan to protect sewer infrastructure

Metrics

- Percent of biochemical oxygen demand removal throughout the plant (treatment process effectiveness)
- Voluntary incentive program for nutrient reduction (lbs. of nitrogen and phosphorus removed)
- Road mile equivalent of cleaned biogas and tons of CO_2 diverted from atmosphere

Key Projects

Project	Purpose	Expected Delivery Date
Implement results of 2019 sewer master plan and begin the process of updating the master plan	To continue to implement recommendations of the master plan	Quarter 4

PLUG-IN PLAN - Implement the 2024 revised SPR Master Plan
Purpose: To implement reccomendations of the 2024 SPR Master Plan

3. Sustainable Infrastructure Funding

Work towards a long-term strategy to improve investments in infrastructure for sustainable solutions

Metrics
- 80% of capital projects completed within the project budget

Key Projects

Project	Purpose
Close on city revolving fund through State Revolving Loan Fund (grant and loan)	To secure needed funding for infrastructure investments

Project	Purpose	Expected Delivery Date
Continue to apply for Arapahoe County Open Space grants, specifically for Bates-Logan Park	To seek out additional funds to improve parks infrastructure	Quarter 2
Secure funding through FEMA for storm-related potholes and damage	To obtain funding for emergencies to minimize the impact on city funds	Quarter 2
Pursue state, local and federal grant and loan opportunities as appropriate	To obtain funding and loans to assist with infrastructure funding	Quarter 4
Continue to review rate studies	To ensure rates are fair while supporting needed infrastructure investments	Quarter 4
Develop and implement, if approved, Broken Tee (golf) financial plan	To provide a quality golf experience at affordable prices	Quarter 2
Utilization of $60.5 million secured through Water Infrastructure Finance and Innovation Act (WIFIA) loan	To utilize received funding to implement infrastructure investments	Quarter 4
Work to review and improve contract processes for infrastructure-related contracts	To maximize efficiencies, revenue and value	Quarter 4
Utilize Xcel grants for electric vehicle (EV) charging stations	To meet EV goals and provide a service to community members	Quarter 3
Implementation of $426K awarded by State of Colorado PFAS grants	To protect the city's water supply	Quarter 4

4. Effectively Manage Assets
Develop and implement processes and plans to clearly identify, track and maintain assets

Metrics
- Respond to all citizen complaints with an acknowledgement within two business days
- Complete 80% of all work requests received from citizens within fifteen business days
- Percent of city-owned assets included in asset management system

Key Projects

Project	Purpose	Expected Delivery Date
Implement replacement of asset management software in Utilities and SPR	To improve asset management and long-term financial sustainability	Quarter 4
Implement asset management software for Parks, Public Works and Facilities	To effectively manage assets through improved tracking using a new software	Quarter 4

5. Drinking Water Infrastructure Resiliency
Proactively in a cost-effective manner Invests, maintains, improves and plans to protect water infrastructure

Metrics
- Number of hydrants maintained
- Number of sewer lines jet-flushed (LF)
- Number of sanitary sewer overflows (SSOs)
- Number of waterline breaks
- Number of valves exercised

Project	Purpose	Expected Delivery Date
Continue to add improvements related to water taste, odor and hardness	To improve water quality available to the community	Quarter 4
Construct and connect interconnections with Denver Water	To increase water system resiliency through emergency back-up water supply through connection to Denver Water distribution system if system emergency arises	Quarter 3
Complete city-ditch piping	To improve water taste and odor and the water system's reliability and safety	Quarter 4
Implement advanced meter infrastructure (AMI)	To improve the ability to collect accurate usage data to improve billing, leak detection and water resource management	Quarter 4
Install meters to eliminate flat rate accounts	To promote operational efficiency and ensure equitable fees	Quarter 4
Complete Allen Water Treatment Plant capital improvements	To ensure the physical plant and systems support the needs of the system	Quarter 4
Fully implement new utility billing software	To optimize billing efficiency and improve customer experience	Quarter 2
Complete waterline replacement	To maximize the long-term sustainability of the city's water system	Quarter 4
Develop and implement comprehensive Capital Improvement Plan	To develop a long-term plan for the city's water system	Quarter 4
Assist with the removal of lead pipes	To mitigate risks of potential lead exposure	Quarter 4

PROJECT HIGHLIGHT

Implementation of State of Colorado PFAS grants

Englewood is taking proactive measures by voluntarily sampling for PFAS in our drinking water, even though these chemicals are currently unregulated. While the EPA has established health advisories and defined minimum reporting levels to ensure consistency in public information, in July 2024, the city will commence monitoring PFAS under the Unregulated Contaminant Monitoring Rule (UMCR) in anticipation of forthcoming EPA PFAS regulations expected in 2026.

The results from UCMR testing will be made available to Englewood Utilities customers through the annual Consumer Confidence Report (water quality report) starting in 2025. To further address PFAS concerns, the City of Englewood's Utilities Department has been granted a total of $426,000 from the Colorado Department of Health and Environment. These funds will support a pilot study on PFAS treatment and facilitate expanded sampling and analysis of PFAS in the South Platte River watershed during 2024-2025.

SAFETY

A city that protects and serves the community and its people with professionalism and responsiveness

The safety of a community, including actual safety and the perception of safety, is critical to ensuring the overall wellbeing of our community. In the summer of 2020, after the brutal death of Mr. George Floyd at the hands of an officer of the Minneapolis Police Department, the Englewood Police Department and the City of Englewood set in motion a comprehensive review of policing policies and procedures. Building on a history of innovations in policing, the review process included a community townhall and survey and the development of a Police Reform Task Force. All of the recommendations of the task force are included in the strategic plan, as well as other initiatives designed to ensure the safety of our community.

How will we know we are **succeeding?**

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Overall feeling of safety in Englewood	66%	62%	56%	43%	↓
Crime prevention	63%	51%	50%	35%	↓
Police services	76%	78%	60%	61%	↓

SAFETY GOALS

1. Responding to Emergencies

Effectively prepares for and responds to large scale emergencies through constantly reviewing response times and establishing policies to lower response times

Metrics

- **Percent of staff meeting Federal Emergency Management recommended training requirements**
- **Number of people signed up for ArapAlerts**
- **% of 911 calls answered within the national standard**
- **Patrol response time to Priority 1 calls for service (in progress crimes against persons, danger of bodily injury etc…)**
- **Median time of 911 call received to first unit arrived for auto calls**
- **Median time of 911 call received to first unit arrived for EMS calls**
- **Median time of 911 call received to first unit arrived for structure fire calls**

Key Projects

Project	Purpose	Expected Delivery Date
Develop a roster of personnel to lead and staff each section of an emergency operations center	To adequately prepare for the use of an emergency operations center	Quarter 3

2. Public Safety Services

Invest in high-quality policing and other public safety services

Metrics

- **Case clearance rate (patrol and investigations)**
- **Annual overall crime rate and percent change from previous year**
- **Annual property crime rate and percent change from previous year**
- **Annual number of auto thefts and percent change from previous year**
- **Police department staffing levels (percentage)**

3. Building and Place Safety

Ensure the safety of public buildings and spaces

Metrics

- **Percentage of City staff trained in "Standard Response Protocol"**

Key Projects

Project	Purpose	Expected Delivery Date
Implement staff safety committee and recommendations made by the committee	To engage staff in ensuring the safety of employees, visitors and city facilities	Quarter 4
Complete police sub-station in the Civic Center	To provide a space for police to work in the Civic Center	Quarter 2
Complete camera upgrades at the Civic Center	To increase safety	Quarter 3

Projects in Development

Project	Purpose
Develop a Crime Prevention by Environmental Design (CPTED) tip sheet for new buildings in the city	To assist private land owners in implementing designs and layouts designed to prevent crime

4. Innovate in Policing

Review best practices from other cities and continuously innovate by having an annual goal of implementing new best practices

Metrics

- **Average number of training hours per year, per officer**
- **Number of victims contacted at the time of victimization**
- **% of victims contacted within two business days by Victims Assistance**

Key Projects

Project	Purpose	Expected Delivery Date
Complete Flock camera implementation using funds allocated in the 2024 budget	To improve public safety through updated technological strategies	Quarter 2
Expand drone program and continuously assess for opportunities to improve efficiency	To promote engagement between safety services and the community	Quarter 4

Projects in Development

Project	Purpose
Implementation of police resource case manager program	Tow improve alternative policing opportunities and assistance to those needing it

5. Policing Policies and Legitimacy

Collect data on and make recommendations related to policing policies and keeping and building trust and confidence within the community

Key Projects

Project	Purpose	Expected Delivery Date
Develop and implement strategies that focus on officer safety	To focus on protecting the safety of police officers	Quarter 4
Compile annual report on use of force for internal and external communication	To transparently report on data related to use of force	Quarter 1
Review and update Lexipol Manual	To ensure policies and procedures are up to date	Quarter 2

6. Safety Communications

Increase awareness by effectively communicating safety-related messaging to the community

Metrics

- **Number of neighborhood meetings with law enforcement/code enforcement presentations**
- **Number of social media posts on Police Department platforms**

Key Projects

Project	Purpose	Expected Delivery Date
Develop new and innovative strategies to communicate information on incidents in the city	To ensure the community is provided with accurate information in a timely manner regarding incidents in the city	Quarter 4
Post weekly crime stat updates on social media	To provide transparent data to the community	Quarter 4

PROJECT HIGHLIGHT

Establish specific events and programs to engage the community in strategies to be safe and reduce crime

In 2022, the Englewood Police Department began a series of new programs, initiatives, and events designed to engage community members in safety strategies and ultimately reduce crime. The Graffiti Paint Out is a joint effort between the Police Department and the community to eliminate graffiti and to prevent it from occurring in the city, and the department also launched a graffiti alert system designed to ensure concerned community members are informed of recent graffiti incidents. Defense classes are held throughout the year, which consist of both verbal and hands-on instruction, and the Citizen's Academy is a nine week program of classroom instruction and hands-on experience designed to provide community members with a better understanding of the functions of the Englewood Police Department.

TRANSPORTATION

A city that proactively and in a cost-effective manner invests in, maintains, improves and plans to protect its infrastructure

Over the last three years, the City of Englewood made a commitment to invest in its infrastructure and to share the importance of protecting and investing infrastructure with the community. This includes investment in transportation, water, stormwater and sewer, and the acceptance of significant grant funding to further these projects.

How will we know we are succeeding?

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Overall quality of the transportation system in Englewood	89%	87%	66%	72%	=
Traffic flow on major streets	69%	59%	60%	58%	=
Ease of travel by bicycle in Englewood	67%	65%	65%	57%	=
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Overall quality of the utility infrastructure in Englewood	N/A	N/A	47%	40%	↓
Quality of drinking water	40%	35%	36%	30%	↓
Overall quality of sewer services	71%	65%	59%	58%	↓
Stormwater management	66%	63%	50%	58%	↓

Other outcome metrics:
• Reduce the number of structures at risk of flooding in a 25-year storm event by 20%

• Reduction in city vehicle fuel usage
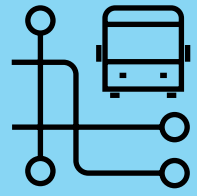
TRANSPORTATION GOALS

1. Transportation Safety

Through collaboration and thoughtful investment, and strategic planning, aim for a goal of zero transportation-related fatalities and serious injuries

Key Projects

Project	Purpose	Expected Delivery Date
Review dangerous intersections as part of the Englewood Transportation Advisory Committee (ETAC)	To engage community members in identifying traffic safety challenges	Quarter 4
Complete Walkability Maps for three schools	To provide Englewood Public School students and their families with safe paths to getting to and from school	Quarter 2
Work towards completion of the Neighborhood Traffic Calming Program	To improve traffic safety across the City	Quarter 4
Institutionalize Vision Zero through the establishment of an internal committee	To review crash data and make recommendations to implement changes	Quarter 4
Partner with the Englewood Public Schools to develop and share Safe Routes to School and on transportation safety enhancements	To strengthen partnerships to support safe routes to school for Englewood Public School students	Quarter 4
Engage with the public regarding transportation safety enhancements through public events such as Neighborhood Nights	To promote education and engagement related to self driving and transportation	Quarter 4
Perform engineering reviews at traffic fatality and high collision intersections	To identify risk factors	Quarter 4

Develop and implement infrastructure policies	To reduce traffic fatalities and serious injuries	Quarter 4
Utilize crash and other transportation data	To evaluate and promote safe speeds	Quarter 4
Create a culture of transportation safety through communication and marketing campaigns	To engage and educate community members on ways to be safe while in transit	Quarter 4
Review and strengthen traffic safety enforcement policies and practices	To promote safe driving and traffic practices	Quarter 4

Metrics

• Annual number of accidents at targeted high-accident locations and percent change from previous year

2. Multi-Modal Transportation

Ensure access and increased opportunities for multi-modal transportation

Metrics

• Increase in ridership on the Englewood Trolley

Key Projects

Project	Purpose	Expected Delivery Date
Partner with the Englewood Transportation Advisory Committee to conduct a feasibility study and develop a report	To determine the feasibility of a scooter pilot program in Englewood	Quarter 4
Implement components of Walk- and Wheel Plan	To improve multi-modal transportation options	Quarter 4
Provide wayfinding and placemaking elements such as creative crosswalks in commercial areas	To improve traffic safety across the City	Quarter 4
Institutionalize Vision Zero through the establishment of an internal committee	To review crash data and make recommendations to implement changes	Quarter 4
Partner with the Englewood Public Schools to develop and share Safe Routes to School and on transportation safety enhancements	To improve wayfinding options	Quarter 4
Development and implementation of parking plan	To provide clarity and transparency around parking options and programs	Quarter 4

Continue participation with South Platte Working Group	To consider redevelopment of Mary Carter Greenway and other regional trail opportunities	Quarter 4

Projects in Development

Project	Purpose
Explore long-term funding options for the Englewood Trolley with the DDA	To work towards long-term sustainability of the program

3. Vehicular Infrastructure
Invest in maintaining transportation infrastructure and modifying it

Key Projects

Project	Purpose	Expected Delivery Date
Complete the Dartmouth Bridge Widening Project	To mitigate traffic challenges	Quarter 3
Determine feasibility of construction on US 285/ Broadway interchange	To determine whether this project is feasible and cost effective	Quarter 1
Construct the Oxford Pedestrian Bridge	To improve pedestrian access	Quarter 3
Finalize Broadway and Old Hampden Complete Streets Project Design	To improve access in the corridor	Quarter 4
Complete twice a year street sweeping of all major city streets twice a year	To ensure streets are clean and well maintained	Quarter 3

PLUG-IN PLAN - Complete the work of the 2023-2024 Snow Plan
Purpose: To work towards road safety during winter weather
Expected Delivery Date: Quarter 3

PLUG-IN PLAN - Complete projects and initiatives included in the Streets Maintenance Plan
Purpose: To maximize resources to sufficiently maintain roads in Englewood
Expected Delivery Date: Quarter 4

4. Connected and Clean Transportation
Increased access to multimodal transportation options, and ensuring most needs are met within a travel distance of 15 minutes

Metrics

- New miles of non-motorized trails and paths
- Have 50 employees log one green commute via the ENGLER.I.D.E. program by the end of 2024

Key Projects

Project	Purpose	Expected Delivery Date
Participate in feasibility and detailed planning, involving the public, for a greenway multimodal path involving Little Dry Creek through the downtown area	To improve transportation and recreation opportunities	Quarter 4
Study different options for increasing alternative transportation and micromobility in areas within Englewood	To consider providing transportation options in areas lacking amenities such as bus and train stops to increase connectedness and efficiency	Quarter 4
Fully implement new employee green commute program, EngleR.I.D.E.	To provide a benefit for sustainable commutes and encourage reduction of carbon emmissions	Quarter 4

PROJECT HIGHLIGHT

Institutionalize Vision Zero through the establishment of an internal committee

First implemented in Europe in the 1990s, Vision Zero is a comprehensive approach to significantly reducing, and eventually eliminating, severe injuries and fatalities related to traffic by focusing on education, engineering, and enforcement. In 2019, the Denver Regional Council of Governments (DRCOG) began work on a regional approach to Vision Zero by interviewing residents from around the region on topics related to traffic safety. The regional standard adopted by DRCOG focuses on a safe system with six principles: (1) Deaths and serious injuries are unacceptable; (2) Humans make mistakes; (3) Humans are vulnerable; (4) Responsibility is shared; (5) Safety is proactive; (6) Redundancy is crucial. The city is working to develop a plan to institutionalize the regional approach to vision zero in the city by focusing on traffic calming (engineering); partnering with the Police Department on enforcement at high accident locations, school zones, and special traffic problem areas; and partnering with the Englewood Public Schools and the city's communications department to engage community members in traffic safety (education)

ECONOMY

A city that that retains and supports existing businesses while attracting and promoting new business ventures

The City of Englewood includes many local businesses, ranging from the Broadway corridor to the Wellness District to CityCenter. During the pandemic, Englewood's businesses persevered with diligence, innovation and grit. The city provided a series of grant programs to support local business during this incredibly challenging time.

How will we know we are succeeding?

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Overall economic health of Englewood	47%	50%	52%	47%	↓
Economic development	58%	50%	51%	45%	=
Variety of business of service establishments in Englewood	N/A	N/A	55%	65%	=
Vibrancy of downtown/commercial area	47%	38%	52%	52%	=
Englewood as a place to work	63%	56%	58%	55%	=
Employment opportunities	30%	34%	35%	44%	=

ECONOMY GOALS

1. Commercial Corridor Vibrancy
Support the vibrancy of commercial districts throughout the city and maintains regular interactions with constituents on desire for city offerings

Metrics

- Number of larger (businesses with more than 12 full-time employees) that locate to Englewood

Key Projects

Project	Purpose	Expected Delivery Date
Continue to collaborate with the Englewood Downtown Development Authority on planned improvements in the Old Hampden and South Broadway corridors	To maintain collaborative partnerships and continue to improve Old Hampden and South Broadway corridors	Quarter 4
Execute intergovernmental agreement (IGA) with RTD, and contract with MV Transportation to include improvements such as expansion of hours and days of service and vehicle types	To address community needs by improving public transportation accessibility and increase service effectiveness	Quarter 3
Coordinate small business initiatives with the Greater Englewood Chamber of Commerce, per agreement between the chamber and the city	To support Englewood small businesses	Quarter 4
Develop a strategy to address safety perceptions in commercial corridors	To increase safety in commercial corridors	Quarter 2
Update business license application to include number of employees at a business	To better understand the local economic conditions with increased accuracy	Quarter 2

2. CityCenter Redevelopment
Select a new development partner for CityCenter or select alternative transaction structures

Key Projects

Project	Purpose	Expected Delivery Date
Plan and execute, and refine existing communications campaign related to the future redevelopment of CityCenter	To better inform the community about updates to the redevelopment process	Quarter 4
Select and/or work with a new development partner for CityCenter	To move forward with exploring options for CityCenter development	Quarter 4

3. Business Retention
Develop, implement and maintain programs designed to retain businesses in Englewood

Metrics

- Number of meetings with vacant property owners and brokers to assess options
- Report commercial vacancy rates for office, industrial and retail spaces in Englewood

Key Projects

Project	Purpose	Expected Delivery Date
Conduct annual small business workshops in partnership with the Small Business Development Center Network (SBDC) and Greater Englewood Chamber of Commerce (GECC)	To promote education on available resources among Englewood small businesses	Quarter 4
Establish Open Rewards/ similar program to provide incentives to patrons of local businesses	To promote Englewood restaurants	Quarter 3
Continuation of Eat, Enjoy, Explore campaign	To support Englewood small businesses	Quarter 4
Promote new and existing local businesses in the Englewood Magazine	To promote Englewood businesses	Quarter 4

4. Business Recruitment
Develop and implement projects and initiatives to recruit businesses to locate in Englewood

Key Projects

Project	Purpose	Expected Delivery Date
Develop business recruitment leads in the monthly coordination meeting between the City of Englewood and the Greater Englewood Chamber of Commerce and the Englewood Downtown Development Authority	To bring more businesses to Englewood	Quarter 4

Projects in Development

Project	Purpose
Partner with economic partners to develop the concept for a food co-op in Englewood	To explore a food co-op to address the needs of the community

5. Business Climate
Ensure a pro-business climate

Metrics

- Number of new businesses
- Number of building permits issued
- Vacancy rates for commercial space (office, retail, and industrial)
- Valuation of building permits issued
- Percent of building inspections performed within 36 hours of request
- Percent of zoning enforcement actions completed within 30 days
- Percent of development plan reviews completed within 30 days from application
- Number of in-person customer feedback sessions with economic development program clients
- Percent of small business grant recipients located on South Broadway

Key Projects

Project	Purpose	Expected Delivery Date
Post consistent stories and make updates to Englewoodinvests.com including exploration of a possible rebrand	To strengthen community enagement and adapt to evolving communication trends	Quarter 2

Implement strategies and recommendations outlined in the Economic Development Strategic Plan	To guide the City's economic development programs, policies, and allocation of resources for the next 5 to 10 years	Quarter 3
Amend event and food truck permitting processes	To better serve the community by clarifying which permits are needed for various events	Quarter 3

Projects in Development

Project	Purpose
Explore the creation of an ordinance to regulate vacant space and eliminate vacancy fees	To encourage responsbile land use and promote a positive business climate

6. Job Training and Workforce Development
Supporting programs to support job training and workforce development

Key Projects

Project	Purpose	Expected Delivery Date
Continue and monitor existing job training programs and host at least two job fairs with economic partners	To support community members in search of work and aid businesses in employee recruitment	Quarter 4

PROJECT HIGHLIGHT

Implement strategies and recommendations outlined in the Economic Development Strategic Plan

Adopted in November 2022, the Economic Development Strategic Plan outlines a comprehensive framework to guide economic development initiatives over the next 5 to 10 years. The purpose of the plan is to inform the city's programs, policies, and resource allocation, and recommends specific roles for both the City and its economic partner organizations in implementing the proposed strategies. The plan details strategies with a focus on local business support, infill and redevelopment, and place-based initiatives. Considering Englewood's context, the plan acknowledges the importance of redevelopment in shaping the city's growth and evolution. The plan is organized into six chapters, covering demographic and economic trends, the current economic development structure, strengths/weaknesses/opportunities analysis, recommended strategies and actions, and an action plan with prioritized short, medium, and long-term goals.

GOVERNANCE

A city government that serves the community by being efficient, effective, accountable and adaptable

The governance section is also known as the city's Blueprint for Organizational Success, designed as the internal component of our strategic plan to create a culture of organizational excellence. The blueprint provides detailed goals and projects for the city to accomplish.

How will we know we are succeeding?

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Overall confidence in Englewood government	56%	47%	44%	45%	=
Overall direction that Englewood is taking	60%	61%	56%	51%	=
Value of services for the taxes paid to Englewood	55%	52%	53%	44%	=
Being open and transparent to the public	N/A	N/A	50%	49%	=
Informing residents about issues facing the community	N/A	N/A	50%	51%	=
Overall customer service by Englewood employees	68%	69%	67%	68%	=
Quality of services provided by the City of Englewood	72%	74%	64%	N/A	=

GOVERNANCE GOALS

1. Recruitment and Retention
Develop and implement innovative strategies to recruit talent

Key Projects

Project	Purpose	Expected Delivery Date
Create a process to conduct stay interviews	To understand why employees choose to stay with the city, and identify areas for improvement	Quarter 4
Review and revise existing recruitment policies and procedures	To ensure consistency and efficiency in the recruitment process	Quarter 4

Projects in Development

Project	Purpose
Consider the establishment of a committee focused on employee recognition	To develop formal strategies to recognize employees
Evaluate strategies to encourage more Englewood residents to apply for and accept jobs with the city	To encourage Englewood residents to consider working for the City of Englewood

2. One Mission
Clear, unified and integrated mission, vision and values

Metrics

- Number of best practices identified from other cities
- Percent of strategic plan projects with quarterly updates
- Percent of strategic plan projects that include more than one department

Key Projects

Project	Purpose	Expected Delivery Date
Create an internal staff committee to focus on integrating mission, vision and values statements into the work of the city	To ensure that all employees are aware of and engaged in the use of the city's mission, vision and values statements	Quarter 2
Purchase materials to share with employees, including new hires, that are branded with the City's mission, vision and values	To promote mission, vision and values statements to new employees	Quarter 2

Projects in Development

Project	Purpose
Research other organizations that are doing this successfully and identify best practices	To ensure that Englewood is aware of and working to implement best practices

3. Revenue and Finance
Varied and sustainable approaches to revenue

Metrics

- Percent of tax payments received on time

Key Projects

Project	Purpose	Expected Delivery Date
Complete review of existing procurement policy and procedures as well as contract processes and make modifications if approved by Council	To increase efficiencies in procurement processes	Quarter 2
Prepare and maintain five-year forecasting for the general fund	To prepare budgets that request expenditures based on revenue forecasts	Quarter 3
Partner with outside tax advisory and audit services to identify sales and use taxes from local, outside and internet sales	To ensure tax compliance	Quarter 4

4. Tools and Technology
Updated, innovative and accessible tools and technology

Metrics

- Number of trainings offered and % of staff trained
- Number of support requests received
- Number of computers and monitors
- Percent of support requests received within four hours
- Percent of employees that complete cyber security training

Key Projects

Project	Purpose	Expected Delivery Date
Finish development and begin implementation of the City of Englewood Technology Plan	To develop a long-term vision of how technology can support city goals and projects	Quarter 3
Create a service brochure and intake form for data and analytics projects	To improve employee awareness of data and analytics tools	Quarter 3
Create a governance structure around form use and management	To provide structure around how forms are utilized and managed	Quarter 3
Establish a document governance policy	To improve governance of city systems to increase efficiencies	Quarter 4
Create an artificial intelligence governance policy	To be prepared for the use of artificial intelligence	Quarter 3
Implement digital voting system for Council meetings	To improve transparency and data collection for Council meetings	Quarter 3
Automate workflow for open requisitions, refine job descriptions, etc.	To create process efficiencies	Quarter 4

5. Diversity and Inclusion
Integrate diversity and inclusion concepts

Key Projects

Project	Purpose	Expected Delivery Date
Adopt, implement and educate employees on the DEI Plan	To provide opportunities for employees to be aware of the DEI Plan	Quarter 2

Hold and least three Lunch and Learns or trainings on DEI-related topics	To provide an opportunity for interested employees to attend DEI-related sessions	Quarter 4
Develop a glossary of common language and terms	To develop an understanding of common terms	Quarter 2

6. Policies and Procedures
Updated, accessible and useable policies and procedures that are shared with all staff members

Metrics

- Average time to respond to a citizen/applicant request related to licensing
- Percent of the city's records that have been digitized

Key Projects

Project	Purpose	Expected Delivery Date
Begin work to develop standard operating procedures (SOP) guidebook that states how policies should be interpreted and implemented	To ensure policies and procedures are correctly used and interpreted	Quarter 4
Implement a policy enforcement audit	To ensure the city is consistent in processes and practices	Quarter 4
Continue to implement the digital records system through the implementation of a communications and testing plan and update records and information management policies	To ensure records are correctly preserved and accessible	Quarter 3

7. Employee Engagement
Develop and sustain programs to engage employees and provide meaningful ways for them to engage with city events and businesses

Key Projects

Project	Purpose	Expected Delivery Date
Develop and implement a new approach to new employee orientation, including a tour of the city and city facilities	To improve the employee onboarding experience	Quarter 3

> **PLUG-IN PLAN** - Implement strategies included
> in the Part-Time Employee Engagement Plan
>
> **Purpose:** To further engage part-time employees
>
> **Expected Delivery Date:** Quarter 4

Projects in Development

Project	Purpose
Consider the establishment of an employee wellness program, consider partnering with the city's healthcare provider	To improve wellness opportunities provided to employees

8. Internal Communications
Strong, frequent and meaningful communications with all staff

Metrics

- **Quarterly meetings for all staff or managers/supervisors**
- **Number of employees trained on e-Hub/SharePoint**

Key Projects

Project	Purpose	Expected Delivery Date
Informational Videos - Create a short informational video to highlight each department, such as an overview of what each department does	To provide information on the work of each department	Quarter 3
Review current resources on the city's intranet page ("e_Hub") and ensure resources are accurate and accessible	To ensure the city's intranet is accurate and accessible for employees	Quarter 3
Create a calendar on the E-Hub that departments can update with information on their city events, programs and deadlines	To provide employees with information on upcoming city events	Quarter 3

9. Staff Training and Development
Meaningful, frequent and interesting personal and professional development opportunities

Metrics

- **Percent of supervisors who participate in supervisory training program**
- **Percent of positions filled internally**

Key Projects

Project	Purpose	Expected Delivery Date
Implement pre-supervisory academy for current employees interested in learning supervisory skills	To provide employees with skills to succeed as supervisors	Quarter 2
Hold at least 12 Lunch and Learn sessions	To provide all employees with opportunities for enrichment opportunities	Quarter 4
Create at least three unique courses for employees and publish a training catalogue with course offerings	To provide meaningful training opportunities to employees	Quarter 3

10. Safe and Inviting Workspaces
Promote safe and inviting workspaces for all city employees

Key Projects

Project	Purpose	Expected Delivery Date
Create a survey to obtain input on employee opinions of and interest in co-working spaces	To better understand employee opinions and ideas related to co-working spaces	Quarter 3
Implement tenant improvement process	To provide a fair, streamlined and efficient process for making improvements to city facilities	Quarter 2
Conduct an inventory of areas in the city without adequate lighting and develop a strategy to improve lighting	To promote employee safety through the improvement of lighting in city facilities	Quarter 3
Evaluate the feasibility of ensuring all employees, including part-time employees, have access to a locked closet/space for belongings	To ensure the security of employee belongings	Quarter 3
Improve at least one break area in city facilities	To improve facilities for city employees	Quarter 3

11. Employee Recognition
Meaningful recognition of employees

Key Projects

Project	Purpose	Expected Delivery Date
Fully implement an employee affinity group program	To encourage employee engagement	Quarter 1

PROJECT HIGHLIGHT

Create an internal staff committee to focus on integrating mission, vision and values statements into the work of the city

Beginning in late 2021, a committee of staff members created a series of focus groups and a survey, with over 150 total participants, which led to the establishment of mission, vision, and values statements for the city. The staff committee shared its recommendations with City Council and city employees, and created strategies to remind employees of and engage them in following the mission, vision, and value statements for the city. Posters with these statements are displayed throughout city facilities and all employees received a water bottle with the statements. Each month, in the employee newsletter and in staff meetings, staff members share ideas on living the values through "culture corners". Developing a committee to develop additional ideas to share these statements and engage employees will continue to work towards a culture where the mission, vision, and values statements are known, shared, and lived by all.
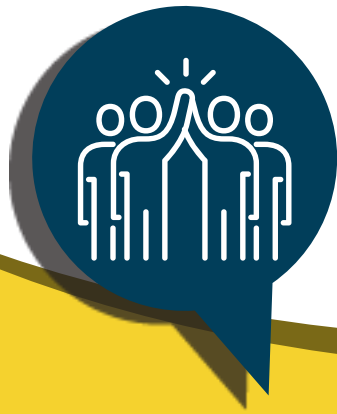
COMMUNITY ENGAGEMENT

Vibrant, engaged and connected neighborhoods as part of the Englewood community

The vibrancy of neighborhoods is a key component of any vibrant, thriving and connected community. While maintaining connections with neighbors during the COVID-19 pandemic was challenging, the City of Englewood developed a Neighborhood Resources Program to offer many fun ways to connect and celebrate neighbors. The city worked with the Historic Preservation Commission to create a citywide neighborhood map, with the goal of strengthening the Englewood communities of today while preserving the city's diverse history.

How will we know we are succeeding?

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Overall appearance of Englewood	62%	59%	52%	51%	↓
Your neighborhood as a place to live	80%	74%	73%	70%	↓
Well-designed neighborhoods	N/A	N/A	51%	45%	=
Preservation of historical or cultural character of the community	N/A	N/A	43%	N/A	↓
Neighborliness of Englewood	54%	52%	61%	48%	=
Residents' connection and engagement with their community	N/A	N/A	65%	32%	↓

COMMUNITY ENGAGEMENT GOALS

1. Communication
Ensure community and city events are shared throughout the city through a variety of methods

Metrics

- Number of video views
- Number of social media followers
- Number of email subscribers
- Number of submissions, comments and reactions the public has contributed to Englewood Engaged projects
- Number of overall visits to Englewood Engaged
- Website scores

2. Events
Host events to bring the community together and enhance sense of belonging

Metrics

- Overall participation in city-wide events

Projects in Development

Project	Purpose
Continue to work to make events accessible for people of all abilities	To improve accessibility for events
Explore potential establishment of an event to celebrate Englewood's history in carnation cultivation	To celebrate the history of Englewood and bring the community together

3. Neighbor to Neighbor Connections
Ensure neighbors are connected to one another

Metrics

- Number of mediation requests
- Number of (and dollar amount) of "Get to Know Your Neighbor" grants
- Number of registered neighborhoods or neighborhood groups
- Number of snow buddy pairs
- Number of block party trailer reservations
- Number of backyard movie kit reservations
- Number of neighborhood improvement grant applications received
- Number of neighborhood improvement grant completed projects

Key Projects

Project	Purpose	Expected Delivery Date
Contingent on budget and other constraints, develop and implement 4 neighborhood signs per year	To enhance community identity and improve wayfinding	Quarter 4
Compile annual report on use of force for internal and external communication	Adopt and implement the first year of Neighborhood Resources Strategic Plan	Quarter 1
Increase number of registered residential neighborhoods or neighborhood groups by 50%	To increase neighborhood cohesion and community involvement	Quarter 4

4. Proactive Public Safety
Building positive relationships between the community and the Englewood Police Department

Metrics

- Number of participants at events
- Number of neighborhood meetings with law enforcement/code enforcement presentations

Key Projects

Project	Purpose	Expected Delivery Date
Establish specific events and programs to engage the community in strategies to be safe and reduce crime	To educate the community on safety measures	Quarter 2
Develop and implement community events	To promote engagement between safety services and the community	Quarter 4

5. Community Engagement

Effective and deliberate community engagement that promotes meaningful connections to increase trust and service delivery

Metrics

- Number of major community engagement campaigns and their levels of engagement
- Number of community partnerships
- Number of events and # of neighborhoods that host events
- Number of external survey respondents
- Number of projects that have an established community engagement plan
- Number of projects at each engagement level
- Number of Englewood employees participating in the Englewood Ambassadors program
- Number of Polco subscribers

Key Projects

Project	Purpose	Expected Delivery Date
Ensure that at least 75% of city departments actively participate in developing and implementing a community engagement plan for each project	To encourage the use of community engagement plans	Quarter 4
Implement strategies and guidelines plan for social media	To build a positive digital reputation and prioritize outreach, information dissemination and community interaction	Quarter 2
Implement Ambassador Program, including at least four events throughout 2024	To better engage the community by providing accurate information and connection to resources	Quarter 2
Implement Youth Advisory Board, including the production of the board's first annual report and recruitment of board members	To engage the youth in the community	

6. Neighborhood Equity

Promote, invest in and celebrate neighborhoods across the city

Metrics

- % of housing units within a half-mile of a park, a transit stop and a grocery store

Key Projects

Project	Purpose	Expected Delivery Date
Hold community events at a variety of Englewood parks	To strengthen community bonds and promote social engagement within the community	Quarter 4

PROJECT HIGHLIGHT

Implement Ambassador Program

Implement Ambassador Program, including at least four events throughout 2024
The Englewood Ambassadors are a group of approximately 20 dedicated city employees who represent the City of Englewood at various community and neighborhood events, service projects, and resident-frequented locations. Ambassadors work to answer questions about City initiatives, connect with residents, and address their concerns. The role of ambassadors is crucial for bridging the gap between the City of Englewood and its residents. Given that many residents have minimal connections to the city or its staff, and staff members often face limited opportunities to engage with the community, ambassadors play a vital role in fostering meaningful connections. Addressing challenges such as suspicion and mistrust within the community, ambassadors serve as liaisons to overcome these barriers. The primary goal is to ensure that accurate information is readily available to residents and to instill trust in our organization, thereby strengthening the relationship between the city and its community.

SUSTAINABILITY

A city that stewards its resources for the benefit of current and future generations

In November 2020, staff met with city council to discuss defining sustainability, setting sustainability goals and potentially adding additional projects into the sustainability section of the strategic plan. In January 2021, council held a retreat and additional suggestions came out of a sustainability break out session. The sustainability plan is a "plug-in-plan," meaning that while it functions as a stand-alone plan, it is also the sustainability section of the strategic plan.

How will we know we are succeeding?

Increase the use of organic fertilizer by 20% over the next five years

Over the next five years, limit the use of glyphosate in programmed park areas and increase the use of organic fertilizer by 20%

Increase tree canopy on city-owned property

% reduction in paper use at the City

% of city employees engaged in sustainability (through participation in events and programs)

Percentage reduction in energy use in city-owned, commercial and residential buildings

SUSTAINABILITY GOALS

1. Built Environment and Infrastructure

Infrastructure that is built and/or operates in ways that eliminate or minimize harm to the environment and increase the health and well-being of its occupants

Key Projects

Project	Purpose	Expected Delivery Date
Reduce carbon emissions from city-owned residential and commercial buildings	To improve the environmental health of Englewood	
Assist homeowners with the removal of lead paint	To reduce community exposure to lead paint	Quarter 4
Implement improved park design through park renovation and park design	To provide access to engaging outdoor environments that contribute to overall quality of life	Quarter 4

Projects in Development

Project	Purpose
Evaluate financial model supporting sustainability and infrastructure and communicate necessary alternatives, if applicable	To ensure the stability of the financing model used for sustainability and infrastructure
Explore implementing specific chapters in the green building code focusing on construction and diversion waste	To reduce waste during construction projects

2. Water Protection

Protection of water resources, including rivers and streams

Metrics

- Percent increase of participants in the annual river and stream cleanup event

Key Projects

Project	Purpose	Expected Delivery Date
Implement strategies outlined in 2023 Water Conservation Plan	To promote water usage reduction	Quarter 4
Undertake a water usage analysis of city facilities	To better understand quanitites of water usage at city facilities	Quarter 4
Include water sustainability efforts and initiatives as part of the Parks Master Plan	To ensure consideration of water sustainability practices in recommendations outlined in the Parks Master Plan	Quarter 4
Complete sustainability key performance indicators (KPI) dashboard at South Platte Renew	To report on sustainability performance	Quarter 2

Projects in Development

Project	Purpose
Consider xeriscaping in the public right of way	To promote the reduction of water use in maintaining the city's rights of way

3. Waste and Recycling

Increase recycling and composting efforts and diversion of waste

Key Projects

Project	Purpose	Expected Delivery Date
Fully implement new model of door to door pickup of hazardous and electronic waste	To provide community members with high quality services to dispose of hazardous waste and mitigate improper disposal hazards	Quarter 4

| Implement public education and outreach around waste reduction | To decrease waste within Englewood | Quarter 4 |

Projects in Development

Project	Purpose
Prepare for 2026 State of Colorado requirement for producer responsibility program	To better understand the impacts of the program and prepare Englewood for a smooth transition
Investigate composting programs and communication strategies	To increase the accessibility and use of composting practices
Explore a composting program at all city facilities; track tonnage collected	To promote the reduction of waste at city facilities

4. Sustainable Business and Green Workforce

A community that promotes sustainable business practices and the advancement of the green workforce

Metrics

- **Number of businesses enrolled in the green business program**

Key Projects

Project	Purpose	Expected Delivery Date
Implement green business program including outreach, education, energy assessments, waste assessments and policy navigation	To encourage sustainable practices in the business community	Quarter 4
Provide assistance, through grants and technical assistance, to local businesses in meeting state mandates, such as the ban on single-use plastic bags and the pending ban on polystyrene containers	To mitigate potential negative impacts of state mandates on Englewood's business community	Quarter 4

5. Air Quality Education

Improve public health outcomes through better air quality

Key Projects

Project	Purpose	Expected Delivery Date
On an annual basis, using data collected from sensors located in the City, review air quality data and utilize data to assess programmatic changes and initiatives	To better understand environmental health in Englewood	Quarter 4
Provide education and outreach around how to stay safe during bad air quality days	To increase public awareness and education on air quality	Quarter 4
Distribute communication (one page brochure on the City's website and social media posts) around proper ventilation near gas stoves	To promote education on safe ventilation practices while using gas stoves	Quarter 1

Projects in Development

Project	Purpose
Investigate education and outreach around bad indoor air quality identification and prevention	To educate the community on potential health hazards associated with poor air quality

6. Climate Action

A community that addresses current and future environmental, economic, and social climate vulnerabilities through implementing climate adaptation and mitigation projects and practices

Metrics

- **% of city employees engaged in sustainability (through participation in events and programs)**

Key Projects

Project	Purpose	Expected Delivery Date
Implement climate change mitigation and adaptation strategies and projects, especially in areas with the highest climate change vulnerability risk	To improve Englewood's ability to respond to climate events in all areas of the city	Quarter 4
Fully implement Sustainability Grant program to support community-led sustainability initiatives	To provide community members with resources to build capacity in sustainability work	Quarter 4

7. Energy
Programs, policies and initiatives designed to encourage renewable, affordable and accessible energy

Metrics

- **Percent of kWh from renewable energy used by city-owned buildings**
- **Number of homes receiving services and efficiency savings from the E3 projects**
- **Percentage reduction in energy use in city-owned, commercial and residential buildings**

Key Projects

Project	Purpose	Expected Delivery Date
Work with the Colorado Energy Office to conduct an Energy Performance Audit on major city facilities	To better understand how the city can improve energy use and efficiency	Quarter 3
Continue to provide grants to low- and moderate-income households of up to $8,000 with a homeowner's match of 20% for conservation and energy efficiency upgrades, as determined by an energy audit	To improve accessibility to energy efficient sustainable practices	Quarter 4
Create energy efficiency outreach and education plan/strategy around reaching low-income areas to alleviate energy burden	To promote accessibility to energy efficient practices and enhance overall community resilience	Quarter 3

Project	Purpose	Expected Delivery Date
Complete digester heating study at South Platte Renew which was identified as the highest energy user in SPR's 2023 Energy Management Master Plan	To identify potential areas for improvement related to energy consumption	Quarter 3
Complete lighting audit to convert all non-LEDs to LEDs at all South Platte Renew buildings	To reduce energy consumption and promote sustainability	Quarter 2

Metrics

- **Percent of waitlisted residential E3 program participants removed from waitlist**

Projects in Development

Project	Purpose
Develop strategies to increase solar systems serving city properties	To increase availability and use of renewable energy
Study the feasibility and cost of emission free heating and water heating using heat-pump based systems for all city-owned properties, including specifically evaluating the new state grant programs for public properties, as well as new financial incentives available through the Inflation Reduction Act	To better understand funding opportunities available to implement sustainable practices for city-owned properties
Investigate ways to help renters benefit from energy efficiency upgrades and retrofits	To ensure all community members have access to the benefits of sustainable practices
Explore reducing waitlist for residential E3 program by supplementing CDBG funds with General Fund dollars to the extent allowed by federal guidelines	To expand the availability of program participation

8. Natural Environment
Protection of our natural environment

Key Projects

Project	Purpose	Expected Delivery Date
Limit the use of pesticides in parks and open spaces	To increase use of sustainable alternatives	Quarter 4
Implement a plan and secure funding to increase tree canopy on city-owned and private property	To improve access to shade throughout the city and build resilience	Quarter 4

Conduct inventory of city property and right-of-way where turf and asphalt can be replaced with native plants. Create a target for areas that could be transitioned from asphalts to native plant	To promote biodiversity, create ecologically resilient urban environments and contribute to beautification efforts	Quarter 4
Continue exploration of tree protection ordinance	To better understand options for increasing tree canopy in Englewood	Quarter 4
Complete native landscaping assessment at South Platte Renew administration building	To identify feasibility of utilizing native plants	Quarter 4

Metrics

- **Increased tree canopy on city-owned property**

On an annual basis, using data collected from sensors located in the city, review air quality data and utilize data to assess programmatic changes

The city is a member of the Regional Air Quality Council (RAQC), through which it tracks air quality in the city. As a participate in the Love my Air program and the Colorado Local Entity Air Network (CLEAN), the city is part of a regional network designed to improve outdoor air quality by increasing air pollution awareness and expanding air quality monitoring, which is done at locations throughout Englewood. The city also has monitors in public facilities, such as the Englewood Recreation Center, with information on air quality, which is also published on the sustainability page of the city's website.

COMMUNITY WELLBEING

A city that provides satisfying opportunities for the vitality, enrichment, welfare and happiness of the community

The City of Englewood has a history of providing a variety of opportunities for community members to learn and thrive. From our parks to our two recreation centers to our library, members of the Englewood community have many opportunities to recreate, learn and grow. The city is committed to strengthening and growing these opportunities while continuing our commitment to ensuring affordability and access of the community.

How will we know we are succeeding?

MEASUREMENT	2014	2018	2020	2022	Comparison to Benchmark
Englewood as a place to raise children	68%	56%	69%	59%	=
Englewood as a place to retire	68%	56%	54%	48%	=
Overall quality of parks and recreation opportunities	N/A	N/A	72%	68%	↓
Recreational opportunities	64%	65%	60%	66%	=
Recreational programs or classes	79%	74%	68%	75%	=
Recreational centers or facilities	78%	74%	70%	72%	=
Overall health and wellness opportunities in Englewood	69%	66%	74%	64%	=
Overall opportunities for education, culture and the arts	52%	45%	76%	63%	=
Public library services	83%	79%	81%	80%	=
City parks	80%	65%	67%	72%	=
NOT experiencing housing cost stress	66%	59%	49%	N/A	↓
Availability of affordable quality housing	49%	31%	26%	21%	↓

Other outcome metrics:
• Develop a program to ensure that nine year olds in Englewood are able to swim

COMMUNITY WELLBEING GOALS

1. Homelessness Services and Mitigation

Programs, initiatives and coordination designed to help those experiencing homelessness while mitigating the impact of homelessness on the larger community

Metrics

- Number of unhoused individuals that co-responders contacted and provided services to

Key Projects

> **PLUG IN PLAN- Determine whether the Tri-Cities Homelessness Plan of Action should be extended past the three year period**
>
> **Purpose:** To promote the long-term sustainability of the Tri-Cities Homelessness Plan of Action

Project	Purpose
Partner with Bridge House to successfully open the Tri-Cities Ready to Work location	To meet workforce development needs identified in the Tri-Cities Homelessness Plan of Action

2. Parks and Recreation Facilities

Promote the maintenance, management and innovative modifications to the city's high-quality parks and recreation facilities

Key Projects

Project	Purpose	Expected Delivery Date
Develop a maintenance program at Broken Tee	To protect the environment and sustain course conditions	Quarter 4
Complete Bates Logan Park phase two renovations including playground, basketball court and irrigation system updates	To provide high-quality and up to date park facilities to community members	Quarter 4

Prepare for a parks and facilities bond in 2024	To address long-term needs and enhance existing facilities	Quarter 4
Complete the renovation at the Englewood Recreation Center	To improve and update facilities for community members and users of the Englewood Recreation Center	Quarter 3

3. Senior Services

Enhance services and programs for senior citizens focused on safety and security, reduction of food insecurities, aging in place and housing

Key Projects

Project	Purpose	Expected Delivery Date
Implement the programs identified in 2023 to continue or add to the current program offerings (such as food security, nutrition, personal safety, housing, cyber safety, aging in place, financial and health)	To improve programming offered to seniors	Quarter 4
Identify action plan items to implement throughout the year	To improve programming offered to seniors	Quarter 4
Conduct a survey of Malley Center users	To better understand opinions of services provided and identify survey gaps	Quarter 3

4. Affordable Housing

Explore and implement opportunities to increase affordable housing opportunities in Englewood

Key Projects

Project	Purpose	Expected Delivery Date
Implement Housing Outreach Campaign throughout 2024	To provide the public with information, updates and resources related to affordable housing	Quarter 4
Support the work of the Affordable Housing Task Force and develop a report to Council	To develop a long term housing strategy	Quarter 4
Explore opportunities for funding affordable housing programs, including proposition 123	To identify funding streams for affordable housing initiatives	

5. Lifelong Learning
Maintain current resources and support new development that add opportunities for all ages to improve knowledge, skills, and competencies

Metrics

- Percent of items from circulation and collection on a monthly basis
- Number of participants enrolled in child care programs
- Number of outreach events conducted by library and recreation staff

Key Projects

Project	Purpose	Expected Delivery Date
Expand the Library of Things (non-traditional item types) in the library's circulating collection, including educational enrichment kits and board games	To promote the library as an information hub and "Library of Things"	Quarter 4
Refresh storytime bins	To ensure materials are up to date and match patron needs and expectations	Quarter 4

PLUG IN PLAN- Develop a library strategic plan

Purpose: To provide long-term visioning for the library's role as an information hub

Expected Delivery Date: Quarter 4

Projects in Development

Project	Purpose
Explore partnership opportunities with Englewood Public Schools for additional programming	To create economies of scale by partnering with the Englewood Public Schools
Explore partnership with Englewood Public Schools to provide students with an Englewood Public Library card	To increase engagement between young community members and the library

6. Neighborhood Aesthetics
Promote and encourage beautification, cleanliness, and code compliance in the neighborhoods

Metrics

- Percent of code violations corrected after notice of violation by the code enforcement team

Key Projects

Project	Purpose
Explore grant and other funding opportunities that focus on neighborhood beautification	To continue to improve visual appeal throughout Englewood

7. Physical and Mental Health
Offer formal, informal, active and passive opportunities for members of the community to focus on their whole health and personal wellbeing

Metrics

- Monthly and annual registration numbers for Englewood Recreation Center and Malley Rec Center
- Number of unique visits to Pirates Cove during the season (May-September)
- Tee time utilization: rounds played compared to rounds available
- Number of free social passes given out
- Number of junior passes (called 'child' pass 3-17yr)
- Number of teens and tweens participating in programs
- Permitting/programming of open space

Key Projects

Project	Purpose	Expected Delivery Date
Promote existing personal wellbeing programming at the Library and recreation centers through programming such as reading and yoga programs	To utilize the Library to promote wellbeing opportunities for community members	Quarter 4
Creation of a mini library at the Malley Center and shared library/recreation center calendars to expand partnerships between recreation centers and the library on personal wellbeing programs	To expand partnerships between recreation centers and the library on personal wellbeing programs	Quarter 4
Implement a plan to provide third and fourth grade students with free swim lessons	To promote water safety	

8. Placemaking
A collaborative approach to planning, designing and creative use of public spaces

Key Projects

Project	Purpose	Expected Delivery Date
Implement the recommendations of the Wayfinding and Placemaking Master Plan	To improve accessibility to and engagement with different areas of the city	Quarter 4
Build and install all primary elements as identified in the Wayfinding and Placemaking Masterplan	To improve wayfinding and access	Quarter 4
Partner with the Englewood Downtown Development Authority on beautification and placemaking	To improve beautification and placemaking	Quarter 4
Implement a banner program for south of Hampden on Broadway	To promote community events and other engagement opportunities	Quarter 2
Build and install community message boards	To promote community events and other engagement opportunities	Quarter 1
Develop a budget of funds currently dedicated to placemaking initiatives and explore additional funding needs and opportunities	To ensure funding is dedicated to support placemaking initiatives	Quarter 4

Projects in Development

Project	Purpose
Develop strategies to incentivize private beautification projects (such as the neighborhood grant program)	To improve and promote beautification efforts across the city

9. Arts and Culture
Support initiatives and programs to encourage public arts and culture

Key Projects

Project	Purpose	Expected Delivery Date
Design and install public art in medians, parks and streetscapes along major corridors and consider adding a project identifying locations for murals throughout the city, including privately-owned murals on commercial buildings	To promote public art throughout the city	Quarter 4
In partnership with the library, create and share digital and printed walking, biking and driving tours	To promote local history	Quarter 3
In partnership with Parks, Recreation, Library, and Golf, promote art through creating and promoting digital and printed walking, biking and driving tours	To promote local art	Quarter 4

10. Community-Wide Identity
Fostering a community-wide identity through continuation of programs, including the Made in Englewood and Uniquely Englewood campaigns

Key Projects

Project	Purpose	Expected Delivery Date
Utilize data from past Englewood Block parties to consider future improvements	To utilize data to consider improvements to enhance the experience for attendees	Quarter 3
Implement the Made in Englewood and Uniquely Englewood Campaigns	To promote products made in and unique to Englewood	

Implement the Made in Englewood Campaign

Made In Englewood is a campaign designed to showcase the unique strengths and assets of Englewood, Colorado. The campaign has several key goals, including recognizing the community's rich industrial history, innovative spirit, creative talent, and entrepreneurial drive. Englewood has a long and proud history of industry, with many successful businesses and manufacturers calling the area home. The Made In Englewood campaign aims to celebrate this heritage and highlight the many skilled workers and companies that have contributed to the city's success. This campaign also recognizes the vital role that entrepreneurs play in driving economic growth and job creation in Englewood. By highlighting local businesses and supporting entrepreneurs, the Made In Englewood campaign aims to help build a thriving and sustainable economy in the area.

CONNECTIONS TO OTHER OUTCOME AREAS

While goals tie to one of the seven outcome areas, many overlap into other areas of the plan. This chart shows how goals tie into other sections of the strategic plan

Outcome	Goal	Project	Connection to Other Outcome Areas	Connection to Other Goal Areas
Infrastructure	Sustainable Infrastructure Funding	Continue to apply for Arapahoe County Open Space grants	Sustainability	Natural Environment
Infrastructure	Sustainable Infrastructure Funding	Develop and implement, if approved, Broken Tee (golf) financial plan	Community Wellbeing	Parks and Recreation Facilities
Infrastructure	Sustainable Infrastructure Funding	Utilize Xcel grants for electric vehicle (EV) charging stations	Sustainability	Energy
Infrastructure	Effectively Manage Assets	Implement replacement of asset management software in Utilities and SPR	Governance	Tools and Technology
Infrastructure	Effectively Manage Assets	Implement asset management software for Parks, Public Works, and Facilities	Governance	Tools and Technology
Infrastructure	Drinking Water Infrastructure Resiliency	Install meters to eliminate flat rate accounts	Governance	Revenue and Finance

Economy	Commercial Corridor Vibrancy	Execute intergovernmental agreement (IGA) with RTS, and contract with MV Transportation to include improvements such as expansion of hours and days of service and vehicle types	Transportation	Connected and Clean Transportation
Economy	Business Climate	Post consistent stories and make updates to Englewoodinvests.com including explorations of a possible rebrand	Community Engagement	Communications
Community Wellbeing	Homelessness Services and Mitigation	Partner with Bridge House to successfully open the Tri-Cities Ready to Work location	Economy	Workforce Development
Community Wellbeing	Parks and Recreation Facilities	Prepare for parks and facilities bond in 2024	Infrastructure	Sustainable Infrastructure Financing

STRATEGIC PLAN REPORTING

Strategic plan updates will be posted on a quarterly basis to the city's Strategic Plan website:

englewoodco.gov/strategicplan

CONTACT **US**

1000 Englewood Parkway
Englewood, CO 80110

303-762-2300

englewoodco.gov

CITY OF
Englewood