
STRATEGIC ACTION PLAN

Achieving City Council's 2020 Success Factors



CITY OF GOLDEN

March 2021

ABBREVIATIONS & SYMBOLS USED IN THIS DOCUMENT:

ALL	All City Departments
CAO	City Attorney’s Office
CED	Community & Economic Development
CLK	City Clerk’s Office
CMO	City Manager’s Office
COMM	Communications & Public Information Officer
DDA	Downtown Development Authority
FIN	Finance Department
FTGC	Fossil Trace Golf Course
GCC	Golden Community Center
GFD	Golden Fire Department
GHM	Golden History Museum
GMC	Golden Municipal Court
GPD	Golden Police Department
GURA	Golden Urban Renewal Authority
HR	Human Resources Department
IT	Department of Innovation & Technology
P&R	Parks & Recreation Department
PW/E	Public Works & Engineering
SUST	Sustainability

★ Represents a priority identified by City Council as a “Top Priority”

★ Represents a priority identified by City Council as a “High Priority”

\$ Requires substantial funding for completion

INTRODUCTION

Golden City Council met on August 28-29, 2020, at a City Council retreat to set strategic priorities which will serve to guide our city government organization over the next several years. City Council identified five priorities—termed “**Success Factors**”—to describe and define what success looks like for our city government and, more importantly, for the Golden community.

GOLDEN’S STRATEGY—FIVE SUCCESS FACTORS



Active, Connected, and Sustainable

Golden thoughtfully plans to create comprehensive, connected infrastructure, services, and amenities and preserve a beautiful community existing in harmony with the natural environment.



Affordable and Thriving

Golden strives to reduce barriers to affordable living and nurture local business.



Safe, Inclusive, and Engaged

Golden is a safe community that works to engage and include all people and provide them with an equal opportunity to thrive.



Respected and Relational Governance

Golden builds trusted relationships through transparency, engagement, and collaboration locally and regionally.



Quality Services

Golden balances fiscal responsibility with creativity and innovation to fund and deliver quality public services today and in the future.

THE STRATEGIC ACTION PLAN

After identifying these five critical Success Factors, Golden City Council directed the City Manager to identify an action plan which will advance and work toward realizing these success factors. This “**Strategic Action Plan**” is our organization’s commitment to attaining strategic success as defined by City Council. As such, it identifies major organization-wide initiatives, actions, projects and programs, which will ultimately move our organization closer to reaching strategic success.

It is important to note that this plan does not speak to *every single* action the City will take related to these Success Factors. Rather, City department directors are committed to providing the necessary training, professional development, work plans, and assignments, so that City staff at all levels can contribute to our overall success through their daily work.

Moreover, this Strategic Action Plan is fluid. There may be some items included in the Strategic Action Plan that, over time and through due consideration and research, are determined to not be in the best interest of the City advancing our Success Factors. Additionally, there may be other unforeseen opportunities in the future that might take priority over these items. Budget considerations, especially for items that require substantial and currently unidentified funding, may impact the ultimate timing of implementing those items. In any case, City Council and City management is committed to regularly reviewing and adjusting this Strategic Action Plan.

Finally, City leadership is dedicated to regularly reporting on the City's collective effort and progress toward achieving the items in this Strategic Action Plan. More information regarding the City's strategic planning efforts, including updates on progress, can be found at GuidingGolden.com.



ACTIVE, CONNECTED, AND SUSTAINABLE

Golden thoughtfully plans to create comprehensive, connected infrastructure, services, amenities and preserve a beautiful community existing in harmony with the natural environment.

STRATEGIC ACTION		Lead Dept	Support Dept(s)	Timeframe
★	1 Advance the Heart of Golden 2020 Project	CMO	ALL	
	1.1 Conduct thorough and meaningful community engagement			Ongoing
	1.2 Conduct research on building use on community preferred options			Q2-2021
	1.3 Demolish existing 311 10th Street building			Q2-2021
	1.4 Research and test funding options			Q3-2021
	1.5 Develop a final concept for the corridor			Q3-2021
	1.6 Evaluate additional strategic land acquisition opportunities			Ongoing
	2 Review, Plan, & Prioritize for complete streets projects in key corridors	PW/E	CED	Ongoing
	2.1 Evaluate South Golden Road for complete streets			
	2.2 Evaluate Rimrock Drive for complete streets			
	2.3 Evaluate 8th Street for complete streets			
	2.4 Evaluate North Ford Street for complete streets			
	2.5 Evaluate Colfax Avenue for complete streets			
★	3 Sustainability Goals- Renewable Energy	SUST	ALL	
	3.1 Refine and evaluate proposals for a community solar garden at one of two potential sites	SUST		Q3-2021
	3.2 Evaluate additional properties for renewable energy projects, including rooftop or ground-mounted solar, floating solar at Water Plant ponds and hydroelectric power at Upper & Lower Urad reservoirs	SUST	PW/E	Q4-2021
	3.3 Increase community roof top solar investment (distributed generation) as a key strategy in Golden's renewable energy portfolio	SUST		Q4-2021
★	4 Sustainability Goals- Waste Diversion	SUST	ALL	
	4.1 Utilize RFP process to improve both the residential PAYT program and city organization waste contracts to make progress toward waste goals	SUST		Q1-2021
	4.2 Evaluate and adopt regulations to provide access to recycling services for multi-family and commercial areas	SUST		Q2-2021
	4.3 Increase Recycling in Public Areas	SUST		Q3-2021
	4.4 Create a green purchasing policy	SUST		Q2-2021
	4.5 Expand access to compost collection service citywide.	SUST		Q3-2021
★	5 Sustainability Goals- Energy Efficiency and Transportation	SUST	ALL	
	5.1 Create and adopt transportation electrification plan	SUST		Q3-2021
	5.2 Implement new energy code consultant program	SUST		Q1-2021
★	6 Sustainability Goals- Water Conservation	SUST	ALL	
	6.1 Adopt a water resiliency plan	SUST	PW/E	Q2-2021
	6.2 Implement Graywater re-use Program	SUST	PW/E	Q1-2021
	6.3 Review water conservation and efficiency planning efforts	PW/E	SUST	Q2-2022
	6.4 Conduct Wildfire Mitigation Planning for Upper Clear Creek Watershed	PW/E	SUST	Q3-2021

7	Improve safety & regional transport through Golden in US 6/ Hwy 93 Corridor by implementing the "Golden Plan"	PW/E	CMO FIN	Ongoing
7.1	Grade separated interchange at Heritage and 6th Avenue			
7.2	Increase Hwy 93 to four lanes in north Golden with environmental and noise mitigation			
7.3	Grade separated interchange at Iowa/Hwy 93			
7.4	Grade separated interchange at Washington/93			
8	Develop a Community Open Space Strategy	P&R		
8.1	Establish Open Space Management Policy			Q2-2022
8.2	Create and adopt an Open Space Master Plan			Q4-2021
9	Enhance Drainage through Sustainable Design & Improvements	PW/E		Q4-2022
9.1	Evaluate and create work plan for Kinney Run drainage improvements			
9.2	Evaluate and create master plan for Lena Gulch channel improvements			
10	Implement sustainable streetlights with Smart-city technology capabilities	PW/E	IT SUST	Q4-2022
11	Prioritize and Plan for Projects from the Golden Transportation Master Plan Update	CED	PW/E	
11.1	Create Bicycle Master Plan			
11.2	Create Pedestrian Master Plan			
11.3	Implement wayfinding program for City's trail and street network			
11.4	Review traffic calming criteria			
★ 12	Identify and Conduct a Review of Visitor Impacts	CED COMM	CMO	
12.1	Community Marketing Strategic Plan			Q2-2021
12.2	Create visitor education campaign			Q4-2021

ACTIVE, CONNECTED, AND SUSTAINABLE | Measures of Effectiveness

- Walkability Index
- Overall Pavement Condition Index
- Waste Diversion
- Water Loss
- Public Transportation Usage
- Golden Community Center Admissions
- Golden Community Center Program Participation
- Golden History Museum Admissions
- Fossil Trace Golf Course Rounds



AFFORDABLE AND THRIVING

Golden strives to reduce barriers to affordable living and nurtures local business.

STRATEGIC ACTION		Lead Dept	Support Dept(s)	Timeframe
1	Draft Zoning Code Rewrite Project	CED	CAO	
1.1	Code Rewrite Adoption Process			
1.2	Evaluate Parking Requirements			
1.3	Evaluate Housing Diversification Needs for Code standards			
1.4	Evaluate Sustainability Requirements			
2	Develop Resources for Understanding Housing Affordability Needs	CED		
2.1	Review and Update Housing Data			
2.2	Create geo-data of new demographic information based on 2020 Census			
2.3	Create Affordable ADU Program			
2.4	Identify opportunities to include workforce/ affordable housing in GURA/DDA redevelopment projects	GURA DDA	CED	
2.5	Explore feasibility of utilizing land trust as vehicle for affordable housing solutions	CED	CMO CAO	
2.6	Evaluate water tap fees	PW		
3	Develop Resources for Understanding Living Affordability Needs	CED		
3.1	Track and partner with community programs to increase food security			
3.2	Participate and engage with RTD on transit options			
3.3	Address senior population and aging in place needs			
3.4	Increase energy efficiency of local housing in order to reduce energy costs		ALL	
4	Review Parks and Recreation Cost Recovery and Program Affordability	P&R	FIN	Q4-2021
4.1	Update sponsorship and donation policies			
4.2	Conduct review of fee schedule and implement revised/new fees			
4.3	Update scholarship policy			
4.4	Explore and secure new/alternative revenue opportunities			
5	Create & Support Thriving Use for Historic Properties	CMO		
5.1	Successfully negotiate lease terms for use of Astor House			Q1-2021
5.2	Support renovation and buildout of Astor House for active use consistent with lease terms			Q4-2022
5.3	Revise Historic Preservation Design Standards and Processes			
6	Enhance Economic Development/ Business Support	CED	ALL	
6.1	Create economic development/ business database			Q2-2021
6.2	Identify and support business retention measures			
6.3	Grow and enhance the City's partnership with the Colorado School of Mines Entrepreneurialism and Innovation program to benefit community job creation and economic opportunity			
6.4	Provide workforce development resources to increase economic opportunity			
6.5	Continue volunteer support including updating database			

7	Provide Special Event Opportunities	CMO	Q3-2021
7.1	Ensure there are low-cost and free elements to events		
7.2	Encourage events that showcase Golden, promote our city, and support businesses		
8	Work to include community goals and needs in redevelopment of Heritage Square	GURA CED	Q4-2021

AFFORDABLE AND THRIVING | Measures of Effectiveness

- Valuation of Building Permits
- Building Permit Volume
- Business License Volume
- Sales/Use Tax Revenue Collected
- Percent of Housing Burdened Households
- Food Insecurity



SAFE, INCLUSIVE, AND ENGAGED

Golden is a safe community that works to engage and include all people and provide them with an equal opportunity to thrive.

STRATEGIC ACTION		Lead Dept	Support Dept(s)	Timeframe
1	Create and Adopt Plan to advance Justice, Equity, Diversity & Inclusion (JEDI) initiatives in Golden	CMO	ALL	Q2-2021
1.1	Hire a consultant to assist with the creation of a JEDI Action Plan			
1.2	Conduct an assessment of city services, documents, culture, and practices to find out how they can better reflect the city's commitment to racial equality and equity			
1.3	Identify the gaps in training and education to increase multicultural competency in staff, city representatives, and the community			
1.4	Investigate ways to support and promote the value of diversity and recognize the history of racism			
1.5	Find ways to increase engagement opportunities for BIPOC people, value lived experience, and identify access barriers (language, cultural, etc.) in Golden			
1.6	Assess strategies to eliminate barriers and create opportunities to build a diverse workforce including city staff, elected officials, boards, commissions and working groups			
2	Develop Key Strategies for enhancing community safety	ALL		
2.1	Fire Department Strategic Plan	GFD		Q1-2021
2.2	Police Department Strategic Plan	GPD		
3	Americans with Disabilities (ADA) Audit & Plan Implementation	PW/E	ALL	Ongoing
3.1	Identify priority areas and low-cost implementation areas to address first			
4	Create Equitable Park & Open Space Opportunities	P&R		
4.1	Evaluate equal access to park and open space opportunities for all COG residents			Q4-2021
4.2	Complete design and construction of DeLong Park			Q4-2021
4.3	Complete design and construction of park facilities at Bachman property			Q4-2025
4.4	Identify parcels of land for future northeast area park inventory			Q2-2023
5	Review Community Engagement Practices to better engage with underrepresented communities	COMM	ALL	Q2-2021
5.1	Review Community Engagement Guide and include new ways to reach diverse groups			
5.2	Identify ways to better connect with youth and Golden Schools			
5.3	Evaluate engagement and communication efforts related to development projects	CED	COMM	

6	Continue community fire risk mitigation efforts	GFD	PW/E	Ongoing
6.1	Analyze community risk trends and develop programs specifically designed to reduce risk			
6.2	Analyze response data and reports to reduce false alarms and calls for service			
7	Improve community-wide traffic safety	GPD	PW/E	Ongoing
7.1	Reduce serious injury accidents			
7.2	Reduce aggressive/distracted driving incidents			
7.3	Enhance DUI/DWI Enforcement			
7.4	Conduct bicycle safety training			
7.5	Enhance port-of-entry inspections			
7.6	Enhance school zone safety			
8	Enhance community safety through the mitigation and/or reduction of crime, the fear of crime and victimization.	GPD		Ongoing
8.1	Implement community wide education about crime trends			
8.2	Maintain partnerships with CSM, Jeffco schools, business community and provide crime prevention education			
8.3	Mitigate and reduce property crimes			
8.4	Enhance transparency of crime statistics and patterns			
8.5	Review compliance with President's Task Force on 21st Century Policing			
9	Enhance Police readiness and training for response to critical incidents, including hazardous materials, mass casualties, and active shooter	GPD	HR	Ongoing
9.1	Research and incorporate lessons learned in training			
9.2	Utilize SME's in GPD organizational training			
9.3	Conduct research for potential virtual reality training options			
10	Mitigate the Police Department's use-of-force incidents and complaints against GPD officers	GPD	CAO HR	Ongoing
10.1	Reassess department mission, vision and values for relevancy			
10.2	Implement evidence-based policies, practices, and training			
10.3	Rewrite the Department's Use of Force policy			
10.4	Implement body-worn camera program			Q4-2021
11	Enhance Parks and Recreation Program Participation Opportunities	P&R	GHM FTGC GCC	
11.1	Review golf inclusivity opportunities			Q1-2021
11.2	Recruit Spanish-speaking translator			Q2-2021
11.3	Expand opportunities at RV park, to include add'l space for tents and yurt			Q4-2022
11.4	Seek opportunities for individual self-guided active recreation			Q3-2022
11.5	Introduce Native American history emphasis at GHM			Q2-2021
11.6	Identify and expand opportunities for virtual & remote participation			Q1-2021
11.7	Create at-home personal fitness device program			Q3-2021

12	Complete master plan for the City's Public Art Collection	CMO
12.1	Complete phase I of audit to determine if there are over or underrepresented community voices and elements in the city's collection	Q1-2021
12.2	Develop plan to guide future collection decisions to assure equity, diversity, and inclusion in public art	Q4-2021

SAFE, INCLUSIVE, AND ENGAGED | Measures of Effectiveness

- Part 1 Crimes
- Overall Crimes
- Emergency Response Times – Police
- Emergency Response Times – Fire
- Playground Inspections
- Community Workshops
- Participation on GuidingGolden.com
- City of Golden Workforce Diversity



RESPECTED AND RELATIONAL GOVERNANCE

Golden builds trusted relationships through transparency, engagement, and collaboration locally and regionally.

STRATEGIC ACTION		Lead Dept	Support Dept(s)	Timeframe
1	Identify opportunities for City of Golden to have a voice in regional collaboration with other government entities	CMO	ALL	Ongoing
1.2	Continue to serve on the Foothills Animal Shelter board and work on developing reliable revenue sources for the shelter			
1.3	Manage the Homeless Navigator regional position to ensure city priorities are being addressed			
2	Identify opportunities for City leadership to continue to develop relationships with key entities in Golden	CMO	CED CAO	Ongoing
2.1	Coors			
2.2	CoorsTek			
2.3	Colorado School of Mines			
2.4	Jefferson County Schools			
3	Develop Intergovernmental Agreement with Colorado School of Mines to provide clarity and certainty to future development and campus operations	CMO	CED CAO	Q1-2021
3.2	Participate and support Regional Emergency Response	CMO	ALL	Ongoing
3.3	Coordinate with County Health Department on COVID response			
3.4	Participate in incident command round table exercises			
4	Enhance key quality of life standards through innovative solutions	CMO		
4.1	Review and evaluate existing noise regulations and implement noise mitigation efforts	GPD	CMO CDE	Q2-2021
4.2	Review, develop and implement creek management protocols	CMO	ALL	Q2-2021
5	Maintain Accreditation and Award-winning status of City Services	ALL		
5.1	Maintain CAPRA accreditation for Parks & Recreation	P&R		Ongoing
5.2	Participate in the NRPA Gold Medal Program	P&R		Ongoing
5.3	Maintain APWA accreditation for Public Works	PW/E		Ongoing
5.4	Maintain CALEA accreditation for Police Department	GPD		Ongoing
5.5	Maintain ISO level 2 rating for Golden Fire Department	GFD		Ongoing
5.6	Maintain GFOA budget and CAFR recognitions	FIN		Annually
6	Ensure Golden interests are represented at the State level	CMO		Ongoing
6.1	Participate in Colorado Municipal League Policy Committee and Legislative tracking			
6.2	Develop policies and protocols for City Council to express support or disapproval of State or regional ballot issues			

RESPECTED AND RELATIONAL GOVERNANCE | Measures of Effectiveness

- Employee Participation in Professional Associations
- Investment of Time in Professional Associations
- Educational Opportunities provided to Local Schools and Organizations
- Citywide and Departmental Recognition through Awards and Accreditation
- Financial contributions to regional initiatives
- Investment of time in City Staff training



QUALITY SERVICES

Golden balances fiscal responsibility with creativity and innovation to fund and deliver quality public services.

STRATEGIC ACTION		Lead Dept	Support Dept(s)	Timeframe
1	Increase organizational transparency	CMO FIN		
1.1	Review and assess capabilities of OpenGov's financial transparency module			Q2-2021
1.2	Implement financial transparency software package			TBD
1.3	Develop strategic plan dashboard and track process on the Success Factors and projects			Q2-2021
2	Maintain existing integrity of all City parks	P&R		
2.1	Update 10-year department replacement plan			Q4-2021
2.2	Conduct regular scheduled playground inspections and identify maintenance needs			Ongoing
\$ 3	Utilize Enhanced Technology to Deliver Efficient and Effective Municipal Services	IT	ALL	
3.1	Implement Electronic Plan Review & Permitting Software Solution	IT	PW/E GFD CED	Q4-2021
3.2	Implement Online Police Records Request System	IT	GPD	Q1-2021
3.3	Implement HRIS/Payroll System	IT	HR FIN	Q4-2021
3.4	Deploy creek camera management system	IT	ALL	Q2-2021
★ 3.5	Evaluate opportunities for strategic projects to buildout broadband fiber ring	IT	ALL	Ongoing
4	Evaluate and Consider New Revenue Options to Support City Services and Advance Strategic Goals	CMO	FIN	
4.1	Review and analyze the need and purpose for establishment of a marijuana tax			Q1-2021
★ 4.2	Review and analyze the need and purpose for establishment of a lodging tax			Q1-2021
4.3	Review and analyze the need and purpose of impact fees			Q2-2021
5	Ensure fire and emergency medical service levels are appropriate for increasing call volumes	GFD	CMO FIN HR	Ongoing
5.1	Evaluate opportunities for collaboration with area fire departments to enhance service levels			Q1-2021
5.2	Evaluate and recommend ambulance service agreement for appropriate EMS response service			Q4-2020
5.3	Implement actions to encourage fire prevention and reduce calls for service			Ongoing
5.4	Work with County government to reduce response activity to unincorporated areas			Ongoing

6	Investigate Cost Saving and Revenue Raising Measures for P&R Department	P&R		
6.1	Establish P&R department-wide marketing program			Q2-2023
6.2	Establish specialized volunteer program with evaluation and ROI analysis	P&R	HR	Q4-2022
7	Enhance City Staff's professional knowledge and competence	HR	ALL	
7.1	Develop succession plans in key city operations			Ongoing
7.2	Encourage participation in professional associations, conferences, trainings, and educational advancement			Ongoing
7.3	Encourage employees to participate in leadership roles in professional associations			Ongoing

QUALITY SERVICES | Measures of Effectiveness

- Perception of City Services
- Per Capita City Employee Ratio
- Municipal facility work orders
- Code Enforcement Case Management
- Parks & Recreation Volunteer Hours
- General Fund Sales Tax Collected Compared to Estimate
- Parks and Recreation Program Cost Recovery