



1000 Englewood Pkwy – Community Room
Englewood, CO 80110

AGENDA

City Council Study Session
Monday, Jan. 25, 2016 ♦6:00 p.m.

City Council Dinner Available at 5:30 p.m.

- I. Budget Advisory Committee Ordinance Discussion 6:00-6:30 p.m.**
- II. Civic Center Facility Discussion 6:30-7:00 p.m.**
- III. Continuation of Council Goal Setting Ideation 7:00-8:30 p.m.**



To: Mayor Joe Jefferson and City Council Members
Through: Eric Keck, City Manager
From: Shelley Becker, Director of Finance and Administrative Services
Date: January 20, 2016
Re: Budget Advisory Committee Ordinance Revisions

Attached for your review and consideration are the recommended changes to the Budget Advisory Committee Ordinance as provided by the committee members.

The City Manager and City Council established the Budget Advisory Committee with Ordinance 16 Series of 2013. The ordinance contained a sunset provision that the Committee "shall terminate in three years unless the Committee and the provisions of Title 2, Chapter 14 are renewed by Council ordinance." On November 2, 2015, the Budget Advisory Committee met with City Council during a study session to discuss the roles and duties of the Committee. City Council directed staff to establish the Budget Advisory Committee as a permanent committee.

The Budget Advisory Committee met on December 15, 2015 and January 19, 2016 to discuss changes they would like City Council to consider when revising the ordinance pertaining to Title 2, Chapter 14 Budget Advisory Committee.

The members understand that City Council may remove the inclusion of a non-voting Council liaison to this committee. The members would like City Council to know that they are unanimous in the inclusion of a non-voting Council liaison in section 2-14-2.

I look forward to discussing the changes as brought forward by the Budget Advisory Committee members at the scheduled study session on Monday, January 25, 2016.

Attachment

BUDGET ADVISORY COMMITTEE

2-14-1: Purpose.

The Budget Advisory Committee (BAC) is established by Council and the City Manager to advise the City on the development, implementation, and evaluation of the annual City Budget. Participation in Budget Advisory Committee is an opportunity not only to advise on the prioritization of how City tax dollars are spent, but also to advise policymakers in their decision-making process in an open and transparent process.

2-14-2: Composition and Membership.

The Committee will be comprised of five (5) members appointed by City Council and a non-voting Council liaison.

2-14-3: Terms of Members.

Members will be appointed to overlapping terms of three (3) years. The City Council shall make appointments to fill vacancies for unexpired terms.

2-14-4: Compensation.

- A. The members of the Committee shall serve without compensation.
- B. Reasonable expenses directly related to performing the duties of the Committee shall be allowed.

2-14-5: Powers and Duties.

The Budget Advisory Committee shall have the following powers and duties:

- A. The Committee shall meet at least once each month at a time to be established by the ~~City Manager~~ the members. The Budget Advisory Committee meetings shall be open to the public and recorded in the same manner as other boards and commissions.
- B. At the start of each budget year the City Manager shall meet with the Budget Advisory Committee and shall review projections of major revenue sources and expenditure uses.
- C. The City Manager and the Director of Finance and Administrative Services shall work with the Budget Advisory Committee to establish budget guidelines for the coming year.

- D. Each department shall present its budget to the Revenue and Budget Manager, the Director of Finance and Administrative Services, the City Manager and Budget Advisory Committee. ~~Said meetings shall be open to the public and recorded in the same manner as other boards and commissions.~~
- E. Annual capital improvement recommendations shall be made only by the Planning and Zoning Commission as required by the Englewood Home Rule Charter not the Budget Advisory Committee.
- F. Once the budgets have been reviewed and have incorporated requests for new programs and/or personnel authorized by the City Manager, the Budget Advisory Committee shall submit a written report of its findings and recommendations (BAC Report) at least annually. ~~The BAC Report shall be delivered to Council prior to the public hearing regarding the budget.~~

2-14-6: Appointment of Officers and Adoption of Rules.

- A. The Committee shall organize, adopt administrative rules and procedures and elect from its members such officers as it shall deem necessary to accomplish its purposes. Officers of the Committee shall be elected for one-year (1) terms. No officer shall serve in the same capacity for more than two (2) consecutive terms.
- B. The chairperson may appoint such standing or special sub-committees from the membership of the Committee as the Committee shall determine necessary or useful in carrying out its purposes and powers. The purpose, term and members of each sub-committee shall be determined by the chairperson.

~~2-14-7: Sunset Provision.~~

~~The Budget Advisory Committee and the provisions of Title 2, Chapter 14, shall terminate in three (3) years unless the Committee and the provisions of Title 2, Chapter 14, are renewed by Council ordinance.~~

TO: Honorable Mayor and Members of the City Council

FROM: Eric A. Keck, City Manager

DATE: 18 January 2016

SUBJECT: Civic Center Building Discussion

Staff has been working over the past several months with the Englewood Environmental Foundation (EEF) on several initiatives to help with the economic development of the City Center Englewood area as well as to discuss the disposition of the current Civic Center building. As the City Council is aware, the City of Englewood does not own the Civic Center building. We are tenants in the building and pay a lease amount that in 2016 will be \$1,478,233.83 for the roughly 140,000 square foot facility. This lease amount is actually the debt service payment on the Certificates of Participation that were initially issued in the early 2000's to transform the former Foley's Department Store building into the Englewood Civic Center.

Due to the shifting nature of the regional shopping market and sales tax trends, we have experienced a decline in the sales tax generated in the Civic Center area as well as an increase in the vacancy of the shop space owned by Weingarten Realty and the Alexan. Staff has worked with Weingarten on understanding these vacancies as well as to provide interested tenants with access to their leasing manager. Secondly, EEF has worked with Galloway Planning and Engineering to put together a stakeholder team that included all of the property owners within the Civic Center area to help create a master plan for the future that identifies opportunities for redevelopment. It was through this planning process in late summer/early fall 2015 that the concept of moving the governmental functions out of the Englewood Civic Center arose. The EEF Board agreed at the time that the City of Englewood should explore alternative office space in order to vacate the building to make way for other uses that would bring higher energy and traffic to the City Center Englewood area and allow for redevelopment and repurposing of the building. As a result of this, I authorized a feasibility study of the commercial real estate market to gauge interest in the potential sale of the building. Any sale of the building would first have to be agreed to by the EEF Board of Directors and then by the City Council as this is enunciated in the lease agreement between EEF and the City of Englewood.

This discussion with the City Council is designed to perform the following:

1. Bring the City Council up to speed on the Englewood Civic Center Building, its history, the lease agreement, and the cost of operating the building.
2. Determine whether or not the EEF Board should continue seeking a potential sale of the building.
3. Seek guidance from the City Council on how to move forward cooperatively in the study of the potential sale of the building. This would include efforts to contract with a broker or real estate director, City staff working with private developers on alternative space, and continued work with stakeholders and external consultants on the future disposition of the City Center Englewood area.

4. Discuss in general terms the options for relocating the administrative functions of the City.

As the City Council will recall, the Englewood Civic Center building was formerly a Foley's Department Store that was constructed in the 1980s. With the demise of Cinderella City, the Englewood Environmental Foundation was formulated to help with the environmental cleanup and abatement and redevelopment of the shopping center. The Englewood Civic Center was designed as one of the first Transit Oriented Developments in the State of Colorado and actually was designed to have considerably more big box retail and entertainment than what is developed today. A late shift in the plan led to the development of the Englewood Civic Center building as it exists today. The leadership of Englewood at the time determined to dream big and attempt to place Englewood at the center of arts and culture and initially succeeded with the beautifully redeveloped building. However, what could not be predicted were the economic cycles of boom and bust that would adversely impact the City's financial conditions as well as the negative externalities of being one of the pioneers in TOD design that now suggest not placing a civic facility at the centerpiece of the development.

As the Council will recall, the Certificates of Participation for the Englewood Civic Center facility were refunded and refinanced in July of 2015. This move saved approximately \$1 million over the remaining 7 year term of the debt which will save the City of Englewood roughly \$145,000 per year in its lease payment to EEF. While this is helpful, the City is still paying the following for the maintenance and operations of the building:

Lease payment: \$1,478,233.85
Maintenance: \$102,817
Custodial: \$264,402
Utilities: \$177,045
CAM: \$346,000
Total: \$2,368,497.85

The total amount above of nearly \$2.4 million reflects an ongoing investment that, in staff's opinion, requires some deep analysis and discussion by the City Council. While the Civic Center is a nice building, there is a lot of unusable space that is being paid for and the cost of operating and maintaining the facility is over what industry standards suggest. The building was designed as a department store and not a municipal building and as such there are some lost opportunities in efficiency and design that might better serve the public and our customers that do business with the City. A quick analysis of our administrative space needs would suggest that we really only require around 50,000 square feet of space. This does not include the library that currently utilizes over 30,000 square feet of space. The 50,000 sf of space would also accommodate the merging of other administrative functions such as the Parks/Recreation/Library into the same building as well. Furthermore, it would make sense as the City begins to plan for the replacement of the Safety Services building to construct a facility that incorporates both the Police and Courts together for security and efficient use of common resources. Due to restrictions imposed by the COPs, we are not able to lease more than 20% of the Englewood Civic Center to non-municipal entities. As such, our ability to offset our operating costs and debt by subleasing to other entities is limited especially in light of the

existing subleases to the Museum of Outdoor Art and Englewood Arts that actually do not provide any revenue to the City but also contain additional costs of ownership.

With the move to test the market on interest in the building, we have received significant interest. While it would be imprudent to share the specific nature of the letters of intent in a public forum right now, it can be shared that the interest is varied as it pertains to use. Some of the proposed uses are co-work space, hospitality and convention space, and several proposals for a sale and lease back designed to provide the Englewood Environmental Foundation with a cash infusion but with the City's functions remaining in the facility. The destination entertainment, hospitality and retail proposals are in harmony with the proposed redevelopment plan from Galloway. Staff feels that this will afford the community the biggest shot in the arm for the Civic Center Englewood area to regenerate as well.

The question of where the administrative functions of the City would move to should the building be sold outright is one that has the most options. The City could lease existing office space available in Englewood, work with a developer for a build to suit facility that could then be leased, construct a campus on land already owned by the City, or a hybrid of where the City leases space in the current civic center building while constructing a new library and court space elsewhere. Considerable work would need to be done to put numbers to the construction of a new campus but lease rates on space would prove to be considerably more affordable than our current lease rate for space that really is not all usable. Gross lease rates, or all in cost, for space would be \$18 per square foot or \$900,000 annually for the 50,000 square feet of space needed. The concept of working to create new facility space for the City through a public-private partnership seems to be a very wise and economical means of obtaining the needed square footage. Working with local developers and local capital will also ensure that we are reinvesting in our community. Staff would like to obtain direction from Council in the future on the logistics of such an arrangement that could be initiated by a request for proposal to assess the costs of such an arrangement.

The matter of whom should be representing EEF with the potential sale of the building is also one that has arisen in discussions with individual council people. Heretofore, the Englewood Environmental Foundation has been seeking the counsel of Bill Alton with CRE Tampa Bay. Mr. Alton is an acquaintance of mine from my time in the private sector. We were on opposite sides of a large commercial/industrial transaction and I grew to respect his ability to hustle and get a project completed. He specializes in exit strategies which defines the position that EEF and the City are seeking assistance with. Staff will be seeking direction on this from the Council as well.

If you should have any questions, please do not hesitate to contact me.

To: Englewood City Council

From Joe Jefferson

Re: Suggested Council Goals

Date: 12-29-15

Council,

I look forward to facilitating us through the first of a series of goal setting/planning sessions. Our first issue will be to try to gain some consensus on the process and desired outcomes. I have some ideas but please keep in mind we are trying something new here so I ask for your patience as we figure this out together. Please understand that despite our efforts, this list will not be comprehensive and we need to remain flexible in our decisions as our circumstances change. However, I think there is clear value in expending some effort here on the front end of our term to aid in current and future decision-making.

I understand that in this process I will have 2 distinct roles as both our facilitator (as our Mayor), as well as an advocate for my own ideas (as the rep for District 1). I will try to be sensitive to this and believe that we are capable of managing this on our own without hiring an outside expert but I could understand the desire to bring in a professional for our next session.

Please consider my suggestion for process for goal setting for discussion on Monday night:

- 1) I facilitate the 1st session and we discuss and agree on process moving forward. Then we laundry list and explain our ideas. We do not attempt to eliminate ideas or begin to prioritize but just understand them. We ask questions and discuss potential benefits and potential challenges to any ideas. We will list any info we would like staff to research for our next session. We called this session "Ideation" on the future study session schedule.
- 2) Next we come back with either a 3rd party or myself facilitating and discuss feasibility and logistics of ideas we had questions about to begin to fully understand. Then we narrow our list based upon similarities and group consensus methods and ask any remaining questions. We called this session "Feasibility" on the future study session schedule.
- 3) Finally we meet again with either a 3rd party or myself facilitating and attempt to clearly define and prioritize our final list and attempt to gain consensus on matching our goals with strategies for achieving them (funding, etc.). We called this session "The Decision" on the future study session schedule.

This process could require a different structure ultimately but I think of it as a 3 step process. I am looking forward to working with you all on this and am genuinely excited for our Council and our City's future!

My goals are as follows in general order of priority/preference:

- 1) Develop Council cooperation and effectiveness by gaining consensus on a process for goal setting and planning

- 2) Create a “plan” that the Council can agree upon that will help us define and prioritize goals for next 2 years (term of current Council) and strategies for achieving these goals
- 3) Partner with School District on marketing plan for Englewood directed to both residents and businesses (likely different)
- 4) Focus on Economic Development with the following strategies:
 - a. Create a “Buy Englewood” public education program to help differentiate our businesses and educate consumers on the benefits of shopping and doing business locally in their own community. This may include a small window decal for businesses to display to identify themselves as a participant/supporter and as a showing of our community unity. However the real value in this idea is in a public education program using our current communication methods (website, Citizen, Chamber) and expand if there is support. This should be low cost and target both internal and external perception and encourage interaction and solidarity.
 - b. Gain consensus on Economic Development Incentive Policy and potential targeted uses to redefine it to be more narrowly targeted
 - c. Improve streetscape and lighting on South Broadway
 - d. Partner with local businesses on special events to help make sustainable (ie – 4th of July private sponsor, coordinating vendors for events)
 - e. Partner with Chamber for an Englewood job fair perhaps in place of our annual Economic Summit to better match local employers and residents
 - f. Add staff or redirect a staff member to provide outreach efforts to businesses both as a retention and attraction strategy
 - i. I think we could also benefit from a “business advocate” to help identify and aid businesses in their understanding our market and processes as well as have a resource through our process across Department/regulatory lines (not to circumvent our regulations but to help our answer be “yes” more often and if the answer is “no” then to work with business to provide an alternative solution
 - g. Create measurable goals for Economic Development activities (i.e. tax collections, job creation, etc.)
 - h. Consider public process for defining distinct neighborhoods in Englewood and marketing as such to segment market (i.e. - Denver’s success with LoHi, LoDo, Cap Hill etc.)
 - i. Consider gateway signage improvements
- 5) Define and prioritize our midterm capital needs and develop a strategy for funding them that assumes no tax increase to evaluate current outlook on long term financial sustainability
- 6) Explore and gain consensus on the future of the City Center site
 - a. Work with adjacent land owners to improve in short term
- 7) Focus on creating a “Spirit of Service” environment in all City operations that demands core values of efficiency, transparency, quality control and customer service
- 8) After we adopt our Financial Reserve Policy, begin to develop a Revenue Manual for City operations
- 9) Evaluate tentative and future study session topics to gain consensus to amend list

“Ricks Goals for Goals Setting Session”

- 1.) Have Hampden to Belleview Designated as a “Redevelopment Area” that would include using ideas from Urban Renewal & utilizing TIFF.**
- 2.) Have an Entertainment/Restaurant like CB & Potts, Rock Bottom Restaurant & Brewery, & even a Buffalo Wild Wings that can bring sports fans to our City Center/Down Town Englewood Area.**
- 3.) Convert Miller Field Building to a use that the Citizens can actually utilize like a Library. I would like our Library in its current Location relocated.**
- 4.) Relocate The Civic Center to a Location that better meets City & Community needs. With the Over \$2Million a year spent on this facility we need to relook at its cost now and what we will need to spend on ion in the future to keep up to date like the HVAC system**
- 5.) Have Englewood Police/Safety Services building replaced.**
- 6.) Have the LATR fund be used to find more property we can redevelop and create future streams of income for the City.**
- 7.) Have all City Council and Study Sessions Streamed for community engagement and information.**
- 8.) Expand Pirates Cove – We have come to a place where we need to expand or lose revenue due to not having anything new there. It will need to have additional Access/Entry Fees to meet demand and features.**
- 9.) Complete the Bike Path between Union & Oxford on the East Side of the River. There is only a West side trail and since we are redeveloping the Golf Course/Oxford Golf Club area we would be better served with a East side trail.**
- 10.) Actually do something with these Goals not just list them!**

Having any of these done would be awesome to me! I look forward to what the rest of the Council has to offer!

**Rick Gillit
Mayor Pro Tem
Councilman for District #4**

Amy Martinez – 2016 Goals

- Strengthen our partnership with the board of education – part of attracting long term citizens to our community is providing a great education for their children
- Get to know council members – strengthen our group dynamic
- Increase homeownership – not sure what this looks like, but I would like to investigate options for increasing the homeownership rates in our city. We currently have over 50% renters and that is a lot!
- Revisit recreational marijuana – this came up (on both sides of the issue) when I was talking to voters. At a minimum let's figure out how to handle current establishments, rules and regulations.
- Increase citizen involvement – would like to figure out a way to get more citizens involved in the things that are going on in the city.

Englewood City Council Goal Setting 2016
By Linda Olson

Goal 1: Define the terms and interrelationships of the many organizational and planning terms that have been used by council and city manager in past year. We are at risk of having too many documents of “planning” and visioning with no clear integration of them to create real outcomes. We have a comprehensive plan that is being finished; we have a marketing platform with our new design and brand initiative; a new strategic plan was just introduced which also seems to have a thread of operational or procedural planning using at least 12 sub-committees; we are starting priority based budgeting; we have a well articulated business and employment strategic plan; and we have a new vision, mission and values statement created by manager and directors. Many on council were not involved in any of these and some probably have a suspicious view of them. Without a clear idea of what each of these are by definition and an understanding of how they interrelate and can be useful, we risk overwhelming and underperforming with any clear direction. The first goal our council should adopt is to define our terms and determine a clear map of how goals will serve these plans overall. One site that could be useful is the Balanced Scorecard Institute <http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard> There are some useful tools or ways to think about planning on this site. If anything, it may provide us ways we know we don't want to think about things.

We should all be able to answer questions such as: Which plans are subordinate to each other? Does the Vision Mission Values drive the city planning? Does the comp plan only involve the built environment or does it include other elements? Who is responsible for the comp plan? How will council work with directors and manager in creating strategic plans that are both operational and procedural? Or are only directors going to determine those in the current strategic planning process Manager Keck has shared, utilizing the 12 sub-committees he established? How do specific goals such as “create better gateways/signage into our city” as put forward last year, relate to overall planning? Will these very minute goals be folded into priority based budgeting objectives? Ultimately—we need to define terms and interrelatedness so as not to spin our wheels in creating just another set of goals that are scatter shot.

Goal 2: Once we have determined the above, with clear interrelatedness, we should have a goal setting retreat for the major areas of planning. For instance, if we are serious about our vision of ‘ensuring a high quality of life’ as stated in our vision statement, what does that mean? What goals and objectives would help us meet that? Or another example is from the economic development plan. If one of our stated objectives is “actively engage in outreach activities to retain and assist existing businesses”, what would our goals be to reach this? Do we know what current businesses need to assist them? Assessment will help guide our goals. Create clear goals as a council that actually help us accomplish what we have determined to be of importance after finalizing #1 above.

That may mean that we have joint goals, such as providing a clearer path for citizen engagement and communication with council or they could be very individualized by council such as my desire to see a stronger City of Service program in Englewood. But they should clearly link to higher level purpose and objectives. There should be some long range and short-range S.M.A.R.T.-type goals as part of this.

Goal 3: Because of my concerns in #1 and 2 above, I am resisting submitting any particular goals other than a commitment to see that all of the goals we adopt be clearly mapped to our vision and mission and other planning documents whether comp plan, strategic plan, economic plan, etc.

If we don't go this route for planning and goal setting, then my major goal of the year is to see that Cities of Service become even more robust with at least 2 service days/year and a 10% increase of individual Englewood citizens connecting to service in the city through our Cities of Service webpage operated by Metro Volunteers.

Framework Questions for Creating a Mission, Vision, and Process

Please take some time to think about the following questions and provide your individual responses. Collaboration is great but in this instance I want to receive everyone's raw feedback without comparing notes. I would like to utilize these responses as a means of creating an organizational framework for a mission, vision and process for our organization. This information may also be utilized for a strategic plan for both short and long term initiatives.

1. Who are we as an organization? We are a city with some great professional staff, great directors, but with a lack of clarity of where we are going. We are a recovering city that has been in the mode of scaling back and tightening belts since the early 2000's as budgets became very tight. In this tightening time, we have not fully shifted to a redefinition of who we are and how we "do business" or serve the citizens. We have cut budgets without any impact on citizens and as a result, citizens believe in the myth of certainty...things will always continue as is. With this I would say we are a B to B- city, not striving to a larger vision, but rather eeking by. We are not bold and we are afraid to take risks. We are not an innovative organization overall, but I do believe we have pockets of great innovation within some units. I would say we are a silo-ed city. I mean that I think there are departments that might be constantly learning, but as an entire city, I don't think we are a learning organization.
2. Who do we want to be as an organization? I would love to see us become a learning organization in the best sense of what Peter Senge and other organizational experts discuss. I believe there should be a bit more cross-training and sharing of information so that all can benefit from innovation in one area that could benefit or impact another. I would love to see incentives for innovating. Unfortunately, with innovation comes risk and I am not sure the public or council is up for risks. It is one of the inherent obstacles in public organizations. I think we want to be a "happening" place, and I think everyone wants that. But we are an organization with an outdated comp plan and a council that has been unable to dream together, because we have been consumed with just holding things together, and sometimes, just plain silliness. I believe we have come out of the worst of the financial crisis, and it is time to think big. I want us to be known as thoughtful but also innovative; a tension that will be difficult to hold carefully. To be innovative and methodical in remaking Englewood into a vibrant community, in my mind, calls for a welcoming of all and a new tone or approach to work together across ingrained historical views and new, change oriented thinking.
3. Where are we going directionally as an organization? We are not going in any particular direction overall. The Comp Plan worked for it's earlier years and probably guided some of the past councils and other boards/commissions. But it is outdated and lacks clarity in directing us. While I believe it was intended to be a living

document, little was put in place to measure our progress along the way and therefore we did not keep a direction. Every time I suggested we find some ways to measure and celebrate our accomplishments, some council got very nervous, as if measurement was not possible. We have stagnated and not found ways to define ourselves. We have lots of conflict within some constituencies, so it may be difficult to get to some common vision and identity, but we haven't tried very hard. I think it is a new day to find our direction and create a living plan. Perhaps that is our direction now....vision building and planning.

4. Why are we going there? If my last statements are true, I think we are in our best position to be vision building and setting a direction. Why we are "going there" is that we have finally come to a consensus that we need a direction. So the why may be we are at our end of complacency getting us anywhere. We need leadership such as you Eric to help put structures in place to help us do this well together. Randy has no experience in doing these kinds of things. I have done it for a number of organizations, but I don't have the social capital in this group to lead it either. I'd be glad to help on the side as I do well as someone who is "20 Feet from Stardom"!

Strengths of Englewood:

1. Some very good city staff/professionals, especially some of our directors
2. Loyalty of long-term residents
3. Water, water, water
4. Location....easy access from many directions; centrally located
5. Some key strong neighborhoods
6. 2 amazing hospitals and a strong medical community coming into city every day
7. Great park system
8. Public works that really takes pride in their infrastructure work, and is thoughtful about use of funds, updates, etc
9. A strong forward-looking library/resource dept.
10. Lightrail and a City Center that continues to present more opportunities than not, if seriously considered (we have never discussed this area seriously as a council)
11. Many more business owners and industries who LOVE doing business here than those who do not; problem is we don't hear from the former group as much
12. Engaged boards and commissions (citizens)
13. Excellent safety service officers (fire/police)—they may not have the best buildings but they top any police and fire in the metro area in my mind
14. Unpretentiousness
15. Construction of main housing units and retail areas on the rise
16. Financial Reserves
17. McClellan Reservoir/Land
18. HR Dept knows how to train and has created an innovative leadership/training program known by other cities as top-notch. Need to lean into this and utilize more.

Weaknesses of Englewood:

1. Financial sustainability and vision for financial growth; inability to look at various approaches as an organization, due to council's inability to think innovatively together.
2. Lack of a cohesive council/comp plan for the city's growth—we have the want, but little expertise in how to create this as a team, rather than a politically polarized group
3. Egos—we need more council members who care more about the city than boasting about themselves or soap-boxing
4. Less digitally engaged citizenry than other cities; they have internet but don't use it the same way as some areas in Denver or Littleton
5. Lack of cohesive identity
6. A negative business climate in “downtown Englewood”
7. Schools are mediocre, so hard to get families to move in and stay
8. Retail districts lack cohesiveness and sense of “place”;
9. Politically polarized council at times with poor commitment to a robust decision making process. Blown by the wind at times when outspoken citizens come forward.
10. Old and small housing stock
11. Some staff have not grown in their skills for the job (usually in technology)

Opportunities for Englewood:

1. New manager, new openness to thinking
2. Upcoming retirements may allow for more restructuring to maximize services and innovation
3. Council is finally on board with Comp plan process; we had 2-3 who were against this for a few years and we now have a greater will to see this through.
4. A strong sense from all sectors and areas that we need a facelift, a re-visioning, and a marketing plan as a city.
5. Financial stabilization and growth
6. New housing developments that have generated energy
7. Sectors are willing to work together if we only can set up some ways to do so (example is our discussion with Mary White at Swedish—surely we could help all of our retail businesses look more closely at who is coming into the city and how to capture that market for their growth)
8. Lots more regional partnership and planning going on which we can capitalize on

Threats for Englewood:

1. Political volatility every 2 years can threaten decision making that takes a longer process
2. Financial sustainability/resources for innovation

3. Influx of people experiencing homelessness, with no structure to address this
4. Fire discussion could slow us in other areas if not solved soon; could destabilize and demotivate if not successful in a final decision
5. Loyalty of long-term residents sometimes holds us back from change and innovation; they want it to be like the 50's or 60's and remind us all of the time, which many times limits our innovation
6. Fear and misunderstanding of how public/private partnerships work could overcome us
7. Pockets of very difficult citizens who come forward on issues and make it difficult for us to make quality decisions as we hear from almost no one else and become skewed; some of these folks are fueled by others on council or those who have been on council
8. Could have a huge retirement or departure of well-experienced directors. This could destabilize

Goal Setting Ideas

Rita Russell - 2016

1. Public Safety
 - Needs to be a priority for Englewood
 - Necessities include – Police, Fire, Water and Roads and Bridges
 - We need to define what our priorities are in order to maximize the use of our resources to secure these departments.
 - This is necessary to provide a safe environment for our citizens and a stable financial future for our city.
2. Focus on our Industrial Areas and Business Districts
 - These areas are what generate the most income for our city.
 - These areas provide jobs and bring people into our city to work and spend money.
 - We need to stop building PUD's and start encouraging Industrial, Commercial and Retail Development
 - We want Englewood the place to be for thriving businesses. The place to be for existing businesses and new businesses! We need to develop business friendly policies that will encourage growth in these two sectors!
3. Promote Responsible Growth
 - Responsible Growth is about the overall development of our community – not just one sector!
 - Our current infrastructure will not support any more growth at this time – we need to address building up our infrastructure before pursuing anymore multifamily dwellings or we will be putting the safety of our citizens at risk as well as our economic future.
4. Cut Wasteful Spending
 - We need to tighten our belts
 - We need to make certain we are getting the best deal for our money
 - We need to prioritize our necessities and stop spending money on things that are not an absolute necessity.
 - We need to be very frugal with the taxpayer's money.
5. Policy Based Governance
 - We need to return to "Policy" based governance rather than operating on PUD's
 - We need to make certain that the "Policies" will attract the right type of development that will be beneficial to our community and the economic welfare of our community!