
Tuesday, May 6, 2025, 6:00 PM
Broomfield Community Center
280 Spader Way
Broomfield, CO 80020

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1. Organizational Strategic Plan Workshop with City Council facilitated by Raftelis: Vision and Strategic Outcome Areas

NOTE: The workshop is open to the public. Due to the format (e.g., hands-on, moving around the room, etc.), it will not be live-streamed or recorded. While verbal public comments will not be part of the workshop, attendees may submit comments via comment cards. Additionally, staff will provide a summary at a subsequent Council meeting, and residents may comment at that time or during any general public comment section of a Council meeting. The presentation that will be shared by Raftelis at the workshop will be added to the presentation folder on May 7, 2025.

1A. Organizational Strategic Plan Workshop With City Council facilitated by Raftelis: Vision and Strategic Outcome Areas

The City and County of Broomfield operates without regard to race, color, national origin, ethnicity, citizenship, immigration status, gender, age, sex, sexual orientation, gender identity, gender expression, marital status, source of income, military status, or disability in all programs and activities.

Individuals with disabilities requiring accommodation or persons needing a language interpreter must submit such a request to the City Clerk no later than noon on Thursday prior to the scheduled Council meeting to allow adequate time to make arrangements. Please call 303.438.6332 or TDD 303.465.5411 or write cityclerk@broomfield.org to make your request.

During the meeting, individuals can click the "CC" button on Live Council meeting video feeds to view closed captioning. Auxiliary hearing aid equipment can be requested on the night of the meeting with our AV team located at the back of the Council Chambers.



Date Posted: April 30, 2025



City and County of Broomfield

City Council Study Session

A. Organizational Strategic Plan Workshop With City Council facilitated by Raftelis: Vision and Strategic Outcome Areas

Meeting	Agenda Group
Tuesday, May 6, 2025, 6:00 PM	Organizational Strategic Plan Workshop with City Council facilitated by Raftelis: Vision and Strategic Outcome Areas Item: 1A.
Presented By	
Danee Brouillard	
Community Goals	

Overview

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The City and County of Broomfield (CCOB) is developing its first Organizational Strategic Plan (OSP). The OSP workshop will be facilitated by [Raftelis](#) and will focus on updating Council on the efforts of the past five months, sharing the feedback and data collected from both Council and employees, and working to achieve consensus on the Vision and Strategic Outcome Areas to move forward with the overall OSP development.

Attachments

[Memo for May 6 Organizational Strategic Plan Workshop.pdf](#)

Summary

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The City and County of Broomfield (CCOB) is developing its first Organizational Strategic Plan (OSP). The OSP is a roadmap to guide the work of the City and County of Broomfield (CCOB). It establishes a vision, defines strategic outcome areas, and identifies strategies for the organization to pursue over the next 5 years. The OSP will help ensure that resources are effectively allocated, decision-making is informed, and all areas of the organization are aligned toward achieving desired outcomes. Additionally, the OSP serves as a communication tool, promoting alignment and collaboration and establishing accountability through measurable objectives and key performance indicators (KPIs).

Background: Over the past few years, both Council and staff have expressed a desire for clarity in allocation of resources and alignment between Council (policy) and operations to continue to move CCOB forward strategically and intentionally while also managing competing priorities and limited resources, both with staffing and finances.

[Raftelis](#), a third-party consulting group specializing in organizational strategic planning for local governments, was hired in mid-2024 to support the organization in this effort, and the project officially kicked off in Q3 of 2024. The first phase of the project was stakeholder feedback and data collection. The organization, with support from Raftelis, collected feedback from Council and employees on the four key elements of an OSP:

- **Vision:** Aspirational and intended to reflect what we hope will be true about CCOB in the future;
- **Mission:** Concise explanation of what the organization does and who it serves;
- **Guiding Values:** Core principles that guide the organization and are observed when the workforce is at its best; and
- **Strategic Outcome Areas:** The “big buckets of things that must go well” for the CCOB to be successful and achieve its vision. Currently, we call these Community Goals.

The Mission and Guiding Values for an organization are informed and set by employees as it ties to the work that they do, how they do it, and why they do it. However, the Vision and the Strategic Outcome Areas are the policy pieces of the OSP and are informed by Council. Therefore, the OSP Workshop for Council will be focused on these two policy areas only.

The Council OSP Workshop: The OSP workshop will be facilitated by [Raftelis](#) and will focus on updating Council on the efforts of the past five months, sharing the feedback and data collected from both Council and employees, and working to achieve consensus on the Vision and Strategic Outcome Areas to move forward with the overall OSP development.

The May 6 workshop was approved by Council as part of the 2025 meeting calendar approved in December 2024. While the workshop is open to the public, due to the format (e.g., hands-on, moving around the room, etc.), it will not be live-streamed or recorded. Verbal public comments will not be part of the workshop, but attendees may submit comments via comment cards during the workshop. Additionally, staff will provide a summary at a subsequent Council meeting, and residents may comment at that time or during any general public comment section of a Council meeting. The presentation that Raftelis will share during the OSP

workshop will be added to the [presentation folder](#) on May 7, 2025.

Desired Outcome: The goal of the workshop is to gain consensus/agreement from Council on the OSP's Vision and Strategic Outcome Areas. Once achieved, staff will continue to work in partnership with [Raftelis](#) to draft the components of the OSP and will bring an update to Council before the end of 2025.

Comprehensive Plan: It is important to note that an organizational strategic plan is different from a Comprehensive Plan (Comp Plan). The OSP is internally facing and serves to align the organization and its resources toward a shared vision and set of strategic outcomes. The horizon for an OSP is typically three to five years. The [CCOB's Comp Plan](#) is a long-range (10-20 years) community planning document that outlines the community's vision and goals for the future. It provides a framework for regulatory tools like zoning and aims to guide growth and development while balancing the natural and built environments.

The CCOB's Comp Plan was last updated in 2016, and staff is currently evaluating proposals submitted from consulting teams regarding the major update for the Comprehensive Plan and Transportation Mobility Plan. The contract will be scheduled for Council consideration and approval later this year and will kick off with the public once the Community Advisory Committee is appointed by Council (anticipated in Q1 of 2026). The update process will allow several opportunities for the Council and residents to engage and provide feedback about the future of Broomfield and their vision and goals for the community.

Financial Considerations

As shown in the sources and uses of funds summary below, the project can be completed within the budgeted amount.

Sources and Uses of Funds	Amount
01-13100-53170 Professional Serv - Misc	\$246,000
Raftelis Contract for Organizational Strategic Plan (including development and implementation)	-\$125,000
Projected Balance	\$121,000

Prior Council or Other Entity Actions

N/A

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

N/A. Workshop and discussion only.

Alternatives

N/A