



2012 CITY COUNCIL PRIORITIES

Each year the Greeley City Council reviews the vision statement and current realities and establishes priorities that they believe will maintain and improve the community. These are the 2012 priorities and objectives.

Image

1. Community promotion & marketing
2. Healthy neighborhoods
3. Appealing community entryways & corridors
4. Youth success
5. Quality of life

Safety

1. Crime prevention & suppression
2. Emergency readiness & response
3. Traffic safety
4. Hazard & risk management

Economic Health & Development

1. Business development & support
2. Economic initiatives

Infrastructure & Growth

1. Public facilities
2. Environmental infrastructure
3. Human and civic infrastructure

Vision: Greeley promotes a healthy, diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live, work and play.

Objectives for City Council Priorities

Summary Descriptions

The goal for each priority is listed along with a description of the objectives.

IMAGE PRIORITY

GOAL: Reinforce Greeley's Vision as a attractive and vibrant community in which to live, learn, work, and play

I. COMMUNITY PROMOTION & MARKETING:

Deliberate efforts to positively affirm Greeley's character and attributes

II. HEALTHY NEIGHBORHOODS:

Develop and sustain neighborhoods that reflect a safe, attractive, and appealing place to live

III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:

Present a pleasant, positive, and welcoming impression of Greeley to residents and visitors

IV. YOUTH SUCCESS:

Help create a community environment that supports youth success

V. QUALITY OF LIFE:

Devote public resources to help create an exceptional community experience

OBJECTIVES

SAFETY PRIORITY

Goal: manage the health, safety & welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors

OBJECTIVES

- I. CRIME PREVENTION & SUPPRESSION:**
Foster a safe environment for Greeley residents and businesses

- II. EMERGENCY READINESS & RESPONSE:**
Minimize loss of life and property through risk prevention and preparation, capability & effectiveness of response

- III. TRAFFIC SAFETY**
Create an environment that promotes the safe movement of people, goods and services

- IV. HAZARD AND RISK MANAGEMENT**
Promote proactive behaviors and conditions that promote a safe and healthy community

ECONOMIC HEALTH & DEVELOPMENT

GOAL: Foster and maintain public and private in business development

OBJECTIVES

- I. BUSINESS DEVELOPMENT & SUPPORT:**
Establish a business-friendly system that encompasses and facilitates desired business development

- II. ECONOMIC INITIATIVES:**
Target public investment toward specific, high value economic development projects and markets

INFRASTRUCTURE & GROWTH

Goal: Establish the capital & human infrastructure to support & maintain a safe, competitive, appealing, and dynamic community

OBJECTIVES

I. PUBLIC FACILITIES:

Provide a framework of public services and facilities that support a safe, pleasing and successful community

II. ENVIRONMENTAL INFRASTRUCTURE:

Improve and maintain the City's natural resources for the benefit of the community

III. HUMAN & CIVIC INFRASTRUCTURE:

Promote employees development and engage community members that supports civic development and services

City Manager's Work Program Items

Council priorities are translated, by the City Manager, into the annual Work Program. Work Program action items help the staff implement strategies that will achieve the Council's vision and address current priorities. This is a list of the 2012 Work Program items. These items are in addition to the usual and on-going services provided by the City organization. Performance measures are in place or being developed as indicators of success in each function or program area.

IMAGE PRIORITY

GOAL: Reinforce Greeley's Vision as an attractive and vibrant community in which to live, learn, work, and play

WORK PROGRAM ITEMS

I. COMMUNITY PROMOTION & MARKETING:

- ***Community Marketing Initiative***
- ***What's Great About Greeley – Community Image VIP Tours***
- ***Resident Survey***

II. HEALTHY NEIGHBORHOODS:

- ***Code Enforcement Task Force***
- ***Neighborhood Building Blocks Program***

III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:

- ***23rd Avenue/10th Street Intersection Improvements***
- ***North 11th Avenue Improvements***
- ***US Hwy 34 Screen Fence Project***

IV. YOUTH SUCCESS:

- ***Career Pathways Program***
- ***Enhanced Middle School Sports Program***

V. QUALITY OF LIFE:

- ***Homestead Park Construction***
- ***Poudre River Corridor Initiative***

SAFETY PRIORITY

Goal: manage the health, safety & welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors

WORK PROGRAM ITEMS

I. CRIME PREVENTION & SUPPRESSION:

- *Review/Revise the Police Department's Recruiting & Selection Processes*

II. EMERGENCY READINESS & RESPONSE:

- *Emergency Medical Services (EMS) Analysis*
- *Public Safety Computer Enhancements*
- *Plan for Replacement of First Responder Radios*
- *Public Safety Training Facility*

III. TRAFFIC SAFETY

- *(No specific work program items were established for this objective although traffic safety will continue to be a focus for the Greeley Police Department.)*

IV. HAZARD AND RISK MANAGEMENT

- *Heart Safe City Designation*

ECONOMIC HEALTH & DEVELOPMENT

GOAL: Foster and maintain public and private in business development

I. BUSINESS DEVELOPMENT & SUPPORT:

- *Plan Review and Permit Tracking Support*
- *Targeted Primary Industry Marketing & Attraction*
- *Retail Development*
- *Expand ORIGIN & Economic Development Website Functionality*
- *Manage and Promote Redevelopment Tax Increment (TIF) Districts*

II. ECONOMIC INITIATIVES:

- *Downtown Support:*
 - *(A) Economic Redevelopment Support/Facilities Analysis,*
 - *(B) Creative District Application,*
 - *(C) Arts & Entertainment Designation & Common Consumption Area Consideration*

INFRASTRUCTURE & GROWTH

Goal: *Establish the capital & human infrastructure to support & maintain a safe, competitive, appealing, and dynamic community*

I. PUBLIC FACILITIES:

- *ADA (Americans with Disabilities Act) Compliance Audit*
- *Facility Needs Analysis*
- *Procure and Install Phone and Voice Mail System*
- *Water and Sewer Plant Investment Fee (PIF) Review*
- *Street Maintenance Funding Mechanism*
- *Update IT strategic Plan*

II. ENVIRONMENTAL INFRASTRUCTURE:

- *Water Budget Trial*
- *Water Master Plan Implementation: (A) Water Acquisition, (B) Plant and piping expansion, (C) Milton Seaman Reservoir Expansion Permit*

III. HUMAN & CIVIC INFRASTRUCTURE:

- *Employee Compensation – 2012 and Beyond*
- *Weld Project Connect*

City Manager's Work Program Items

This is a list of the 2012 Work Program items and additional detail about why each is considered important.

Council Priority: Image

1. Objective: Community promotion & marketing

(1) Community Marketing Initiative

Purpose: Enhance the community's image and improve the City's ability to communicate with residents.

(2) What's Great About Greeley – Community Image VIP Tours

Purpose: To improve the internal and external image of the Greeley community by conducting VIP tours designed to highlight the positive community and economic development activity occurring within the city.

(3) Resident Survey

Purpose: Engage residents to solicit opinions and perspectives and incorporate that input into city government planning for programs and services.

2. Objective: Healthy neighborhoods

(4) Code Enforcement Task Force

Purpose: Facilitate a citizen review 'audit' of the current process and regulations associated with the code enforcement protocol and Administrative Hearing system in order to identify elements that should be maintained or modified to achieve a fair, efficient, and effective system of achieving City Code compliance related to property conditions. A collateral outcome may include identification of City Codes which could be recommended to the Planning Commission and/or City Council for subsequent review.

(5) Neighborhood Building Blocks (NB2) Program

Purpose: Concentrate the delivery of municipal services and support to three target neighborhoods (Sunrise, University District, 10th Street Redevelopment Area) over a three-year period to create and sustain positive changes with area landowners that support those areas as safe, attractive, and appealing places to live, work, and play. The core work of the NB2 Team would not be compromised or diverted with this program; rather, this is a means to elevate and expand the Team's work in these areas with additional attention that are already the subject of much the Team's support and through additional community partnerships.

3. Objective: Appealing community entryways & corridors

(6) 23rd Avenue/10th Street Intersection Improvements

Purpose: An "art fence" at the Xcel Substation at 23rd Avenue and 10th Street will be constructed to tie in to final design plans that will ultimately address aesthetics and vehicular access control at the intersection of 23rd Avenue at 10th Street via a master planning process of the 10th Street corridor between 23rd Avenue and 35th Avenue. The master plan will include engineering details, funded through a Federal Surface Transportation Planning grant, as well as urban design details and landscaping. The

art fence will be designed and constructed after other corridor design elements have been detailed so as better to maintain an overall cohesive appearance.

(7) North 11th Avenue Improvements

Purpose: North 11th Avenue from 5th St to “D” Street is one of the worst sections of road in the city with a Pavement Quality Index of 20. The Public Works Committee in October recommended that this section of roadway be overlaid in 2012 instead of pursuing widening/enhancing the road since funding won’t be available for many more years until the road development fund is built back up by development fees. By just overlaying this road leaves a 30 foot unfinished tree lawn area on the west side that needs cleaned up since this is where some of the road widening and enhancing would have been done. A project to landscape this section from the railroad tracks to “D” Street will be done in conjunction with the overlay project.

(8) US Hwy 34 Screen Fence Project

Purpose: Complete the construction and installation of a designed and approved screen fence on the north half of US Hwy 34 from 11th to 17th Avenues, including the planting of trees per a tree voucher program for eligible landowners on both the north and south sides of the highway.

4. Objective: Youth Success

(9) Career Pathways Program

Purpose: Partner with School District Six, Charter, Private Schools, Aims College and University of Northern Colorado to provide job shadowing and internship opportunities for students.

(10) Enhanced Middle School Sports Program

Purpose: To address voids within the Greeley-Evans School District Middle School programs relating to sports that can be effectively administered though the City of Greeley Leisure Services Department in cooperation and coordination with school athletic directors including the University of Northern Colorado.

5. Objective: Quality of Life

(11) Homestead Park Construction

Purpose: No public parks exist south of HWY34, but there is a significant density of homes in this area. The city owns property on 29th Street behind the Elk Lakes Shopping Center, which was a donation from a developer which included a conservation easement on it. This created an opportunity for a developed park (8 acres) outside of the conservation easement. The park will have a natural/native theme to compliment the adjacent open space, and consist of trails, outdoor classroom, and a playground.

(12) Poudre River Corridor Initiative

Purpose: Complete a Poudre Corridor Initiative Strategy that provides a working framework within which to secure and improve the areas adjacent to the Poudre River within the “Greeley/Windsor Reach” to complement this river area amenity and its relationship to the northern Colorado community.

Council Priority: Safety

1. Objective: Crime prevention & suppression

(13) Review/Revise the Police Department's Recruiting & Selection Processes

Purpose: The Police Department will improve the efficiency and effectiveness of its recruiting and selection activities in order to increase the number of high-quality police officer applicants.

2. Objective: Emergency readiness & response

(14) Emergency Medical Services (EMS) Analysis

Purpose: Develop EMS service delivery models for City Council consideration which delivers a comprehensive pre-hospital emergency medical system that is: sustainable, cost effective and adaptive to City of Greeley community expectations.

(15) Public Safety Computer Enhancements

Purpose: To set up Voice Main and Storage at the Greeley Police Department (GPD) data center, complete GPD network conversion and intranet migration work that was begun in 2011 as a result of the Spillman software conversion.

(16) Plan for Replacement of First Responder Radios

Purpose: Federal mandates require the City to replace its emergency services 800 MHz radios with 700 MHz-compatible ones by the year 2017.

(17) Public Safety Training Facility

Purpose: Training in real-life environments improves safety of first responders in life threatening situations, improves competence and job performance efficiency. A City training center will greatly increase the frequency of critical incident training for public safety officials and improve the protection of citizens and property.

3. Objective: Traffic safety

(No specific work program items were established for this objective although traffic safety will continue to be a focus for the Greeley Police Department.)

4. Objective: Hazard & risk management

(18) Heart Safe City Designation

Purpose: Increase cardiac event survivability to nationally recognized standards of excellence.

Council Priority: Economic Health & Development

1. Objective: Business development & support

(19) Plan Review and Permit Tracking Support

Purpose: Overhaul and update data systems used to submit, log and communicate development review comments and progress to enhance the customer experience and improve the quality and efficiency of project review.

(20) Targeted Primary Industry Marketing & Attraction

Purpose: Developing a targeted approach to Primary Industry Marketing and Attraction by focusing on Greeley's industry clusters and supply chain strengths will result in a more effective job creation partnership with Upstate Colorado, Denver Metro Economic Development Corporation, and the State of Colorado. The study will attempt to utilize the manufacturing industry asset mapping data currently being collected by Colorado Association of Manufacturing Technology and Colorado Clean Energy Cluster; and work with Colorado State University Office of Economic Development to strengthen Agribusiness and Agriculture. In addition the city will seek additional funding from partners such as Upstate to fund a scope of work capable of compiling as much primary industry information as possible with existing funds. Note: includes marketing Hewlett Packard, City Owned, Rail Corridor, Airport, 8th Street & Western Sugar TIF properties.

(21) Retail Development

Purpose: Understanding retail sales gap/leakages in the Greeley marketplace should help to stem lost sales tax revenue, expand the current spectrum of commercial offerings, and enhance the community's attractiveness. This information will be important when pursuing specific retail development projects and considering incentives and alternatives. Note: includes marketing Greeley Mall, Downtown, St Michaels, and other commercial centers Additional funding from the Chamber of Commerce and Downtown Development Authority (DDA) may be needed to fund a detailed or extensive scope of work.

(22) Expand ORIGIN & Economic Development website Functionality

Purpose: Corporate and contract site selectors turn to the internet first and foremost when conducting their initial search. Functional easy to use sites gain the most attention and often result in an early top ten candidate ranking. Poorly designed sites result in quick elimination. Our Economic Development web site needs improvement.

(23) Manage and Promote Redevelopment Tax Increment (TIF) Districts

Purpose: Prepare a TIF Quick Guide, Toolbox, and working budget for use in promoting private/public partnerships in each of the four GURA-managed Tax Increment Districts: Western Sugar, E. 8th Street, Greeley Mall and 10th Street.

2. Objective: Economic Initiatives

(24) Downtown Support: (A) Economic Redevelopment Support/City Facilities Analysis

Purpose: Conduct a facility use assessment of Downtown City Administrative offices and adjunct operations to determine the degree to which building functions might be better consolidated or redeveloped to achieve greater cost and use efficiencies, enhanced customer service and provide 'opportunity blocks' along with other economic incentives in support of Downtown redevelopment. Secondly, provide a timely assessment of options for the use of the Lincoln Park Annex block, in whole

or part, for a major Downtown redevelopment project. This item will interface with the Public Works Facility Needs Analysis work program item.

(25) Downtown Support: (B) Creative District Application

Purpose: Facilitate a joint application with the DDA and UNC for a State Creative District designation encompassing the University and Downtown Districts in order to promote the economic benefits of this industry within Greeley, capitalize on the image associated with such an identity, and compete for funding to further develop this segment of the community's economic profile.

(26) Downtown Support: (C) Arts & Entertainment Designation & Common Consumption Area Consideration

Purpose: Facilitate a review of newly adopted State legislation authorizing local governments to designate community areas as "Arts & Entertainment Districts" and also allow such areas to be permitted as "common consumption areas" for alcohol.

Council Priority: Infrastructure & Growth

1. Objective: Public facilities

(27) ADA (Americans with Disabilities Act) Compliance Audit

Purpose: March 15, 2011 new federal regulations regarding Title II of the ADA went into effect and will impact the city and the our programs. Starting March 15, 2012 all new construction and alterations must follow these new rules. Existing programs and services must be audited and prioritized and a plan to bring non compliant areas into compliance completed.

(28) Facility Needs Analysis

Purpose: There are nearly 1 million square feet of City facility space to maintain. Funding that comes from the Food Tax has been mostly directed at road maintenance since the Food Tax was created in 1990, so facility maintenance funding has been minimal over this time, and the facilities as a result have declined. There is a need to identify the specific needs and issues associated with deferred maintenance, aging equipment and structures, and customer expectations and to identify strategies to maximize the life, function, safety and appeal of all of the city facilities to better understand the maintenance needs.

Some improvements have been done, but have been through operating budgets, some Food Tax projects, Xcel rebates, and recently through a federal energy grant. The federal energy grant after replacing some equipment and doing some window upgrades is now entering its final project which is an energy audit to evaluate the Union Colony Civic Center, Downtown Recreation Center and Senior Center to determine opportunities for improved energy efficiencies.

An update to an internal study done in 2006 is being recommended to evaluate the facility maintenance needs. A separate project to evaluate a consolidation of city administrative buildings in the downtown area will be done in 2012 and that information will be incorporated into the facility update.

(29) Procure and Install Phone and Voice Mail System

Purpose: To upgrade and or replace the existing phone and voicemail systems due to obsolescence of the existing systems.

(30) Water and Sewer Plant Investment Fee (PIF) Review

Purpose: Ensure that Greeley's water and sewer PIFs are competitive and fair and that methodology for PIF development is fair, defensible, and reflects current policy.

(31) Street Maintenance Funding Mechanism

Purpose: The city street infrastructure continues to decline more each year. The current Pavement Quality Index (PQI) is now 48 with a goal of 60 or better. With 157 of our 359 miles in need of being overlaid and a total backlog of all road maintenance at \$89 million additional funding is needed if the city's road conditions are to ever improve. A funding mechanism is needed to generate the annual need of \$12 million that would begin to improve the system and meet the PQI goal of 60.

(32) Update IT Strategic Plan

Purpose: The original IT Strategic Plan was completed in 2006 and has provided plan for making decisions about IT related projects in the last five year. It is now time to update the plan to acknowledge the projects that have been completed and to add any projects that are identified going forward.

2. Objective: Environmental infrastructure

(33) Water Budget Trial

Purpose: Greeley's 2003 Water Master Plan calls for improved water conservation as a cornerstone of a secure water future. Today, Greeley has one of the most successful conservation programs in the state. To continue these efforts to encourage water use efficiency, Greeley's Water and Sewer Department has begun a Water Budget Study.

A Water Budget is intended to get customers who far exceed their actual need to reduce their consumption. The Water Budget provides individual households with a monthly estimate of their projected water requirements based on individual lot size and assumed persons per household.

The Water Budget Study is a four year process to evaluate the effectiveness of empowering customers with information to improve their water efficiency.

- The first year of the program was completed in 2011. A small sample set of volunteer customers were given water bills showing their previous month's actual use compared to what they should have used, based on temperature, rainfall, irrigable area, and inside demand.*
- 2012 will expand the study to a random sample of up to 1,000 residential customers in addition to existing volunteers. The water budget will be modified to forecast the customer's water demand, based on historic averages, instead of calculating the previous month's water needs based on actual temperatures and rainfall as was done in 2011. The modified plan will allow customers to be aware of their water budget prior to their water usage.*
- The third year of the study will expand the program to all residential customers, city-wide.*

In 2014, results of providing information to customers in the Water Budget study will be evaluated and if warranted, in 2014 individualized tiered rates may be introduced to send a price signal to those customers who continue to use water far in excess of their actual need.

(34) Water Master Plan Implementation: (A) Water Acquisition, (B) Plant and piping expansion, (C) Milton Seaman Reservoir Expansion Permit

Purpose: The 2003 Water Master Plan has three major ongoing tasks:

- 1) Acquire additional water supplies (Future Water Account Phase II):*

- 2012 goal – acquire 800 acre-feet new water supplies
- 2) Construct new transmission main from Bellvue:
2012 goal – begin construction of Northern Segment of Bellvue Transmission Main
 - 3) Permit Milton Seaman Reservoir expansion:
2012 goal – finalize Purpose and Need Report and review Action Alternatives

3. Objective: Human and civic infrastructure

(35) Employee Compensation – 2012 and Beyond

Purpose: To continue next steps in Council direction to develop a long-term strategy to address employee salary in terms of market lag, compression, and internal alignment issues.

(36) Weld Project Connect

Purpose: Support local efforts to provide basic services to the underserved population in Greeley as part of a county-wide one-day event.