



City of Greeley, Colorado

Proposed City Center

CITY MANAGER'S WORK PROGRAM

2017

A report of City Council's priorities and objectives and the City Manager's list of projects and programs to implement in 2017 to advance Council's goals.

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City Manager's Work Program Guide

City Council's list of priorities and objectives is a major policy document meant to help guide the investment of resources both in terms of financial assets and human resources. Council affirmed the priorities listed on Page 3-6 of this document for the upcoming year.

As in prior years, staff prepares a work program to guide the staff's efforts for the upcoming year, utilizing Council priorities and objectives as a guide.

Department Operations

In addition to Council's Priorities and Objectives, there are numerous daily tasks and services that staff must complete to meet the various functions of local government. The Department Operations category also includes random items that come up during the year be it legal issues, legislative issues from other governments or other unforeseen issues. At times these unplanned items become Department Activities or Citywide Initiatives.

Clearly, operations consume the majority of staff time available in a given year. In fact, we estimate that this work program category consumes between 80 to 90 percent of staff time available in any given department. The attached list is not exhaustive nor is it submitted to request feedback per se. Rather, it is meant to give a picture of those activities that consume a majority of the staff's available time and to provide context when discussing Department and Citywide initiatives that are more discretionary in nature. In short, we want to create a realistic work program.

Department Activities

Department Activities include new projects, with a defined beginning and end, meant primarily to address Council Priorities and Objectives. However, they may include efforts necessary to upgrade Department Operations as well. Department Activities are primarily a work effort impacting only one Department but may require some assistance from other departments. They may entail work to establish a new function that ultimately becomes a Department Operation. Activities require regular reporting to Council in monthly Department updates, City Manager Snap Shot emails, worksessions and/or Council meetings.

Citywide Initiatives

Like Department Activities, Citywide Initiatives are projects that address City Council Priorities and Objectives. However, they require coordinated efforts between multiple Departments to complete. They normally have a larger scope of impact to the organization and community. They too are routinely reported to Council as described above. As with Activities, a Citywide Initiative may ultimately become a normal Department Operation in the future.

The process of approving the City Manager's Work Program is similar to the process of the Council adopting a budget. Each year, staff prepares a proposed balanced budget and submits it to review by Council. As the budget is balanced, if something is added by Council a corresponding reduction must be made. Although not as precise as a budget, this proposed City Manager Work Program is balanced in terms of time available by staff to

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complete. As such, as Council reviews the addition of new work program items, a reduction of other items or extending completion beyond the current work year would be necessary.

Respectfully submitted,

Roy H Otto
City Manager
February 1, 2017



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City Council's 2017 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 2017 priorities and objectives.

Image

Community promotion & marketing
Healthy neighborhoods
Appealing community entryways & corridors
Youth success
Quality of life

Safety

Crime prevention & suppression
Emergency readiness & response
Traffic safety

Economic Health & Development

Engaged business and industry relationships
Active support of business development
Economic initiatives

Infrastructure & Growth

Public facilities & equipment
Environmental infrastructure
Human infrastructure
Civic Infrastructure

City Council's 2017 Priorities with Objectives

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

PRIORITY: Image

GOAL: Reinforce Greeley's vision as an 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

PRIORITY: Safety

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.

PRIORITY: Economic Health & Development

GOAL: Foster and maintain public and private investment in business development.

OBJECTIVES

- I. ENGAGED BUSINESS AND INDUSTRY RELATIONSHIPS**
Foster and sustain active and productive relationships with key employers and businesses to secure and expand their local success.
- II. ACTIVE SUPPORT OF BUSINESS DEVELOPMENT**
Promote a business-friendly environment and system of municipal services that support commercial enterprise.
- III. ECONOMIC INITIATIVES:**
Develop opportunities to target public investment toward specific, high value economic development projects and markets.

PRIORITY: Infrastructure & Growth

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

OBJECTIVES

I. PUBLIC FACILITIES & EQUIPMENT:

Provide a framework of public services, facilities and equipment 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 INFRASTRUCTURE:

Invest in employee development.

IV. CIVIC INFRASTRUCTURE:

Create a community that recognizes and capitalizes on the power of aligned principled relationships to address any challenges we face

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Citywide Initiatives

Like Department Activities, Citywide Initiatives are projects that address City Council Priorities and Objectives. However, they require coordinated efforts between multiple departments to complete. They normally have a larger scope of impact to the organization and community. As with Activities, a Citywide Initiative may ultimately become a normal Department Operation in the future. Progress reports are provided regularly through quarterly Department Updates, at Council Work Sessions or through the City Manager's Snap Shot emails. Note: An asterisk () denotes a new item for 2017. All others are continuing items from 2016.*

1. REAL ESTATE ASSET MANAGEMENT

Purpose: Currently, there is no coordinated program or process in place to monitor leases or other agreements that are associated with city owned property. Neither is there a coordinated process for purchasing property and rights of way. This initiative will develop and implement an inter-departmental program of real property asset management, focusing on leasing City-owned mineral rights, actively managing leases, and tracking royalties, but also including leases of City-owned real estate, easements, license agreements and purchases.

2. DOWNTOWN HOTEL AND CONFERENCE CENTER

Purpose: In 2015, responding to the need to provide a competitive and appealing venue to support full service hospitality and medium sized functions and conferences, a request for proposals was issued to attract a private partner to work with the City to construct such a facility in Downtown on the City's "Lincoln Park Annex" block. Though a competitive process, a development partnership was selected and, by April 2016, multiple agreements and a strategy were approved and ground broken on a new hotel and conference center. Work and close coordination between the City and the Developer for the range of public and private improvements will continue through 2017 with an expected completion and grand opening by early fall.

3. CITY CENTER PHASE I

Purpose: In 2011 a City Administrative Facility space needs analysis was completed, concluding that consolidating the City's Administrative operations would be financially and functionally advantageous and better serve the public. To facilitate that objective, property has been secured over time adjacent to the City Hall Annex. A Phase I scope of work was crafted for Fire Station No. 1 and other City offices displaced from the Hotel/Conference Center project. Since then the Fire Station plans have been completed and construction commenced for the fire station component, to be complete by summer, 2017. In 2016 staff secured additional grant funding which allows the City to add new Water & Sewer offices to the companion administrative office construction for City Center Phase I which allows greater space utilization. Final building plans and construction commenced by spring 2017 with a completion date of August 2018.

4. COMPREHENSIVE PLAN UPDATE

Purpose: Engaging the community periodically to establish a vision for our future is a priority of Greeley City Government. The last effort in this regard was completed in 2009. This initiative will continue a 24 month-long process to update Greeley's Comprehensive Plan.

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5. TWO YEAR BUDGET

Purpose: In 2016 the two year budget was created. In 2017, a review of the proposed 2018 budget will be undertaken and the 2018 budget will be adopted.

6. BROADBAND SERVICE

Purpose: Many communities in the region are investigating providing broadband internet service to their citizens. This issue has also been discussed by Council. This initiative will analyze the options for Greeley including the option to participate in a regional broadband service.

7. POUUDRE GREENWAY MASTER PLAN

Purpose: The Poudre River is a critical asset to Greeley and a regional amenity. This initiative completes work funded with grant resources in 2016 to create a common area master plan/resource guide to provide a working framework within which to foster preservation and development of the Greeley/Windsor reach of the river to complement this area amenity, address floodplain impacts and leverage support for its development and connectivity with the community trail system. Inventory and assembly of all local and regional river-related studies, maps, plans and other guidance documents and an initial assessment of river characteristics has been completed to date; the full guide will be complete by summer, 2017.

8. WATER EFFICIENCY TACTICAL TEAM (WETT)

Purpose: Greeley has a water resources legacy in the region, state and nationally. As Greeley plans for its future, water planning is critical. A major portion of this planning includes water conservation. In 2017 the landscape code revisions will be submitted to City Council, the water budget rate structure will be implemented and water issues messaging campaign similar to the Greeley Unexpected program will continue.

9. *BALLOT MEASURES

Purpose: Greeley's regular municipal election is November 7, 2017, which is a budgeted expense. In addition to the requirement to place the four elected positions on the ballot, it is an opportunity to refer ballot measures to the City's voters. Ballot issues and questions being considered thus far include a number of proposed changes to the Home Rule Charter; a tax-related issue regarding revenue limits for the Keep Greeley Moving program, and perhaps a sales tax reauthorization of the 2002 and 2004 voter-approved rates to fund the Imagine Greeley program.

10. VOTER REAUTHORIZATION OF SALES TAX (.30% AND .16%)

Purpose: To arrive at a recommendation to City Council for a possible ballot issue, asking the voters to reauthorize the sales tax rates approved by voters in 2002 (Quality of Life projects) and 2004 (Public Safety facility). These rates, .30% and .16% will expire in 2022 and 2024 respectively. The funds generated by these taxes built projects such as the Funplex, the Ice Haus, new parks and a new Police Headquarters. These taxes also provided approximately \$1 million in operating funding. The sales tax generated from continuing the .46% rate could pay for capital and/or operating needs in the future. In 2016, staff held two "Imagine Greeley" citizen forums to generate future need ideas. In 2017, this effort will parallel the Comprehensive Plan Update that began in 2016 as well. The intention is to collaborate with the community to vision a future Greeley while at the

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same time creating a financing plan so that important elements of the Comprehensive Plan can be implemented program.

11. CUSTOMER SERVICE AWARENESS AND TRAINING

Purpose: Providing customer service is the essence of what we do as public servants. Opportunities for our employees to learn what this means at the City of Greeley will be designed to share expectations, resources, and helpful tips for providing excellent internal and external customer service.

DEPARTMENT ACTIVITIES

These include new projects, with a defined beginning and end, meant primarily to address Council Priorities and Objectives. However, they may include efforts necessary to upgrade Department Operations as well. Department Activities are primarily a work effort impacting only one Department but may require some assistance from other departments. They may entail work to establish a new function that ultimately becomes a Department Operation. Department Activities. Progress reports are provided regularly through quarterly Department Updates, at Council Work Sessions or through the City Manager's Snap Shot emails.

CITY CLERK'S OFFICE & MUNICIPAL COURT

1. Municipal Code Recodification

Purpose: A "recodification" of the Code of Ordinances is suggested about every 15 years, and the City's last recodification was completed in 1994. A recodification is a comprehensive legal, content and format review of the City's law book to check for any conflicts with federal and state laws, conflicts between chapters, and to ensure it is a current and relevant set of laws for the City of Greeley. Although annual changes are made to help keep the Code as current as possible, a comprehensive approach is needed periodically. This is a three-year project that will be completed with a combination of City staff, a professional codifier, and possibly contract legal counsel.

2. Liquor Licensing Processing

Purpose: This is a project continued from 2016 and scheduled for completion in 2017. It is a project to design and automate the process for new, transfer of ownership, special events and other change applications for the licensing of alcohol sales and service. The automation, which also includes process mapping and analysis, will provide a more efficient customer response to established and new businesses and event holders.

COMMUNITY DEVELOPMENT DEPARTMENT

3. Case Management Improvements.

Purpose: Customer service is of critical importance. This activity involves improvements to a number of processes within Community Development in this regard. In 2016 software options were analyzed and in 2017 funding was provided to purchase and begin implementation of the selected software, TRACKiT.

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4. Northwest Rail Corridor Plan Implementation Elements

Purpose: To facilitate existing development commitments of lands currently annexed in the Northwest Rail Corridor. This area is currently targeted by several long-range plans for potential industrial activity. However, there are only conceptual designs related to stormwater, road, water and sewer services for these properties already in city limits. This activity will undertake efforts to better “set the stage” for development in the future by defining future developer’s obligations, pre-designing systems, and setting Capital Improvement Plans for elements related to public uses. It will involve facilitated discussions between staff of city departments, Weld County, and private landholders.

5. Enclave Annexations

Purpose: As reviewed with City Council last year, there are a number of enclaves within the City that create service delivery challenges. This activity will involve annexing strategic enclaves and natural lands.

6. Priority Development/Zoning/Building Code Modifications

Purpose: During 2015 a national court case established new standards for political signage. In addition, the Council adopted a new impact fee program that envisions land dedication for parks. Lastly, the 2015 International Building Codes were published. This activity will involve necessary changes to related City Code to address these issues.

7. Community Recycling

Purpose: In 2015, City Council reviewed the issue of recycling. A recycling behavior survey was concluded in 2016, and staff will provide analysis and recommendations to Council in 2017.

CULTURE, PARKS AND RECREATION DEPARTMENT

8. Museum Master Plan

Purpose: The Long Range Museum Plan was completed in 2007. This activity will provide an updated Museums System Long Range Plan.

9. Youth Sports Complex Parking Lot Improvements

Purpose: The 2002 Quality of Life Program included funding for parking lot improvements at the Youth Sports Complex. This activity will implement that scheduled improvement plus some additional site improvements to this heavily used Sports Park.

10. Remodel Downtown Recreation Center

Purpose: The Recreation Center was built in 1986 and has not had any major upgrades since it opened. In order to support the operations of the new Downtown Hotel and Conference Center the meeting facilities in the Recreation Center will be remodeled so larger events can be hosted in downtown.

11. GOCO Inspire Grant

Purpose: The City of Greeley, along with representatives from the Poudre Learning Center, Weld County Department of Health, and Colorado Youth Outdoors received a Great Outdoors Colorado (GOCO) Inspire Initiative planning grant to “get Greeley youth off the couch and away from screens and to get out the door from

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the backyard to the backcountry.” This grant will be used to hire a consultant to put together a strategic plan to enable community support and to further engage youth in the outdoors.

12. Island Grove Improvements

Purpose: Island Grove is a crown jewel in Greeley’s park system and our only regional park. This activity will coordinate a number of efforts to enhance the park. In 2016 the new Island Grove Regional Park Master Plan was completed as was the construction of Aven’s Village Inclusive Playground and the Buckle Club in collaboration with the Greeley Stampede. In 2017 a new synthetic turf field to replace the existing softball field will be constructed. Also, staff will work with the IG Board to potentially initiate an indoor arena feasibility study (*which would require funding*).

13. Woodbriar Park Master Plan

Purpose: Woodbriar Park will be greatly impacted by the need to expand the regional 27th Avenue Storm Drainage Project to alleviate current drainage problems to several neighboring residential properties. However, this provides an opportunity to coordinate a revised park master plan to incorporate major park improvements already budgeted in 2017 including new restrooms, a new picnic pavilion, new playground equipment, replacement trees/turf and a new irrigation system for the park. Staff from both Culture, Parks, and Recreation and Public Works/Stormwater will reach out to the neighborhood to assist in master planning efforts.

14. Park System Rules

Purpose: With the newly installed park site identification signs, it is also time to update rules and regulations signs within the parks and to uphold consistency and like appearance and to allow for flexibility in rule changes in the future. To that end, this activity will include a review of all existing parks rules, adoption of any new rules and posting. Depending on final quantities and materials, this Activity may require identification additional funding.

FIRE DEPARTMENT

15. Light Vehicle Response

Purpose: Calls for service have risen at approximately 18.5% per year for the past 3 years. The nature of calls in Fire Service have changed significantly over the past several decades. The nature of equipment used to respond to these changing calls has not. This activity will complete a trial of a “light vehicle” response and analysis of the trial to determine efficient resource deployment and response strategies.

16. Ambulance Transport Contract Renewal

Purpose: The current ambulance transport contract expires on October 24, 2017. A new agreement will be researched and negotiated prior to the termination of the current agreement. This activity may include a request for proposals.

HUMAN RESOURCES DEPARTMENT

17. Retirement Plans

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Purpose: It is important that a review of funds and fees for the City retirement plans is completed on a periodic basis. This activity will involve issuing a request for proposals for an external review.

INFORMATION TECHNOLOGY DEPARTMENT

18. *Citywide Deployment of Office 2016

Purpose: Updated software will be installed on all City computers. The project will realize citywide consistency in software versions that ensures compatibility between users. Additionally, this will allow the help desk to concentrate expertise for a single version.

19. Internet Improvements

Purpose: Reliable access to the internet is a critical need for providing government services to the community. In 2016, (a) Adding redundant Internet Service Provider (adding a second Internet Service at the secondary data center to fail over if the primary service is unavailable) was completed. In addition, (b) Internet speed was improved from 100M to 1G (10 times faster internet use). In 2017, the department will be (c) adding firewalls to the Waste Water Treatment, Reservoir Road, Bellevue, Boyd, Crime Lab and GPD locations for specialized security interests and (d) implementing an improved solution for network access to/from Forestry, Cemetery, and Monfort Park (outside of fiber optic infrastructure).

20. *Finance System Replacement

Purpose: The City's current financial System, aka Enterprise Resource System (ERP), was purchased in 1993. While we have functionality in the basics, it no longer integrates with human resource systems, budget systems, banking systems, and now we will have to develop separate ways to integrate with the new TRAKiT, Community Development system. ERP systems have exceptional risks due to integration issues; and are very expensive to replace. In third quarter 2017 the Finance Department will begin to analyze and review ERP systems for replacement in 2018. Replacement is a significant work program and will involve many people throughout the organization.

POLICE DEPARTMENT

21. *Crime Reduction

Purpose: 2016 saw a reversal in a multi-year downward trend in reported crimes. All of the department's operations in 2017 will be targeted on attaining a significant decrease in crime. Both crime prevention and crime suppression activities will be involved.

PUBLIC WORKS DEPARTMENT

22. 10th Street Access Control and Streetscape Improvements

Purpose: This multiyear program began in 2012. To date pieces of the project have been completed from 23rd to 30th Avenues. The balance of the project has now been designed between 23rd and 35th Avenue. In 2017, staff will purchase of necessary right of way to complete the project. Final construction is scheduled to begin in late summer 2018.

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23. 27th Avenue Stormwater Improvements

Purpose: This multiyear project began in 2015 and represents the single largest stormwater project in the City's history. This next phase will include an updated study of flows that intersect the No. 3 ditch and will determine a plan to route and handle these stormwater flows. Construction of these improvements are scheduled for late fall.

24. Neighborhood Stormwater Improvements

Purpose: This activity will represent the final phase of storm drainage improvements in the Sunrise Neighborhood and the Westmoor West neighborhood.

25. Downtown Stormwater Master Plan.

Purpose: In 2017 the Downtown Stormwater Master Plan update will be completed.

26. Poudre River Flood Review and Improvements

Purpose: In major spring runoff events the Poudre River tends to flood streets in the area from approximately Island Grove Regional Park to Ash Avenue. This study will analyze potential options to reduce flooding in this area. Additionally, the State of Colorado's Poudre Risk Map flood plain study is ongoing and must be monitored for potential adverse impacts to the community.

27. Transit Center

Purpose: This project will replace the downtown transfer center with a new regional transit transfer facility at the southwest corner of 11th Avenue and 1st Street.

28. *65th Avenue Widening

Purpose: This project will widen 65th Avenue to a 4-lane city arterial road including a traffic signal at 29th Street, turn lanes at other intersections, sidewalks, lighting and landscaping improvements from US34 to the Ashcroft Draw Bridge.

29. *71st Avenue Widening

Purpose: One of the commitments of the Keep Greeley Moving program was the widening of 71st Avenue from 12th Street to 22nd Street. In 2017, the bridge over Sheep Draw will be widened. In 2018, the balance of the project will be completed.

30. "A" Public Works/Water and Sewer Maintenance Facility

Purpose: The maintenance shops for Public Works and Water/Sewer were constructed in 1961. As the City has grown and equipment has also gotten larger there has been an increased need to expand these facilities. This initiative involves completing a space audit and feasibility study to meet these growth needs.

WATER AND SEWER DEPARTMENT

31. Significant Capital Project Implementation

Purpose: The Water and Sewer Department is the most capital construction intensive Department in the City operation. As such, annually staff is involved in constructing numerous projects. This activity will report on the most significant of these projects which include the following: Windy Gap Firing Project which is being

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managed by the Northern Colorado Water Conservation District, Northern segment of the Bellvue Transmission Pipeline, Right of Way Acquisition for the Gold Hill portion of the Bellvue Transmission Pipeline, Water Treatment Plant Improvements, North Greeley Sanitary Sewer Interceptor Improvements, Ashcroft Draw Sewer Improvements and the Water Pollution Control Facility wastewater solids improvement program.

32. Federal Permitting

Purpose: Greeley is proposing to enlarge Milton Seaman Reservoir and is also constructing a new water transmission main from the Bellvue Water Treatment Plant to Greeley. Both efforts involve a laborious permitting process. This activity will track these efforts toward completion and includes the establishment of a Wetland and Conservation Mitigation Bank program which is connected to the Poudre River Greenway Master Plan (see in Citywide Initiatives).

33. Water Acquisition Future Water Account II

Purpose: To meet Greeley's long term water needs, the Water/Sewer Board, with Council approval, has embarked on a multiyear water purchase plan. The first phase, Water Account I, purchased a total of 5,400 acre feet. This activity represents the second phase with the purchase of an additional 400 acre feet by the end of 2017. To date, 3,515 acre feet of this 10,000 acre-feet goal has been purchased.

34. Regional Utility Collaboration

Purpose: Greeley currently provides water treatment not only for its residents but also for the residents in Evans, Windsor and Milliken. As the region continues to grow collaboration in the area of water and sewer services will be important. This activity includes studying of various collaborative water and sewer service delivery models for the future.

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Department Operations

Regardless of City Council's priorities, there are numerous daily tasks and services that staff must complete to meet the various functions of local government. The Department Operations category also includes random items that come up during the year be it legal issues, legislative issues from other governments or other unforeseen issues. At times these unplanned items become Department Activities or Citywide Initiatives. Clearly, operations consume the majority of staff time available in a given year. In fact, it is estimated that this work program category consumes between 80 to 90 percent of staff time available in any given department. The list below is not exhaustive but provides a picture of those activities that consume a majority of the staff's available time and it provides context when discussing Department Activities and Citywide Initiatives that are more discretionary in nature.

CITY ATTORNEY'S OFFICE

- Daily case evaluation, file-preparation, pre-arraignment plea agreements, and prosecution in municipal court of misdemeanor offenses, misdemeanor infractions, and traffic code violations.
- Representation of City in administrative hearings and appeals.
- Contract negotiation, drafting, review, and revision.
- Legal advice, opinions, and support to City Council, Departments, Boards and Commissions.
- Litigation in defense of claims against the City and its officers and employees.
- Litigation in water court.
- Litigation in support of contract enforcement, collections, and appeals of final agency action.
- Drafting and review of legislative enactments, including ordinances and resolutions.

CITY CLERK'S OFFICE & MUNICIPAL COURT

- Provide administrative support for the Administrative Hearing Officer for Code Compliance.
- Facilitate appointment of City Council's 24 advisory groups.
- Provide administrative support for City Manager.
- Process City Council's legislative actions.
- Conduct elections and facilitate the initiative, referendum and recall processes.
- Coordinate multi-departmental review of new, renewal and changes to liquor licenses; and process alleged violations through the hearing process.
- Manage the City's legislative records and provide outreach to and coordination with other departments in managing the life cycle of records.
- Adjudicate 15,000 traffic and criminal cases through Municipal Court.
- Collect fines or process protests for 14,000 parking citations.

CITY MANAGER'S OFFICE

- Regular meetings with Directors to review progress of departmental operations,
- Regular meetings with Council to resolve concerns and communicate progress.
- Regular meetings with Community members to establish relationships, resolved concerns, etc.
- Regular meetings with Community Partnership groups (e.g. Creative District, University District, Homeless Coalition, City Boards and Commissions, etc.) to sustain work program activities.
- Oversight of G. Hope Home Purchase Program.
- Administration of the Greeley Unexpected Campaign.

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- Administration of the Achieving Community Excellence Program (ACE) which includes the G. Town Promise.
- Regular convening of internal City work groups (e.g. NB2, Poudre Initiative, etc.) to sustain progress on city support initiatives.

COMMUNITY DEVELOPMENT DEPARTMENT

- Process current land use cases (Planning division/EDR Division).
- Continue Development Review training program, particularly emphasizing techniques to maintain 85% 2-week turn-arounds (Planning division/EDR Division).
- Answer zoning/land use cases, research (Planning Division).
- Produce reports, statistics, data & maps (Planning Division).
- Provide technical support for city-wide infrastructure (EDR Division).
- Process current building plan proposals (Building Inspections Division).
- Inspect current construction for safety and standards (Building Inspections Division).
- Respond to nuisance complaints (Natural Resources/Code Compliance Division).
- Process nuisance and zoning violation cases through hearings (N.R./C.C. Division).
- Maintain program activities (GROW site, Farmers' Market, Builder/Realtor outreach, etc.).

CULTURE, PARKS & RECREATION DEPARTMENT

- Personnel Management.
- Meetings and Documentation.
- Customer contacts.
- Partner relations.
- Park and Natural Areas Management/Maintenance.
- Facility Operations.
- Cemetery Operations.
- Forestry Operations
- Recreation Programming.
- Youth Enrichment/Rodarte Center Management.
- Aquatics operations.
- Golf operations.
- Capital Project management/coordination/implementation.
- Finance Process/Cash Management.
- Museum operations.
- UCCC operations.
- Island Grove operations.
- Public Art Program.
- Community Festivals/Special Events.
- Marketing/sponsorship coordination.

ECONOMIC DEVELOPMENT DEPARTMENT

- Responding to requests for economic data.
- Responding to requests for economic development incentives and managing Council approval process.

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- Responding to state-generated and internally-developed development prospect leads.
- Assure Greeley is well positioned in economic trade sector magazines, etc. and on the internet and social media platforms
- Serve as ombudsman to business interests in their dealings with the city.
- Manage funding/contractual relationships with Upstate Colorado, Downtown Development Authority, Eastern Colorado Small Business Development Center, and Chamber of Commerce.
- Build relationship with Greeley business community
- Investigate project opportunities in TIF Districts.

FINANCE DEPARTMENT

- Processing Payroll: Every two weeks without mistakes.
- Paying bills.
- Transparency. Including Performance Measurement Reporting.
- Expenditure/Revenue Analysis.
- Budget Amendments.
- General Accounting Work and Helping Departments with their financial processing.
- Utility Billing.
- Delivery of Mail.
- Receivables.
- Liens.
- Banking Activities.
- Cash Management and Investments.
- Animal Licenses.
- Bus Pass Sales.
- Asset Management.
- Processing Contracts.
- Paying and Managing VISA payments.
- Sales Tax Management: We process and take in approximately \$50 million in payments in 12 months.
- Customer service is extremely high here.

FIRE DEPARTMENT

- Issue fire/flame permits.
- Conduct plan reviews for development process.
- Conduct construction inspections.
- Conduct fire inspections of all Greeley businesses.
- Conduct oil/gas inspections.
- Conduct pre-fire planning of all Greeley businesses.
- Develop emergency management plans and conduct plan exercises.
- Deliver fire and safety public education.
- Train response personnel and maintain required certifications.
- Respond to emergency and non-emergency calls for service.
- Conduct fire investigations of all fire and explosive events.

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- Assist Greeley Police Department with prosecution of Arson.

HUMAN RESOURCES DEPARTMENT

- Recruitment and selection processes for new and vacated positions, advertise vacancies, source candidates, screen applicants, coordinate interview/selection processes and hiring efforts.
- Data entry and records maintenance for regular and seasonal employees.
- Manage compensation structure, evaluation process and competitive pay practices.
- Develop and manage employment policies; labor law compliance; labor contract negotiations.
- Training and Development – new employee benefit and organizational orientation, leadership training and professional development efforts.
- Employee relations/communication/recognition programs – communication, employee grievances/complaints, employee picnic, annual service awards, and employee survey.
- Benefit and leave programs – medical, wellness, employee health clinic, dental, vision, retirement, life, employee assistance program, tuition reimbursement, Paid Time Off, family medical leave, short and long term disability, extended leave, light duty.
- Supervisory support – employment policies, employee development, counseling, performance improvement, progressive discipline, disciplinary action process.
- Safety/Workers' Compensation/Risk Management - administer general liability and workers' compensation claims; risk avoidance/prevention/reduction; respond to employee-involved accidents; conduct safety audits, physical demand evaluations.

INFORMATION TECHNOLOGY DEPARTMENT

- Software upgrades and support for over 200 applications.
- Upgrades and support for over 120 network switches, routers, firewalls and wireless points.
- Network connectivity for 53 City locations.
- 24/7 Help desk support receiving approximately 7,500 calls annually.
- PC, laptop, tablet replacement program.
- Email management, archiving and filtering.
- Backup and restore operations.
- Provide over 30 technology training classes.
- Provide internet access.
- Maintenance and support for phone switches and voice mail.
- GIS maintenance and support for over 300 location based datasets.
- Maintenance and support for City web sites and 2 intranet sites.

POLICE DEPARTMENT

- Respond to emergency and non-emergency calls for service.
- Investigate criminal acts and apprehend offenders, including operations of Special Enforcement Team (SET).
- Engage in traffic law enforcement and investigate traffic accidents.
- Engage in parking enforcement.
- Provide public information and crime prevention advice to citizens.
- Receive, store and return lost property and evidence.

2017 WORK PROGRAM

- Participate in the operation of a forensics laboratory.
- Assist in the prosecution of criminals.
- Assist District 6 schools in providing a safe learning environment.
- Recruit, select and train exceptional police employees.
- Provide animal control services to Greeley residents.
- Furnish compassionate Victim Advocate services to the communities we serve.

PUBLIC WORKS DEPARTMENT

Admin/Engineering Division

- Involvement in Municipal Complex development.
- Execution of construction of Public Works CIP program including existing transportation infrastructure maintenance and new projects.
- Inspection of new development projects and all permitted work in public ROW including utility construction and maintenance.
- Pavement Management of 367 miles of street system, development of 2017 road maintenance program, and execution of 2016 road maintenance program.

Streets Division

- Day-to-day street maintenance: potholes, asphalt patching, crack sealing, asphalt recycling, concrete program, street sweeping, graffiti removal, vegetation management, storm line maintenance and cleaning, detention pond maintenance, # 3 ditch maintenance, graveled streets, alleys and shoulder maintenance, snow removal, emergency response for events such as river flooding (mountain snowmelt).

Traffic Division

- Traffic signal maintenance – 116 traffic signals.
- Roadway signs and markings maintenance.
- Fiber optic maintenance and locating – 40 miles.
- Monthly regional transportation coordination (MPO).

Transit Division

- Day-to-day operation of transit system – 620,000 plus rides annually through Fixed Route, Paratransit & Call-n-Ride.
- Maintain compliance with federal and state operational and reporting regulations.
- Regular communication of service as well as renewal and negotiations of Evans, Garden City, UNC transit contracts.

Facilities Division

- Day-to-day facility work order and repairs for 900,000 SF of city buildings.
- Day-to-day custodial upkeep of city facilities.

Equipment Maintenance Division

- Day-to-day maintenance of city fleet – 643 vehicles & 19 buses.
- Purchase 58 replacement vehicles for city departments in 2016.

Stormwater Division

- Respond to localized stormwater complaints/issues.
- Review floodplain questions and approve permits.
- Review stormwater maintenance needs and prioritize work. 120 miles
- Perform detention pond inspections and investigate illicit discharges.

2017 WORK PROGRAM

WATER & SEWER DEPARTMENT

Capital Improvement Projects (major projects listed)

- Construct 5 MG treated water storage tank at Gold Hill.
- Install cured-in-place pipe within the wastewater collection system.
- Perform water transmission system rehabilitation along with replacement of select distribution piping, valves, fire hydrants and meters.
- Rehab Lift Stations 4 and 17 on wastewater collection system.

Water and Wastewater Treatment Division

- Continuous operation of the Bellvue WTP to meet COG water demands.
- Seasonal operation of the Boyd Lake WTP to meet potable irrigation water demands.
- Continuous operation of the Water Pollution Control Facility to meet NPDES permit discharge levels.

Water Transmission and Distribution Division

- Operation of the Gold Hill and Mosier Hill water storage reservoirs.
- Operation of the water transmission and distribution systems.
- Scheduled replacement of aging while also upgrading infrastructure.
- Replacement of failed infrastructure (e.g. replacing broken pipes).
- Making operational changes to the transmission and distribution systems when Boyd Lake WTP is taken in and out of service or during unforeseen events so that water demands are met.
- Meter maintenance.
- Pressure Reducing Valve (PRV) maintenance.

Wastewater Collections Division

- On-going cleaning and televising of the collection system to ascertain areas of potential concerns due to blockages or aging.
- Maintain existing 10 Lift Stations.

Water Resources Division

- Continuous operation and compliance activities regarding all water decrees and water rights to include making all return flow obligations, fulfilling all lease agreement requirements, and storing all available waters in priority.
- Maintain adequate drought protection for the city keeping a minimum of 20,000 acre-feet of water per year in storage.
- Continuous operation of the Water Conservation Plan to include providing incentives such as rebates, indoor and outdoor audits, water budgets, parks monitoring, WaterInsight software, educational workshops to include the annual Water Festival, etc.
- Continued legal defense and development of water supplies to include filing new cases for water rights and defending the city water portfolio.
- Manage High Mountain Reservoir Operations.
- Manage Non-Potable Operations for parks and private land ownerships.
- Manage Gravel Pit Storage Mining Operations -Poudre Ponds.
- Manage and Development of Additional Gravel Pit Storage – Overland Ponds.
- Represent Greeley on multiple Ditch Company Boards, lateral Boards and Private Reservoir Boards.
- Represent Greeley on multiple stakeholder non-profit and watershed groups, and SPBRT.

2017 WORK PROGRAM

- Continue to move forward the city applications for change of water rights for Rockwell Reservoir, Greeley Irrigation Company, and case 99CW234 due diligence. Continue negotiations and settlement agreements with the current 23 cases the city is involved in.

Finance

- Develop budgets for operating and capital activities.
- Develop water and sewer rates.
- Communicate budget needs and rate setting process to the senior management team, Water Board, and City Council.

Development Review Division

- Calculate fees and estimate raw water requirements for new development proposals.
- Sign off on water and sewer requirements for permit issuance.
- Communicate water and sewer requirements and fees to the development community.