City Council Worksession Agenda

January 8, 2019 at 5:00 p.m.
City of Greeley City Center South Campus
1001 11th Avenue, Greeley, Colorado

1. Annual Review Discussion of Process for Council's Direct Reports (5:30 – 6:00 p.m.)

   Sharon McCabe, Human Resources Director

2. Sales and Use Tax Re-Authorization Allocation Plan (5:00 – 5:30 p.m.)

   Victoria Runkle, Assistant City Manager

3. Scheduling of Meetings, Other Events

   Roy Otto, City Manager

Mayor
John Gates

Councilmembers

Jonathan Smail
Ward I

Brett Payton
Ward II

Michael Fitzsimmons
Ward III

Dale Hall
Ward IV

Stacy Suniga
At-Large

Robb Casseday
At-Large

A City Achieving Community Excellence

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.

Worksession Agenda Summary

January 8, 2019 (5:00 – 5:30 p.m.)

Agenda Item Number 1

Sharon McCabe, Human Resources Director, 970-350-9714

Title:

Annual Review Discussion of Process for Council's Direct Reports

Background:

On or before March 1 of each year, City Council conducts the annual performance reviews of employees reporting directly to City Council – City Manager, City Attorney and Municipal Judge (executive staff). In 2011, Council formalized the process for conducting these annual reviews and the same general process has been followed since that time.

Summary of Current Process:

- Previous years: External consultant conducted an independent evaluation of one executive staff member on a rotational basis:
  2015 – Attorney; 2016 – Manager; 2017 – Judge; 2018 – consultant evaluation not conducted
- For 2019, Council determined to forgo the independent consultant evaluation and for the Human Resources Director to conduct anonymous, confidential written surveys. Survey distribution is to be limited to internal staff working most closely with each incumbent.
- Executive staff provides Council with a report on progress achieved on goals and objectives for the previous and upcoming years.
- Council members individually complete a written performance appraisal and provide a rating for each performance category for each executive staff member.
- Council members all participate in the individual executive session performance review meetings with each executive staff member (City Manager: January 22, 2019, City Attorney: February 12, 2019, Municipal Judge: February 26, 2019).
- The Mayor collects the notes and ratings from each Council member and forwards to the Human Resources Director who prepares the summary report. The draft summary report will be sent to and reviewed by Council prior to being placed on the Council agenda.
- The Council will review the summary report and, in years when merit increases are budgeted and available, make a decision regarding the merit increase for each executive staff member in a public meeting. The merit budget increase approved by City Council for 2019 is an average of 4%.
- Should Council desire to make changes in compensation or benefits, staff will prepare the appropriate ordinance and add to a regular Council meeting as an agenda item.

- If performance concerns are identified and Council concludes that an executive staff member's performance needs improvement or is unacceptable, Council may direct that the executive staff member improve in certain areas, obtain executive coaching/counseling or any other action may be taken as determined by a majority of City Council.

Purpose of Annual Review:
- To demonstrate due diligence and accountability to citizens.
- To provide an opportunity for an honest dialogue about what is being accomplished, where the gaps may be, and how to maintain progress.
- To ensure accomplishments, goals and direction are in alignment with Council's philosophy, goals, and priorities.
- To determine the need for further professional development, education, or training.
- To support decisions about compensation.

Decision Options:

Process to be followed for the review of individuals reporting to Council: City Manager, City Attorney, Municipal Judge

Attachments:

Summary of Judicial Review Board Procedures (Attachment A)
Performance Appraisal Forms –City Attorney (Attachment B), City Manager (Attachment C), Municipal Judge (Attachment D)

Attachment A

City of Greeley, Colorado

Judicial Review Board

2018 Summary of Judicial Performance Review Process

The Judicial Review Board's (JRB) responsibility is to gather performance information annually and report the information to City Council in preparation for Council's evaluation meeting with the Presiding Judge. The following tools are utilized to gather the information:

(1) Courtroom observations. The JRB members will make on-site visits to the courtroom to observe the Judge and the Court's operation and provide a summary of ratings and comments.

(2) Surveys. The JRB surveys individuals who have appeared before or have professional contacts with the Municipal Judge. The groups most frequently surveyed include: Attorneys, both defense and prosecution; litigants; court personnel such as court clerks and assistants, and law enforcement personnel including court bailiffs. In 2018, 500 surveys are to be distributed to defendants who appear before the Judge, to all prosecuting and defense attorneys who appeared before the Judge, and Municipal Court staff including the bailiff.

(3) Self-evaluation. The JRB will request that the Municipal Judge complete a self-evaluation form that may include, but is not limited to, a self assessment of the Judge's strengths and weaknesses, goals for development and reputation in the legal community with regard to legal ability, integrity, communication skills, judicial temperament, administrative skills, settlement activities, judicial philosophy, community reputation, overall performance, and community service.

(4) Statistics. The JRB will review statistical information provided by the Municipal Judge regarding caseload and performance indicators and furnish comments regarding results and trends.

Attachment B
2019 Performance Appraisal
City Attorney

Evaluator Name______________________________________

Integrity & Honesty **Rating:** ________

- Instills mutual trust and confidence.
- Creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
- Accepts responsibility for the effects of one's own actions.
- Avoids behavior that is unethical even if it may appear to be ethical or may be consistent with public opinion.
- Upholds decisions that are ethical yet unpopular**.**

Specific Examples / Comments: ____

Customer Service **Rating:** ________

- Balances interests of a variety of internal & external customers; readily readjusts priorities to respond to pressing and changing demands.
- Anticipates and meets the need of customers; achieves quality end-products; is committed to continuous improvement of services. Includes appropriately reacting to customer demands.

Specific Examples / Comments: ____

Research & Legal Counsel **Rating:** ________

- Provides accurate, concise and timely counsel to City Councilors, Boards and Commissions.
- Protects the City's interests from a legal standpoint; maintains confidentiality.
- Provides all Councilors with the same information within the same time frame.
- Exhibits a high degree of legal expertise.
- Initiates legal action on behalf of and defends the City in any legal action initiated against it.
- Provides accurate, concise and timely council to all City directors, supervisors and other appropriate staff.
- Identifies any legal concerns with the City's personnel and department policies.

Specific Examples / Comments: ____

Prosecution **Rating:** ________

- Ensures that all prosecution in Municipal Court is handled in accordance with Municipal Code and State law.
- Handles all appeals to District Court.

Specific Examples / Comments: ____

Fiscal Management **Rating:** ________

- Develops department budget within established guidelines.
- Variances in the monthly budget are justified.

Specific Examples / Comments: ____

Change Management **Rating:** ________

- Assesses situational forces that promote / inhibit an idea for change.
- Willingness to act against the way things have traditionally been done when tradition impedes performance improvements; willing and able to take calculated risks when necessary.
- Encourages subordinates to come up with innovative solutions. Recognizes and rewards those who take initiative and acts in a creative manner; facilitates the institutionalization of change initiatives.

Specific Examples / Comments: ________

Conflict Management **Rating:** ________

- Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Appropriately asserts authority.

Specific Examples / Comments: ________

Communication **Rating:** ________

- Renders legal opinions that are clear, accurate and understandable.
- Brings appropriate, well organized information to City Council.
- Tailors communication to effectively reach an audience.
- Speaks using correct grammar, appropriate body language, proper tone and inflection, recognizing non-verbal cues, and respecting the audience to effectively communicate ideas.
- Expresses written ideas / facts in a clear, convincing, and organized manner.

Specific Examples / Comments: ________

Self Management **Rating:** ________

- Is self-motivated and results-oriented; recognizes own strengths and weaknesses; seeks feedback from others and opportunities for development.
- Work attitudes are healthy and positive, demonstrating initiative, persistence, and optimism. Able to control emotions even in difficult or challenging situations.
- Demonstrates the ability to make difficult decisions in a timely manner.

Specific Examples / Comments: ________

Attachment B
2019 Performance Appraisal
City Attorney

Strategic Thinking **Rating: ________**

- Ensures performance measures are in place to monitor progress and assess accomplishments and achievement of strategic goals and objectives.
- Articulates the vision and plans to others; delegates projects to appropriate employees.
- Demonstrates external and organizational awareness.

Specific Examples / Comments: ____

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Attachment C
2019 Performance Appraisal
City Manager

Councilmember Name: ____ Date:_______________

Integrity & Honesty **Rating: ________**

- Instills mutual trust and confidence.
- Creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
- Accepts responsibility for the effects of one's own actions.
- Avoids the behavior that is unethical even if it may appear to be ethical or may be consistent with public opinion.
- Upholds decisions that are ethical yet unpopular**.**

Specific Examples / Comments: ____

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Customer Service **Rating: ________**

- Balances interests of a variety of internal & external customers; readily readjusts priorities to respond to pressing and changing demands.
- Anticipates and meets the needs of customers; achieves quality end-products; is committed to continuous improvement of services. Includes appropriately reacting to customer demands.

Specific Examples / Comments: ____

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City Council Relationship **Rating: ________**

- Supports the City Council in its development and revision of Council goals to include identifying emerging issues for Council's consideration; working with the Mayor to develop a process that results in effective Council goal setting; working with Council to prioritize goals in light of importance and budgetary impact; etc.
- Implementation of Council goals to include researching policy issues; analyzing options and alternatives; presenting Council with complete information from which to make policy decisions; clarifying with staff and Council the expectations in relation to specific goals; ensuring that Council is aware of resources that are available to implement goals; etc.
- Provides follow-up on Council petitions to include periodic reports as directed by Council, monitoring progress and outside influences that impact the effectiveness of programs or projects initiated by Council goals and direction, etc.

Specific Examples / Comments: ____

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Fiscal Management **Rating: ________**

- Prepares a realistic annual / biennial budget in light of long range financial plans and City Council goals and objectives.
- Controls expenditures in accordance with approved budget; monitors revenues and expenditures through the year making adjustments as necessary.
- Assesses programs for effectiveness to include determining the cost effectiveness of programs and comparing alternative strategies.
- Keeps City Council informed about revenues and expenditures, actual and projected.

Specific Examples / Comments: ____

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Attachment C
2019 Performance Appraisal
City Manager

Change Management **Rating:** ________

- Assesses situational forces that promote / inhibit an idea for change.
- Willingness to act against the way things have traditionally been done when tradition impedes performance improvements; willing and able to take calculated risks.
- Encourages subordinates to come up with innovative solutions. Recognizes and rewards those who take initiative and act in a creative manner; facilitates the institutionalization of change initiatives.

Specific Examples / Comments: ____

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Conflict Management **Rating:** ________

- Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Appropriately asserts authority,

Specific Examples / Comments: ____

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Communication **Rating:** ________

- Communicates ideas, thoughts and facts to include communicating information to the media and others in a way that increases understanding of local government issues and activities and builds a positive relationship.
- Tailors communication to effectively reach an audience.
- Speaks using correct grammar, appropriate body language, proper tone and inflection, recognizing non-verbal cues, and respect for the audience.
- Expresses written ideas / facts in a clear, convincing, and organized manner.

Specific Examples / Comments: ____

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Self Management **Rating:** ________

- Is self-motivated and results-oriented; recognizes own strengths and weaknesses; seeks feedback from others and opportunities for development.
- Work attitudes are healthy and positive, demonstrating initiative, persistence, and optimism. Able to control one's emotions even in difficult or challenging situations.
- Demonstrates the ability to make difficult decisions in a timely manner.

Specific Examples / Comments: ____

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Strategic Thinking **Rating:** ________

- Ensures performance measures are in place to monitor progress and assess accomplishments and achievement of strategic goals and objectives.
- Articulates the vision and plans to others; delegates projects to appropriate employees.
- Demonstrates external and organizational awareness. Convenes diverse community groups and promotes collaboration.

Specific Examples / Comments: ____

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Attachment D
2019 Performance Appraisal
Municipal Judge

Councilmember Name: ____ **Date:**_______________

Integrity & Honesty **Rating:** ________

- Instills mutual trust and confidence.
- Creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
- Accepts responsibility for the effects of one's own actions.
- Avoids behavior that is unethical even if it may appear to be ethical or may be consistent with public opinion.
- Upholds decisions that are ethical yet unpopular**.**

Specific Examples / Comments: ____

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Customer Service **Rating:** ________

- Balances interests of a variety of internal & external customers; readily readjusts priorities to respond to pressing and changing demands.
- Anticipates and meets the need of customers; achieves quality end-products; is committed to continuous improvement of services. Includes appropriately reacting to customer demands.

Specific Examples / Comments: ____

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Court Room Management **Rating:** ________

- Technically competent in the administration of court room proceedings.
- Exhibits a high degree of legal expertise and specific knowledge of the City Charter, City Ordinances, Colorado Uniform Traffic Code, Municipal Criminal Law, and Colorado Municipal Court Rules.
- Maintains ability to be judicially neutral.

Specific Examples / Comments: ____

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Change Management **Rating:** ________

- Assesses situational forces that promote / inhibit an idea for change.
- Willingness to act against the way things have traditionally been done when tradition impedes performance improvements; willing and able to take calculated risks when necessary.
- Encourages others to come up with innovative solutions. Recognizes those who take initiative and act in a creative manner; facilitates the institutionalization of change initiatives.

Specific Examples / Comments: ____

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Attachment D
2019 Performance Appraisal
Municipal Judge

Conflict Management **Rating:** ________

- Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Appropriately asserts authority.

Specific Examples / Comments: ____

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Communication **Rating:** ________

- Demonstrates attention, patience, impartiality, and promptness in all court proceedings.
- Demonstrates excellent listening skills.
- Ability to communicate ideas, thoughts and facts in a way that increases understanding of municipal matters and builds positive relationships.
- Tailors communication to effectively reach an audience.
- Speaks using correct grammar, appropriate body language, proper tone and inflection, recognizing non-verbal cues, and respecting the audience to effectively communicate ideas.
- Expresses written ideas / facts in a clear, convincing, and organized manner.

Specific Examples / Comments: ____

____

____

Self Management **Rating:** ________

- Is self-motivated and results-oriented; recognizes own strengths and weaknesses; seeks feedback from others and opportunities for development.
- Work attitudes are healthy and positive, demonstrating initiative, persistence, and optimism. Able to control one's emotions even in difficult or challenging situations.
- Demonstrates the ability to make difficult decisions in a timely manner.

Specific Examples / Comments: ____

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Strategic Thinking **Rating:** ________

- Ensures performance measures are in place to monitor progress and assess accomplishments and achievement of strategic goals and objectives.
- Articulates the vision and plans to others; delegates projects to appropriate employees.
- Demonstrates external and organizational awareness.

Specific Examples / Comments: ____

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Worksession Agenda Summary

January 8, 2019 (5:30 – 6:00 p.m.)

Agenda Item Number 2

Victoria Runkle, Assistant City Manager, 970-350-3190

Title:

Sales and Use Tax Re-Authorization Allocation Plan

Background:

Citizens approved the re-authorization of two tax rates: 0.30%, referred to as Quality of Life, and 0.16%, referred to as Public Safety.

We had definite projects, but not the timeline(s) for the project spending.

Tonight is a review of the projects and the initial recommendation of the timing of the projects.

Public Safety Sales and Use Tax; 016%: The uses for this tax in the near future is well defined for the next few years. The goals include building a new fire station (FS 6) in the Promontory area in the western section of our City. The tax also needs to meet the staffing requirements of this station. This will require 15 firefighters. The tax will also be used to rebuild FS 2 on Reservoir Road. This building is over 60 years old and no longer meets the needs of a current fire service.

Building and staffing of these fire stations will require some form of borrowing. The tax generates approximately $3.4 million annually, and through 2024 the City is still making debt payments on the Police Headquarters. Development Impact Fees will be used to both help offset the cost of the additional FS 6 and to pay for a fire engine at the Station.

Quality of Life; 0.30%: Quality of Life was extended to include parks, facilities, and transportation projects. The proceeds of the tax are generally programmed through 2022 on outstanding debt and some projects adopted through the former Quality of Life and the Capital Improvements Program. After 2022 there are several decisions the Council will need to make to allocate the annual $6.6 million generated from the tax.

First, the largest commitment of the money - $30 million – is dedicated to two interchanges on Highway 34 in partnership with CDOT. The PW Department has already contacted CDOT and discussions have started on the timing of these interchanges.

The second large commitment that will require Council direction is the purchase of property on the western edge of the City. There are 900 acres between Greeley and Windsor. There are significant challenges with the property that need to be discussed.

The third group of decisions is the renovation or rebuild of three major building complexes: the "A" Street Transportation shops, Parks Shops, and continuation of renovating the City's current administration buildings – not building new, but finally dedicating money to the current City Hall and City Hall north to keep them useable for the next decade, at least.

There are few decisions on the new Quality of Life monies needed through 2019. However, as the City begins to plan for the next 5 years in the 2020 budget, the Council will need to be a part of the dialogue regarding timing of these major projects. Of course, some of these projects, the land acquisitions and the interchanges, require work with other governmental partnerships. Further, the construction of any of the facilities will require some form of borrowing.

Summary
The proposals this evening are simply economic planning models. They are not what will exactly occur. Debt structuring is dependent upon the timing and revenue available for the fire stations. The models this evening are the most conservative, understanding the economy will change just as it did with the original taxes.

The Council will be asked to adopt a Reimbursement Resolution so that any expenses incurred for the two fire stations can be applied to future borrowing. Also, staff will complete the Request for Proposal(s) for the Fire Stations design and construction. Budget appropriation levels will have to be changed to issue the final contracts for these stations by mid-2019.

Attachments:
PowerPoint

Sales and Use Tax Re-Authorization Allocation Model

January 8, 2019

Council Work Session

1

Background

- Voters approved continuation (re-authorization) of the 0.16% and the 0.30% sales and use taxes in November 2018
- 0.16% tax: Approved for Public Safety purposes; through 2044
- 0.30% tax: Approved for parks, transportation, and facility needs; through 2042
- While we had specific projects in the campaign, until the vote was approved, we had not put together an overall allocation plan
- Tonight we are here to provide staff recommendations on the timing of the projects

2

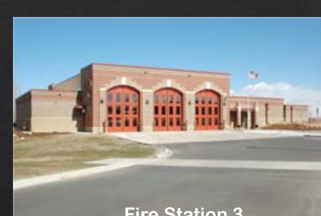
Public Safety Tax
0.16%
Current and Assumptions

- Estimated 2019 sales and use tax revenue: $3.450 million
  - Annual growth approximately 2.0% to 1.5%
- Miscellaneous other revenue –
  - Fire Development fees through 2020; $2.450 million
  - Loan repayments of $150,000 annually through 2034
- Outstanding Obligations on the Fund:
  - Annual debt payments through 2024 for the Police Headquarters of approximately $1.7 million
  - Capital maintenance, operational maintenance, and admin to the PD Headquarters: approximately $350,000 in 2019 with growth assumption of 5% annually
  - Body Camera expenses of $116,000 in 2019 with 4.5% annual growth

3

Public Safety Tax
2019 - 2042

- Balance of tax will *immediately* be used to:
  - Build new FS 6: Western edge of City (Promontory)
    - Cost: Approximately $6 million as upper limit
    - Station is operational in mid- 2020
  - Staff FS 6 with 15 Firefighters
  - Replace FS 2 (Reservoir Road)
    - Cost: Approximately $6 million as upper limit
    - Begin construction in 2019; replacement station operational at the end of 2020 or early 2021



4

Initial Allocation Plan

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Beginning Balance	3,210,803	5,866,908	5,383,348	5,076,622	4,307,217	3,534,132	2,744,203	1,927,149	2,017,522	2,109,317	2,203,596	2,270,503	2,336,538
Revenue													
Bonds													
Sales Tax	2,570,880	2,660,861	2,753,991	2,836,611	2,921,709	3,009,360	3,099,641	3,192,630	3,288,409	3,387,061	3,488,673	3,593,334	3,701,134
Building Use	201,169	108,649	109,192	109,738	110,286	110,838	111,392	111,503	111,615	112,173	112,285	112,397	112,510
General Use	125,000	106,437	107,501	108,039	108,039	108,579	108,579	108,579	109,122	109,122	109,122	109,122	109,122
Auto Use	210,000	186,874	190,612	194,424	197,340	200,301	203,305	206,355	209,450	212,592	215,781	219,017	222,303
Food Tax	422,779	394,111	407,905	422,182	436,958	452,252	468,081	484,463	501,420	518,969	537,133	555,933	575,390
Development Fees	1,498,000	500,000	500,000										
Loan Payment	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Other + Interest	22,000	24,000	24,500	25,000	25,500	26,000	26,500	26,500	26,500	26,500	26,500	26,500	26,500
Total Revenue	5,199,828	4,130,932	4,243,701	3,845,993	3,949,833	4,057,329	4,167,498	4,280,031	4,396,516	4,516,417	4,639,494	4,766,303	4,896,958
Expenditures													
Debt Service	1,736,250	1,729,500	1,730,000	1,732,250	1,731,000	1,731,250	1,737,750	-	-	-	-	-	-
Loan to Conference Center Fund													
General maintenance/police	*372,702*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*
Custodial/police	139,772	146,761	154,099	161,804	169,894	178,388	187,308	196,673	206,507	216,832	227,674	239,058	251,010
Payment for Services/Audit/	38,999	30,982	31,828	28,845	29,624	30,430	31,256	32,100	32,974	33,873	34,796	35,747	36,727
Replace UPS unit police bldg	-												
Bathroom at Training Center: Ca	140,000												
Police HQ HAVC													
Fire Staff for Station 6 (15)		750,000	1,832,000	1,890,000	1,984,500	2,093,648	2,208,798	2,330,282	2,458,448	2,593,662	2,736,314	2,886,811	3,045,585
Fire Station 1		241,250	482,500	482,500	482,500	482,500	482,500	1,287,500	1,257,250	1,221,500	1,210,500	1,168,000	1,170,500
Build FS 6		1,400,000											
Body Cameras	116,000	116,000	120,000	120,000	125,400	131,043	136,940	143,102	149,542	156,271	163,303	170,652	178,331
Total other	2,543,723	4,614,493	4,550,426	4,615,399	4,722,917	4,847,259	4,984,552	4,189,658	4,304,720	4,422,139	4,572,587	4,700,268	4,882,154
Ending Balance	5,866,908	5,383,348	5,076,622	4,307,217	3,534,132	2,744,203	1,927,149	2,017,522	2,109,317	2,203,596	2,270,503	2,336,538	2,351,342

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Public Safety Tax
Challenges and Solutions

Description	Challenge	Possible Solution
1. Sales and Use Tax Revenue Estimates	May be too positive	1. This is particularly concerning if a recession occurs. The way to address this will be to structure the debt in a way that does not "stress" the Fund. 2. The capital (general maintenance) costs can be shifted to Food Tax, if necessary. Also, these need to be identified and managed.
2. Development Fees	Current have $2.4 million available; Estimate for next two years may be too positive	1. Used the estimates from planning re: housing growth over next two years 2. If estimate too positive, increase debt payments and lengthen repayment plan. 3. The outcome is there will not be enough money for FS 4 or FS 8 construction. At this point, without more aggressive sales and use tax growth and future Impact Fees the Fund will not end with enough money to build these or staff another FS

6

Public Safety Tax
Challenges and Solutions

Description	Challenge	Possible Solution
3. Staffing Plan	Hiring and onboarding 15 officers has to be phased in – cannot have that many positions in academy at one time	1. In 2019: 3 officers in spring; 7 in August. 2. In 2020: 5 in February, 2020 3. Goal is to have 100% staffing available in 2020
4. Meet the Fire Engine Requirement	Need a new Fire Engine for FS 6	1. Recommend use of Development Fees to purchase this $943,000 expenditure 2. Note the plan then uses the $1.4 million balance to help offset FS 6 construction costs + $500,000 in 2019 and 2020 impact fee revenue.

7

Debt Discussion


Fire Station 5

- ✓ Committee discussed and concurred with the use of non-voted debt for the Fire Stations
- ✓ Debt structure will be determined sometime in 2019
- ✓ It is possible to do a Request for Proposal from banks for debt with a shorter life span than 20 years
- ✓ The plan shows a debt schedule for 18 years
  - ✓ That needs to be evaluated with others to ensure the debt can be repaid from 0.16%
  - ✓ The repayment can be shortened; the current plan is simply to demonstrate the most conservative structure
  - ✓ The City will have to pledge "all general revenues" to issue the debt. This is extremely common

8

Before we move forward to the 0.30% discussion

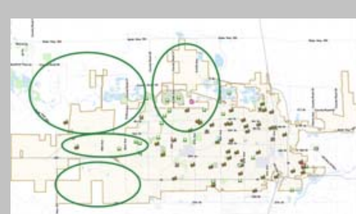
- ✓ Public Safety Tax is limited in scope and needs
- ✓ With careful management, even in an economic contraction, there should be enough to pay for the 2 fire stations and staffing of one
- ✓ Challenges:
  - ✓ Rebuild of FS 4
  - ✓ Another new FS won't be needed unless housing growth occurs in Southwest part of City
  - ✓ Even with growth, Impact fees will not generate enough to build, equip and staff an additional FS
  - ✓ Ensuring future Police needs are identified and funded – particularly more Evidence Storage

9

Quality of Life Reauthorization 0.30%

Transportation

Facilities



Parks and Trails

10

Quality of Life
0.30%
Current and Assumptions

- Estimated 2019 sales and use tax revenue: $ 6.6 million
  - Annual growth approximately 2.0% to 1.5%
- Miscellaneous other revenue –
  - Parks Development fees through 2042; Grew at 2.5% annually
  - Transportation Development fees of $1.7 million in 2024 through 2042 with 2.5% growth
- Outstanding Obligations on the Fund:
  - Annual debt payments through 2022 for Ice Haus, Fun Plex and other $2.4 million
  - Operational maintenance, and admin for parks and Museum of $762,000 annually – 4% annual growth in costs
  - Given we have parks development fees in Fund, there are projects that must align with those revenues

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Quality of Life
2019 – 2022 Commitments

- Projects were previously planned
  - Centennial Park $3.7 million
  - Promontory Park $1.5 million: Development Fees
  - Triple Creek Park $2.5 million: Development Fees
  - Youth Sports Complex $850,000
  - Playground Upgrades - $1.125 million for 5 of them
  - Various small projects $1.8 million
  - Northridge Estates Park $1.575 million: Development Fees
  - Trails at Sheep Draw $1.3 million: Development Fees
  - East Greeley Fishing Pond $1.225 million: Development Fees

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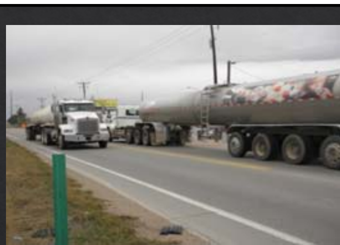
Quality of Life
2023 – 2042 Project Highlights

- **Parks**
  - Playground improvements: $ 1 million (2023)
  - Fishing Pond: $1.5 million (2024 – 2027)
  - Island Grove Off leash and Pond Improvements: $3.1 million (2024)
  - Shurview Property: $5,000,000 (2025 – 2026)
  - Stein/Triple Creek Park: $2.2 million (2025)
  - Community Park: $20 million (2033)

Transportation
2019 – 2022 Commitments

- Development Fees with KGM
  - 20th Street – 83rd to 90th - $5.8 million (2018)
  - Intersection improvements 35th and O street - $2 million (2019 – 2020)
  - Turn Lanes at 20th and Clubhouse Dr - $2.4 million (2019-2020)
  - O Street widening and turn lanes from 11th to CR 37 – $ million (2019 – 2022)
  - 35th Ave Road Widening: 4th Street to F Street - $9 million (2019 – 2021)
  - 83rd Ave – 18th St to 34 Bypass Widening - $4.9 million (2020 – 2023
  - 83rd Ave: 18th to 10th St Widening - $4.7 million (2021 – 2023
  - Miscellaneous widening design and signal projects - $#2.3 million (2021 – 2023)
- FASTER
  - Traffic signals - $1.3 million (2021 – 2023)
  - Turn Lanes CenterPlace Drive$595,000 (2020)



Quality of Life
<u>2023 – 2042 Project Highlights</u>

- Transportation
  - O Street 47th to 59th: $5.7 million (2024 – 2028)
  - 20th Street 90th to 95th: $10 million (2031 – 2034)
  - 95th Ave Hwy 34 ByPass to 20th Street: $5.1 million (2034)
  - 8th Street St Improvements: $10 million (2036 – 2038)
  - Highway 34 bike/ped path: $4 million (2036)
  - Interchanges (City Share): $30 million (2025 – 2029)
  - Intersection improvements as identified throughout life of tax

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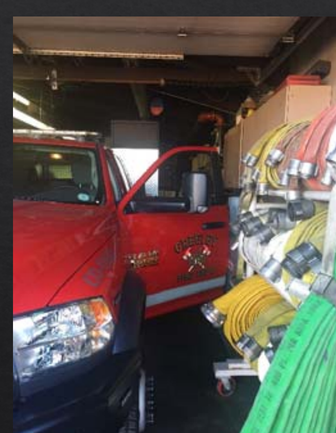
Quality of Life
<u>2023 – 2042 Project Highlights</u>

- Facilities
  - Parks Shop: $7 million to replace; will be over 60 years old prior to any construction
  - “A” Shop: $9 million; will be 62 years old before any construction is done
  - City Hall and City Center North Phase II: $7 million to complete



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Initial Allocation Plan

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Beginning Balance	1,400,000	3,260,881	1,985,739	2,135,697	1,688,253	4,199,401	5,597,212	1,432,371	245,604	2,091,091	665,937	1,413,815
0.30%												
Revenue												
Sales Tax	5,109,624	5,390,653	5,498,466	5,580,943	5,664,658	5,749,627	5,835,872	5,923,410	6,012,261	6,102,445	6,193,982	6,286,891
Building Use	214,865	226,682	238,016	248,727	259,920	271,616	283,839	296,612	309,959	323,907	338,483	353,715
General Use	200,567	201,570	202,578	203,591	204,609	205,632	205,837	206,043	207,074	207,281	207,488	207,695
Auto Use	352,453	363,026	372,102	377,683	385,237	391,015	396,881	404,818	410,891	417,054	423,310	429,659
Food Tax	756,808	798,432	838,354	876,080	915,503	956,701	999,753	1,044,741	1,091,755	1,140,884	1,192,224	1,245,874
Grant Funds	330,000	400,000										
Development Fees: Transportation						1,700,000	1,738,000	1,782,158	1,826,712	1,919,190	2,000,000	2,000,000
Development Fees: Parks	1,833,804	788,800	808,520	828,733	849,451	870,688	892,455	914,766	937,635	961,076	985,103	1,009,731
Total Revenue	8,798,120	8,169,164	7,958,036	8,115,757	8,279,378	10,145,279	10,352,636	10,572,549	10,796,286	11,071,837	11,340,589	11,533,565
Projects:												
Other expenditures												
Parks												
Debt Payments	2,400,000	2,400,000	2,400,000	2,400,000								
Maintenance Related Costs	762,239	844,306	878,078	913,201	949,729	987,719	1,027,227	1,068,316	1,111,049	1,155,491	1,201,711	1,249,779
Parks Projects	3,775,000	4,700,000	4,530,000	5,250,000	2,925,000	3,100,000	5,100,000	3,000,000	500,000	-	-	-
Tansportation Projects	-	1,500,000	-	-	-	2,767,000	6,500,000	5,800,000	5,450,000	9,450,000	7,500,000	-
Facility Projects				-	1,893,500	1,892,750	1,890,250	1,891,000	1,889,750	1,891,500	1,891,000	1,893,250
TOTAL	6,937,239	9,444,306	7,808,078	8,563,201	5,768,229	8,747,469	14,517,477	11,759,316	8,950,799	12,496,991	10,592,711	3,143,029
Ending Balance	3,260,881	1,985,739	2,135,697	1,688,253	4,199,401	5,597,212	1,432,371	245,604	2,091,091	665,937	1,413,815	9,804,351

Through life of the 20 years:
Parks: $85.5 million
Transportation: $86.0 million
Facilities: $39.8 million

There is considerable fund balance by the last three years of the tax -- $20 + million. Point: there is some ability to structure debt and withstand a period of economic contraction.

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Quality of Life
Challenges, Questions and Solutions

Description	Challenge	Possible Solution
1. Sales and Use Tax Revenue Estimates	May be too positive	1. This is particularly concerning if a recession occurs 2. Decisions about debt for facilities has to considered WHEN and IF debt is issued for facilities and transportation 3. This occurred in the original Quality of Life and projects had to be eliminated. Having said that, when recession ended many of the major park projects were included, albeit some changed
2. Development Fees	May be too positive	1. Looked at the historical collections; grew by 2.5% for both growth and CPI 2. Since development fees pay for specific projects, if these fees slow, the projects schedules will also change

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Quality of Life
Challenges and Solutions

Description	Challenge	QUESTION
3. Facility Needs	We have several very aged and inadequate facilities; there is not enough revenue to build these with cash.	1. *The plan currently assumes 20 year debt to make improvements to the City Hall, City Center North, Parks Shop, and the "A" Street building* 2. This decision is scheduled for 2020 or later. The debt does have to begin by 2023 in order to have revenue to meet debt requirements 3. In order to make the plan work, we had to move Shurview Property to 2025 - 2026
4. Shurview Property	We have moved the purchase to 2025 and 2026	1. Family states they want to sell all 900 acres together; 50% is in Windsor 2. No water on the property; significant oil drilling 3. Concern is development might be an option before we purchase property 4. We do have $250K identified to purchase the "right of first refusal"

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Debt Discussion

- ✓ Committee discussed and concurred with the use of non-voted debt for operational facilities
- ✓ We discussed using this revenue source to renovate the City Hall Buildings
- ✓ If debt is used the structure and other decisions can be made in 2020 or later
- ✓ If all three projects are targeted in 2020 +, the costs will be too much to do anything but 20 year debt
  - ✓ That needs to be evaluated with others to ensure the debt can be repaid from 0.30%
  - ✓ The City will have to pledge "all general revenues" to issue the debt. This is extremely common

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Quality of Life Conclusion

- ✓ The uses for this tax are very varied and complex; will require more management
- ✓ The interchange projects (State Hwy 34 and 35the and 47th Avenues)
  - ✓ Most expensive
  - ✓ CDOT will build the projects; we would simply transfer money to the State
  - ✓ When the time comes, the City could borrow for these projects; timing is the issue

- ✓ Questions
  - ✓ Shurview Property and timing?
  - ✓ Operational Buildings and timing?

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Next Steps

- ⟐ If Council concurs with this direction, staff members need to begin to prepare Request for Proposals
  - ⟐ Design/build or CMAR for both fire stations; need to be completed asap in order to meet deadlines.
- ⟐ Adopt a Reimbursement Resolution to recoup any necessary costs in the debt financing
- ⟐ Most of next three years of Quality of Life obligations are already made under former Q of L decisions
- ⟐ Staff members will continue discussions with intergovernmental partners on project timing

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Council Agenda Summary

January 8, 2019

Agenda Item Number 3

Roy Otto, City Manger

Title

Scheduling of Meetings, Other Events

Summary

During this portion of the meeting the City Manager or City Council may review the attached Council Calendar or Meeting Schedule regarding any upcoming meetings or events.

Attachments

Council Meetings/Other Events Calendar
Council Meeting/Worksession Schedule
Status Report of Council Petitions and Related Information

January 2019 - February 2019

January 2019

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2019

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 6	7	8 5:00pm City Council Worksession (1001 11th Avenue)	9 5:00pm Greeley Police Department 2018 Awards Ceremony (Monfort Concert Hall, Union Colony Civic Center, 701 10th Avenue) - Council Master Calendar	10	11	12
13	14 3:30pm Citizen of the West Award Dinner (National Western Stock Show Event Center Paddock & Arena, 1515 E. 47th Avenue, Denver) - Council Master Calendar	15 6:10pm Council Group Photos (Council's Chambers) - Council Master Calendar 6:30pm City Council Meeting (1001 11th Avenue)	16 7:30am Visit Greeley (Fitzsimmons) 2:00pm Water & Sewer Board (Gates)	17 7:30am DDA (Casseday/Smail) 3:30pm Airport Authority (Casseday/Payton)	18	19 10:00am City Chat with Councilmember Suniga (TBD)
20	21 9:45am MLK Day March and Celebration (2101 10th Avenue (See details below for March and Celebration info)) - Council Master Calendar	22 5:00pm City Council Worksession (1001 11th Avenue)	23	24 5:00pm Boards and Commissions Appreciation Reception (Monfort Concert Hall Stage, UCCC) - Council Master Calendar	25	26
27	28 11:30am Greeley Chamber of Commerce (Gates) 6:00pm Youth Commission (Smail)	29	30 7:00am Upstate Colorado Economic Development (Gates/Hall)	31	Feb 1 8:00am Poudre River Forum (Drake Center, 802 West Drake Road, Fort Collins) - Council Master Calendar	2
3	4	5 6:30pm City Council Meeting (1001 11th Avenue)	6	7 7:00am Poudre River Trail (Hall) 3:30pm IG Adv. Board (Smail) 6:00pm MPO (Gates/Casseday)	8	9

City Council Meeting Schedule

Date	Description	Staff Contact	
January 15, 2019 Council Meeting	Proclamation - Black History Month	Becky Safarik	Recognitions
	Resolution - Designation of Posting Sites	Betsy Holder	Consent
	Resolution - Dissolution of the Greeley Building Authority	Victoria Runkle	Consent
	Resolution - Reimbursement for Capital Construction and Equipment Expenditures	Victoria Runkle	Consent
	Resolution - IGA with the State of Colorado for the Small Business Development Center and the BizHub Callaborative	Ben Snow	Consent
	Resolution - IGA for the Downtown Development Authority	Becky Safarik	Consent
	Resolution - 77th Avenue Right-of-Way Dedication	Brad Mueller	Consent
	Ordinance - Intro - Amendments to the Greeley Municipal Code for Chapter 6.16 regarding Liquor Licensing	Betsy Holder	Consent
	Ordinance - Intro - Amendments to the Greeley Municipal Code for Chapter 13.40 regarding Alcohol Beverages in Public Places	Andy McRoberts	Consent
	Ordinance - Intro - First Additional Appropriation	Victoria Runkle	Consent
	Ordinance - Intro - Adoption of a Housing Accessibility Strategy for the City of Greeley	Brad Mueller	Consent
	Ordinance - Final - Amendment to Chapter 9.44 of the Greeley Municipal Code - Banning Smoking in Public Places and Common Areas	Andy McRoberts	Regular
	Ordinance - Final - Acquisition of Real Property located at 47th Avenue and Centerplace Drive	Joel Hemesath	Regular
	Board & Commission Appointments	Betsy Holder	Regular
January 22, 2019 Worksession	Monthly Financial Report	Victoria Runkle	0.50
	Executive Session - Annual Review of the City Manager	Sharon McCabe	
February 5, 2019 Council Meeting	Ordinance - Intro - Gateway Park II Preliminary/Final PUD	Brad Mueller	Consent
	Ordinance - Final - Amendments to the Greeley Municipal Code for Chapter 6.16 regarding Liquor Licensing	Betsy Holder	Regular
	Ordinance - Final ndments to the Greeley Municipal Code for Chapter 13.40 regarding Alcohol Beverages in Public Places	Andy McRoberts	Consent
	Ordinance - Final - First Additional Appropriation	Victoria Runkle	Regular
	Ordinance - Final - Adoption of a Housing Accessibility Strategy for the City of Greeley	Brad Mueller	Regular
February 12, 2019 Worksession	Northern Colorado Regional Economic Development Initiative (NoCO REDI)	Ben Snow	0.50
	Executive Session - Annual Review of the City Attorney	Sharon McCabe	
February 19, 2019 Council Meeting	Ordinance - Final - Gateway Park II Preliminary/Final PUD	Brad Mueller	Regular
	Board & Commission Appointments	Betsy Holder	Regular
February 26, 2019 Worksession			
	Executive Session - Annual Review of the Municiapl Court Judge	Sharon McCabe	
March 5, 2019 Council Meeting			
March 12, 2019 Worksession	End of Year Financial Report	Victoria Runkle	0.50
March 19, 2019 Council Meeting			
	Board & Commission Appointments	Betsy Holder	Regular
March 26, 2019 Worksession			
	Monthly Financial Report	Victoria Runkle	0.50
April 2, 2019 Council Meeting	Ordinance - Intro - Second Additional Appropriation	Victoria Runkle	Consent
April 9, 2019 Worksession			
April 16, 2019 Council Meeting	Ordinance - Final - Second Additional Appropriation	Victoria Runkle	Regular
	Board & Commission Appointments	Betsy Holder	Regular
April 23, 2019 Worksession			
	Monthly Financial Report	Victoria Runkle	0.50
May 7, 2019 Council Meeting			

Status Report of Council Petitions

Council Request		**Council Meeting, Worksession, or Committee Meeting Date Requested**	**Status or Disposition** (After completion, item is shown one time as completed and then removed.)	**Assigned to:**
02-2018	Councilmember Hall requested that staff begin exploring options in regards to refuse around the University of Northern Colorado to manage the problem	June 5, 2018 Council Meeting	Staff met with Councilmember Hall to review issues with alley trash and, based upon that discussion, modified inspection protocols as possible. About the same time and coincidentally, the Greeley Urban Renewal Authority recommended a pilot program to pave alleys in the Redevelopment District from the annual CDBG budget, which Council approved. The nature of this code compliance issue is chronic and Councilmember Hall notes that issues persist. Staff met again with Councilmember Hall on November 16th to evaluate other or additional actions to impact this issue and are now: 1) Reviewing the last community survey results concerning trash hauling; 2) Researching/updating info on trash collection practices in other jurisdictions; 3) Consider how a pilot program for single hauler services managed by the City might work in a test area.	Brad Mueller