City of Greeley, Colorado

City Council Work Session Proceedings

Tuesday, June 9, 2026

1. **Call to Order**
   Mayor Hall called the meeting to order at 6 p.m. in the City Council Chambers at 1001 11th Ave, Greeley, Colorado, with hybrid participation available via the City's Zoom platform.

2. **Pledge of Allegiance**
   Mayor Hall led the Pledge of Allegiance.

3. **Roll Call**
   City Clerk Heidi Leatherwood called the roll.
   The following were present:
   Councilmember Craig Huddleston
   Councilmember Deb DeBoutez
   Mayor Pro Tem Melissa McDonald
   Councilmember Johnny Olson
   Councilmember Brian Rudy
   Mayor Dale Hall

   Councilmember Ryan Roth had an excused absence.

4. **Reports from Mayor and Councilmembers**
   Councilmember DeBoutez attended the North Front Range (US 34 Corridor) TMO meeting, noting the organization had a new Executive Director, Nathan Vanderbrook, formerly of CSU and CDOT. She announced Bike-to-Workday scheduled for June 24.

   Councilmember Huddleston attended Friday Fest, noting that they will continue each Friday throughout the summer, and he attended the Blues Jam.

   Mayor Pro Tem McDonald attended the Blues Jam, noting that performer Robert Randolph headlined the event.

   Councilmember Olson thanked the West Greeley Project Citizen Oversight Committee for their dedication, strong teamwork, and the quality of the questions they raised throughout the process. He recognized Tyler from the Greeley Tribune for attending the meetings and reporting outcomes.

5. **West Greeley Project Citizen Oversight Committee Findings and Recommendations**
   Committee Chair Bob Locke along with Committee Member Jeffrey Kennedy, and Tom Pfankuch introduced the item at 6:01 p.m.

   Mr. Locke thanked staff for their extraordinary effort throughout the process. He announced the pivotal development at the committee's most recent meeting, when staff shared that the city was not bondable for this project. The committee recognized that moving forward was not a viable option under the current financial conditions. The committee recommended a pause for its work.

Mr. Locke explained that staff were working to identify a financial partner that could bring back a bondable position. He stated that if and when such a partner is secured, an entirely new set of financial figures would be required, and the committee would need to reconvene to scrutinize that information before making any recommendations to council.

Mr. Kennedy read statements from two absent committee members, Nick Kenny and Scott McPherson.

Mr. Pfankuch stated that the committee came very close to being able to move the project forward and that the city is financially capable of making the project work given the right conditions. He emphasized the importance of the project for Greeley's housing profile.

Mr. Locke addressed the matter of communication. He stated that communication around the project was poor, and a subcommittee was formed to compile the large volume of information into a readable, five-to-seven-page summary. The goal was to better inform the public.

Councilmember DeBoutez thanked the committee for their work. She stated that taking a pause and gathering more information was the right course of action for the community.

Mayor Hall thanked the committee for the information.

6. **Water and Sewer Board Interviews**
   Interviews began at 6:18 p.m.

   Mayor Hall stated that two applicants had been scheduled for interviews — Cheri Witt-Brown and Antonio Molina-Haro. Mr. Molina-Haro was not in attendance. This disqualified Mr. Molina-Haro from further consideration.

   The interview proceeded with the incumbent, Ms. Witt-Brown, a current member of the Water and Sewer Board. Mayor Hall and Mayor Pro Tem McDonald alternated with interview questions.

   Mayor Hall noted that the formal appointment vote would occur at the next City Council meeting.

7. **Greeley 311 Update: Improving Access to City Services**
   Assistant City Manager Kimberly Southern introduced the item at 6:28 p.m.

   Ms. Southern introduced Director of High-Performance Government and Innovation Kylie Jackson and IT Special Projects Manager Sara Martinez to present the update.

   Ms. Jackson provided an overview of the 311 system, describing it as a centralized non-emergency service request platform available through three channels: a mobile app, a phone number, and an online portal. She illustrated the system's value by sharing that 311 eliminates the need for residents to identify the correct department on their own.

   Ms. Martinez explained the functionality of the system and how it simplifies interactions for residents. Instead of using the website to search for departments, the 311 platform streamlines the process by internally routing requests, and ensuring residents receive updates.

Ms. Martinez stated the system soft-launched alongside the new city website in August 2025 and has since entered a full public awareness campaign. Outreach efforts included stickers on city vehicles, bus shelter and bus back advertising, and yard signs at parks and city facilities.

Data shows that over 1,200 requests were received. The average resolution time was approximately nine days, and the customer satisfaction score was 3.6 out of 5.

Ms. Jackson outlined next steps, including ongoing workflow refinements, implementation of call center technology and the future development of an AI-enabled chatbot for ticket creation directly on the city website.

Mayor Hall asked about the timeline for responding to requests. Ms. Jackson stated the team was working on service level agreements tailored to each request type, with a goal of acknowledging all requests within two business days.

Mayor Pro Tem McDonald showcased the QR code and noted it was simple to download the app. She asked whether an emergency escalation pathway existed for urgent issues submitted outside business hours. Ms. Martinez confirmed that emergency-type issues entered into the system, the platform immediately displayed an emergency phone number rather than accepting a ticket submission.

Mayor Pro Tem McDonald asked if users could track their own requests. Ms. Martinez confirmed that registered users could view all their submissions and communications within their account, and that anonymous submissions were also permitted.

Councilmember DeBoutez asked whether calls such as a stray dog report should go through 311. Ms. Martinez stated that for animal-related matters, residents should still call the non-emergency police line. 311 is only monitored during regular business hours.

Councilmember DeBoutez asked about language accessibility. Ms. Martinez stated the app is currently available in English and Spanish, and other options are available on the phone.

Councilmember Huddleston asked whether staff had begun measuring the administrative time savings from 311 implementation. Ms. Jackson acknowledged this was an important metric and stated that meaningful data would be more achievable once the call center component was fully operational.

Mayor Hall thanked staff for the information.

8. 2027 Budget Development Update

Deputy Director of Budget and Policy Kalen Myers introduced the item at 6:46 p.m.

Ms. Myers provided a recap of the budget development process to date. She noted that council has reviewed seven departments — Municipal Court, Fire, Police, Emergency Management, the City Manager's Office, Budget, and Finance — across prior work sessions. Ms. Myers presented a progress graphic showing that of the identified $18.1 million general fund budget gap, $17.2 million, or 95 percent, has been addressed through department proposals, leaving $893,000 still to be resolved.

Ms. Myers provided a recap of the May 26th work session, where presentations on public safety, the city manager's team, and budget and finance were shared.

Councilmember Huddleston asked how revenue generation efforts being proposed by departments are being tracked relative to the gap. Ms. Myers confirmed that any revenue improvements were reflected in departmental reduction totals, and that additional global savings options — such as fund balance and carryover — will come forward from the budget team.

Councilmember Olson noted that the city collected approximately $5.2 million more in revenue than anticipated in the current year and asked whether that changes the gap figure. Ms. Myers confirmed that the gap figure was based on revenue projections, and that if revenues were higher than projected, the gap could be smaller. She added that Council could reconsider how reductions would be applied, with the understanding of one-time v. continuous revenue streams.

Community Development, Code Compliance, Economic Development, Housing, and Homelessness

Deputy City Manager Kelli Johnson presented budget reduction proposals for five departments. Joining her were, Community Development Director Don Threewitt, Senior Manager of Code Compliance Buxton Demers, Housing Director Deb Callies, and Homeless Solutions Director Mandy Shreve.

Community Development was assigned a 17 percent reduction target of approximately $1.14 million. Ms. Johnson stated the department successfully met its target primarily through revenue and cost recovery strategies rather than direct service cuts. The department is generating approximately $1.1 million through fee adjustments, implementation of new cost recovery measures, and recapturing revenue sources.

This approach accelerated a multi-year fee study road map established in 2023, moving the department from approximately 45 percent toward 85 percent cost recovery. Service impacts included the elimination of the Neighborhood Improvement Grant Program and sponsored HOA training, elimination of seasonal intern support, and potential pressure on the 90-by-90 initiative, which was related to the development review timeline.

Councilmember DeBoutez asked about the internship program. Interim Director Threewitt stated two types had been used — a four-credit college project intern and a paid intern who performs departmental work. He acknowledged the program has provided productive value, particularly in GIS-related work. He noted cutting it would slow some non-critical work but not core services.

Code Compliance was assigned a 17 percent reduction of approximately $162,000. Ms. Johnson stated the department identified approximately $177,000 in savings through eliminating a vacant inspector position, adjusting revenue projections to align with actual collections, and updating fee structures. The department will move from six to five inspectors, with district inspectors absorbing additional commercial and complex case responsibilities.

Core neighborhood response services remained in place. However, the reduction decreases operational flexibility and backup coverage which may result in slower completion of more complex cases.

Councilmember DeBoutez asked about the administrative hearing officer's ability to reduce fines to zero. Ms. Johnson stated that minimum fines are set by code and cannot be reduced to zero, though hearing officers may make different rulings that can technically be appealed.

Councilmember DeBoutez asked about potential revenue from improved fine collection. Mr. Demers stated that enforcing minimum fines consistently would yield approximately $18,000 to $28,000 in additional revenue based on 2025 data. He also noted a proposal to move from a flat $25 stipulation to $50 per violation for pre-hearing settlement, which would better reflect the minimum fine structure while reducing staff time associated with hearing preparation.

Councilmember Olson stated he has been frustrated for years with the pace of code compliance and the level of fines. He asked staff to continue evaluating ways to make the program more effective.

Economic Development and Urban Revitalization

Economic Development and Urban Revitalization was assigned a 25 percent reduction target of approximately $659,000. Ms. Johnson stated the department met its target through approximately $469,000 in expense reductions and $190,000 in new revenue. Key reductions included cuts to external partner funding, elimination of the workforce development function, and a shift to a shared business analyst model. New revenue included small administrative support fees for overhead associated with Greeley Urban Renewal Authority (GURA) activities.

Councilmember Huddleston asked about the workforce development function and its partnerships. Mr. Threewitt described programs including engagement with educational institutions, primary employers, and vocational programs.

Councilmember Huddleston asked about the track record of partner agencies like Upstate Colorado in bringing businesses to Greeley. Mr. Threewitt acknowledged the significant value these organizations provide in regional lead generation. He stated the department was building direct relationships with industry-specific national site selectors.

Councilmember Olson stated economic development was among his top priorities alongside safety, security, and infrastructure. City Manager Brian McBroom added that the Cascadia and Catalyst projects were designed to open up West Greeley broadly for development, and that the infrastructure enabled by those projects would benefit approximately 20 square miles.

Councilmember DeBoutez asked about the real estate portfolio and opportunities for revenue. Mr. Threewitt described a reframing of the real estate management office as a "land office" model, including commission-based purchases, lease revenue optimization, energy and mineral rights leasing improvements, and application fees for external leasing activities.

Councilmember Huddleston asked about post-mortems on considered site selections. Mr. Threewitt stated that post-mortems are conducted with both partners and prospects, and that the most common deficiencies identified are lack of power, water infrastructure, and shovel-ready inventory. He noted the city's key deficits include vacant flex space and the need for timely power delivery, and that the Water and Sewer Department’s industrial water bank was expected to be a significant asset going forward.

Councilmember Olson clarified that the infrastructure issue is not a lack of water itself but a lack of infrastructure to deliver water to specific sites. Mr. Threewitt confirmed.

Homeless Solutions

Homeless Solutions was assigned a 25 percent reduction target of approximately $875,000 and successfully met that target. Ms. Johnson noted that an additional $325,000 in grant reductions brings the total funding reduction to approximately $1.2 million. Beyond those reductions, expiring grants and one-time funding result in an overall resource reduction of approximately 48 percent compared to 2026. Ms. Johnson emphasized an important distinction: the department's 2026 shelter funding included a $1 million one-time allocation that has not been re-allocated for 2027.

The two most significant service level changes were in outreach and rapid rehousing. The outreach team was reduced from four positions to two case managers focused on problem-solving and resource coordination, with direct response to encampments and non-emergency homeless-related calls that will shift back to police and other departments. The rapid rehousing model will go from a traditional long-term assistance approach to a rapid exit model focused on helping the greatest number of households quickly.

Homeless Solutions Director Mandy Shreve said that United Way has committed to stretching available dollars to maintain shelter operations through the end of the cold weather season. Ms. Shreve noted United Way has been working to identify a partner to take over shelter services. City Manager McBroom said that the annual budget was approximately $2.5 to $3 million, of which the city's $1.2 million was not enough.

Councilmember DeBoutez stated that the department reflects the most difficult aspect of the city's current budget situation. She stated that while the cuts are necessary, the community will now be managing homelessness primarily through EMS and police that addresses symptoms rather than root causes.

Councilmember Olson noted that mental health underlies much of the homelessness challenge and that organizations such as North Range Behavior Health and Frontier House are better positioned than government to address this. He stated the city took over direct service delivery around 2021-2022 and partnering would be more sustainable than continuing to operate the programs directly. Ms. Johnson noted that this perspective aligns with the direction she and Ms. Shreve are already pursuing.

Mayor Pro Tem McDonald stated the shelter is critical infrastructure for keeping vulnerable individuals off the streets, out of downtown businesses, and away from parks where needle use and other issues have generated community complaints. She stated the city, as the county seat, effectively serves the entire county's homeless population, and said it would be appropriate for county and municipal partners to contribute financially.

Mayor Hall noted that the Mayor's Homelessness Task Force remains active and that he has been exploring conversations with other communities to broaden participation and share responsibility.

Housing Solutions

Housing Solutions was assigned a 17 percent reduction target of approximately $168,000. Ms. Johnson stated the department met its target through a combination of staffing reductions — eliminating one position — recalibrating the G-HOPE down payment assistance program budget by 37 percent to better align with actual spending and revenue adjustments. She noted the department historically operated with limited staffing, and that this reduction further narrows capacity and ultimately means the focus will be on maintaining current programs.

Councilmember Huddleston asked about the status of a Proposition 123 down payment assistance grant application. Ms. Callies clarified this was a two-year, $1 million application for down payment assistance funding outside the geographically constrained G-HOPE program. She stated the city did not receive the award, as a community partner — Impact Development Fund — received the grant instead. The city will now partner with Impact Development Fund to extend the benefit of those funds to Greeley residents.

Councilmember Olson asked about utilization of the G-HOPE program. Ms. Callies stated the highest annual expenditure was just under $750,000 in 2025, the best year in the program's history with 11 closings.

Councilmember DeBoutez asked about the private activity bond housing developments approved the prior week. Ms. Callies confirmed the projects use traditional affordable housing financing tools entirely outside the general fund, and the expectation is to have approximately 500 housing units in Greeley over the next three years.

Mayor Hall acknowledged the difficulty of the budget process and thanked staff for the thoroughness of their work.

9. Motion to go into Executive Session to discuss the purchase and transfer of real estate, receive instructions regarding negotiations, and if necessary, receive legal advice related to the Civic Campus project and associated intergovernmental and development negotiations

A motion to go into executive session to discuss the purchase and transfer of real estate and to receive instructions regarding negotiations as provided for in C.R.S. §24-6-402(4)(a) and §24-6-402(4)(e)(I), and the Greeley Municipal Code §2-151(a)(1) and §2-151(a)(5), and if necessary, to receive advice from the City Attorney as provided for in C.R.S. §24-6-402(4)(b) and Greeley Municipal Code §2-151(a)(2).

Councilmember Olson moved to approve the motion. Mayor Pro Tem McDonald seconded the motion. The motion passed 6-0 at 7:58 p.m. with Councilmember Roth absent.

10. Scheduling Meetings, Other Events
None.

11. Adjournment
With no further information to come before Council, Mayor Hall announced that council would go into executive session at 8:00 p.m. and upon conclusion of the executive session, the meeting would be adjourned.

9. Motion to go into Executive Session to discuss the purchase and transfer of real estate, receive instructions regarding negotiations, and if necessary, receive

legal advice related to the Civic Campus project and associated intergovernmental and development negotiations

Mayor Dale Hall started the Executive Session at 8:08 p.m. in the Colorado Room. The meeting was electronically recorded as required by Colorado Open Meetings Law.

All Councilmembers except Councilmember Roth were present along with City Attorney Stacey Aurzada, City Manager Brian McBroom, Assistant City Attorney Ned Chapin, Deputy City Manager Kelli Johnson, Deputy City Manager Alena Portis, Senior Strategic Advisor John Hall, Division Treasurer Robert Miller, Deputy Director of Budget and Policy Kalen Myers.

The executive session was for the purpose of discussing the purchase and transfer of real estate as provided for under C.R.S. 24-6-402 (4)(a) and Greeley Municipal Code Section 2-151(a)(1) and for determining positions, developing strategy, and instructing negotiators as provided for under C.R.S. Section 24-6-402(4)(e)(l) and Greeley Municipal Code Section 2-151(a)(5) and to receive legal advice related to these matters as provided under C.R.S. Section 24-6-402 (4)(b) and Greeley Municipal Code Section 2-151(a)(2).

Mayor Hall cautioned each participant in the executive session to confine discussion to the stated purpose and reminded everyone that no formal action may occur in executive session. He asked if at any point in the executive session any participant believes that the discussion was going outside the proper scope of the executive session, to please interrupt the discussion and raise an objection.

The Executive Session concluded at 9:12 p.m.

The recording of this executive session will be retained as provided in the City's records retention policy and in conformity with the Colorado Open Meetings Law for a period of 90 days.

Approved:

X ______________________________
Tenporary Chair

Attested:

X ______________________________
Heidi Leatherwood
City Clerk