



**Council Retreat**  
2026 Project Review & Prioritization

**Participants:** Town Council & Management Team

**Location:** Erie Community Center

Lloyd Multi-purpose Room

**Date & Time:** Saturday, Sept. 6, 2025 from 9 a.m.-2 p.m.

**1. 9:00 – 9:05 Desired outcomes and approach**

- *Malcolm Fleming*

**2. 9:10 – 10:30 a.m.**

- Review Community Survey Outcomes and Council/Staff projects  
*Facilitated by Patrick Hammer*

**3. 10:30 -10:45 a.m. – Break**

**4. 10:45 a.m. – Noon**

- Prioritize Top Projects for 2026 Work Plan  
*Facilitated by Malcolm Fleming*

**5. Noon – Working Lunch**

**6. Noon – 1:30 p.m.**

- Discussion on projects that require Council Alignment  
*Facilitated by Melissa Wiley*
  - Police/Facility Funding
  - Town Center & ECC Undermining Mitigation Funding
  - Future Ballot Initiatives
  - Other Items

**7. 1:30 – 2 p.m.**

- Next Steps – Next Retreat Planning & Going Forward

# Top 10 Community Priorities

- ✓ 1. Traffic & Infrastructure
- ✓ 2. Growth & Development
- ✓ 3. Water Cost & Availability
- ✓ 4. Affordable & Diverse Housing
- ✓ 5. Commercial Development
- ✓ 6. Public Safety Services
- ✓ 7. Oil & Gas Development
- ✓ 8. Preserving Open Space
- ✓ 9. Community Amenities
- ✓ 10. Multi-Modal Focus

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Dept Lead	New or Ongoing Project	Project Name	Description	TOTAL Budget	Spent	Requested in 2026 Budget	Started	Ending	% Complete Estimate	Council Time Required (Hours)	Rankings & Notes
Administration	New for 2026	Onboarding Town Attorney and Hiring Staff	Bringing the new Town Attorney on board, establishing new review processes and schedules, training the Attorney on our agenda software, and hiring the assistant town attorney and legal assistant. In addition, staff will need to determine which existing attorney's we need to retain for special projects and which areas the new Town legal staff will cover.	\$ 500,000	\$ -	\$ 500,000	2025	2026	0	5	
Administration	New for 2026	2026 Election - Council seats and possible ballot measure	2026 is an election year for three of the Town Council seats. In addition, the Council may decide to add additional ballot questions.	\$ 60,000	\$ -	\$ 60,000	2026	2026	0	8	
Administration	New for 2026	Move to new Agenda Management Software.	Staff is looking to move from away from Legislate/Legistar to a more modern and user friendly product.	\$ 38,000	\$ -	\$ 38,000	2025	2026	0	5	
CCE	New for 2026	Creation of Communications Certification for Staff	The Communications & Community Engagement department will create a certification training course for any interested (or assigned) staff members to complete in order to have access to update the website, create projects in Canva, etc. This should help with clarity, consistency, and professionalism in all Town materials.	\$ -	\$ -	\$ -	2026	2026	0	0	
EcoDev	Ongoing	Erie Town Center Development	Complete underground mine mitigation, site plan review and development agreements for Town-owned site at Erie Town Center, facilitating new specialty grocer, retail/restaurant space, hotel and civic use. Mine mitigation work to begin in 2025, but completed in 2026. Funding depends on decision/direction for COP funding, and bundling costs with other priorities.	\$ 5,000,000	\$ -	\$ 5,000,000	2021	2027	10	3	
EcoDev	Ongoing	I-25 Erie Gateway	Approve new land contract with Hines for the sale and development of 253-acre town-owned land at the I-25 Erie Gateway (if not completed by end of 2025). Adopt new Planned Development (PD) zoning for I-25 Erie Gateway – South. Complete preliminary design for sanitary sewer extension and lift station and establish a financing plan for construction. Execute a new Intergovernmental Agreement with the Town of Frederick to govern annexation limits, regional drainage and cost/revenue sharing.	\$ 7,000,000	\$ 7,000,000	\$ 50,000	2018	2050	20	5	

EcoDev	Ongoing	Erie Airport Economic Development	Consider any land acquisition at Erie Municipal Airport to facilitate development and employment opportunities recommended by new Airport Economic Development Strategy and Airport Crosswind Runway Evaluation with Airport Economic Development Advisory Board (AEDAB).	\$ -	\$ -	\$ -	2024	2030	10	4
EcoDev	Ongoing	Erie Makerspace	After construction is complete, negotiate lease/operating agreement with nonprofit board and help to open for business.	\$ 1,200,000	\$ 1,200,000	\$ -	2020	2026	60	1
EcoDev	Ongoing	Historic Old Town Developments	Approve Letter of Intent (LOI) and Purchase and Sale Agreements (PSA) with preferred developers for TOEURA-owned sites at: i) NWC of Briggs St. and Maxwell Ave., and ii) SWC of Wells St. and Kattell St. in Historic Old Town URA.	\$ 1,085,000	\$ 1,085,000	\$ -	2023	2027	20	4
EnvServices	Ongoing	Street Light Purchase and Conversion	Negotiations to purchase Town streetlights from United Power continue. \$1,750,529.35 is the anticipated rollover from the 2025 budget to support United Power streetlight purchase in early 2026. Xcel Energy streetlight purchase was approved by the Public Utility Commission on February 5th with final purchase happening in early spring 2025. Total 20 year savings from the project are estimated at \$3.5M (~\$1.87M on Xcel lights and ~\$1.63M on United Power lights)	\$ 2,640,000	\$ 827,459	\$ 1,750,529	2017	2026	50	2
EnvServices	Ongoing	Solar at Lynn R. Morgan Water Treatment Facility	Solar planned for current building rooftops and the existing clear well tank. The initial design was estimated at \$1.7 million dollars and will qualify for 30-40% IRA Direct Pay reimbursement from the Federal Government if 5% purchased by EOY 2025. The estimated annual financial savings will be \$58,000 per year. Currently exploring more detailed project information including roof capacity, structural integrity of the clear well tank, and grant opportunities. Funds applied from the Water Fund.	\$ 1,000,000	\$ 110,000	\$ 1,000,000	2024	2027	10	1
Finance	New for 2026	Impact Fee Study	This study will review all of the Town's impact Fees, per the Town code, requiring a review of the fees every 5 years. Budget is new for 2026.	\$ 60,000	\$ -	\$ 60,000	2026	2026	0	1
Finance	Ongoing	Budgeting for Resiliency	Update budget guidelines for clarity and add guidance on identifying and tracking performance measures, as well as enhanced reporting and collaboration with departments throughout the budget cycle.  Explore 2-year budgeting process.	\$ -	\$ -	\$ -	2024	2027	30	0

Human Resources	New for 2026	Re-design employee performance evaluation form	Design performance evaluations to be more meaningful as well as less cumbersome for the employee and the evaluator.	\$	-	\$	-	\$	-	2026	2026	0	0
Information Technology	New for 2026	Server Refresh	Server Refresh. The server will be 7 years old in March 2026 and will need to be replaced. This project will include all on-premise servers, hosts, and SAN devices	\$	140,000	\$	-	\$	140,000	2026	2026	0	
Information Technology	New for 2026	AI Chatbot Project	In 2025, an internal staff committee formulated an AI policy and guidelines. Research indicated that developing an internal AI chatbot would significantly enhance efficiency, decrease potential data leaks, and improve user experience. In Q1 of 2026, we'll partner with an external vendor to develop an internal AI chatbot for our end users.	\$	50,000	\$	-	\$	50,000	2025	2026	0	
Information Technology	Ongoing	PD Fleet technology replacement	The Police fleet's Toughbooks are at the end of their life and require replacement. New fleet vehicles were ordered in 2024 and will be ordering 9, 2025. The new units will require new docks in the cars. We also plan to install new dual SIM/band wireless devices. The Toughbooks, docks, and wireless devices allow the police department to access 911 systems for public safety.	\$	190,000	\$	62,000	\$	-	2024	2026	20	0
Parks & Recreation	New for 2026	Morgan Hill Neighborhood Park	The Morgan Hill Subdivision has dedicated a 14-acre tract of land for the development of a neighborhood park. The Town developed a concept plan for the park with extensive community involvement, approved in 2023.  This project is intended to align with the Compass neighborhood park project and complete the design, as well as construction the park in phases in accordance with available funding. 2026 funds will be utilized to complete the design and begin the first phase of construction.	\$	13,000,000	\$	45,000	\$	3,675,000	2022	2030	10	1
Parks & Recreation	New for 2026	Compass Park	The Compass Subdivision has dedicated a 10-acre tract of land for the development of a neighborhood park. In order to plan for construction costs, the Town developed a concept plan for the park with extensive community involvement which was approved in 2023.	\$	12,700,000	\$	295,000	\$	3,375,000	2022	2028	35	

Parks & Recreation	Ongoing	Erie Community Park Storage	With the increased size of Erie Community Park now that it's completely built out, there is a need for more storage of maintenance equipment and snowmaking equipment. Additionally, Recreation staff needs storage for equipment, requiring a new structure. Currently, they are renting storage space. The design for the expansion of the current building and net new building is already complete.	\$ 773,800	\$ -	\$ 473,800	2024	2026	25	0
Parks & Recreation	Ongoing	ECP #2 (Community Campus) Planning	Initial concept design at Erie Community Park #2 will fund a comprehensive planning effort to guide future phases of park development. This includes community and stakeholder engagement, site analysis, preliminary engineering review, and the creation of multiple concept alternatives aligned with the Town's PROST Playbook.	\$ 200,000	\$ -	\$ 200,000	2026	2026	0	1
Parks & Recreation	Ongoing	Public Art	Artist selection, fabrication of a public Art piece at E County Line Rd & Austin Ave Roundabout.	\$ 170,625	\$ -	\$ 170,625	2026	2026	0	1
Parks & Recreation	Ongoing	Trail Design & Construction/Wayfinding Projects	Sunset Area Plan design and construction. Construction of trails through Allan Farms to connect to Boulder County's Prairie Run area. Finish design and construction of Reach 2 trail. Design and installation of next phase of trail wayfinding and e-bike signage. Compass to Coal Creek Trail connection.	\$ 2,813,284	\$ 755,000	\$ 60,000	2023	2027	70	0
Parks & Recreation	New for 2026	2026 Ballot Initiative	This is a placeholder once Council determines what project(s) they want to put on the 2026 ballot. Budget includes the funds for the election and polling.	\$ 48,000	\$ -	\$ 40,000	2026	2026	0	8
Parks & Recreation	New for 2026	CAPRA Re-Accreditation	Every five years, the National Recreation and Park Association requires a full audit of our policies, procedures, and standards to stay in compliance with the Commission for Accreditation of Park and Recreation Agencies' (CAPRA) guidelines. CAPRA is the only national accreditation of park and recreation departments and is a valuable measure of our department's overall quality of operation, management, and service to the community.	\$ -	\$ -	\$ -	2026	2027	0	

Parks & Recreation	Ongoing	Schofield Phase II, Package A, Barn Rehab, and Makerspace Construction	The Town adopted the Schofield Farm & Open Space Plan in 2018. The community strongly desires to use the space for events, programming, trails, and historical and agricultural interpretation. This year's work, building on six years of efforts, will formalize public access. Additionally, we will rehabilitate the historic barn and renovate the Quonset Hut into a Makerspace. The project has utilized State Historical and LWCF grant funds	\$ 12,457,828	\$ 3,266,561	\$ -	2018	2026	50	0
Planning & Development	Ongoing	UDC (Unified Development Code) Update	The Unified Development Code regulates all development within the town. The code should be updated every 5-10 years in order to align with updates to the Comprehensive Plan and changes in the building and development industry. The last significant update to the code was completed in... With the recent adoption of the Comp Plan, and an extensive list of updates compiled by staff over the past 3 years, an update to the UDC is warranted.	\$ 250,000	\$ -	\$ 250,000	2025	2027	0	6
Planning & Development	New for 2026	Update to Special District Policy	The Special District policy was adopted in 2022. The intent of the policy is to ensure that taxes in special districts are transparent and understood by future residents and provide a public benefit. Staff anticipate evaluating this policy regularly and Council may provide direction to update the policy in 2026.	\$ 20,000	\$ -	\$ 20,000	2026	2026	0	1
Planning & Development	New for 2026	Affordable Housing Policy & Strategy Update	The Town's Affordable Housing Policy was adopted in 2024, in concert with an update to the Affordable Housing Needs Assessment and Strategy. These documents outline the tools and strategies that the Town will pursue to increase the supply and support creation and preservation of affordable housing in the town. The Town Council may provide direction to update these documents in 2026.	\$ 50,000	\$ -	\$ -	2026	2026	0	3
Planning & Development	Ongoing	Concept Plan and PD for Village at Coal Creek	The site was purchased in 2023 and annexed in 2024. Zoning the site from Ag Holding to PD (Planned Development) will allow for a diverse residential development with potential mixed use as well as Park and Recreation's ability to utilize existing buildings and construct new. A contract for a Concept Plan and PD with Dig Studios was approved Dec. 10, 2024. Work will begin in December and go into Q2 2026.	\$ 200,000	\$ 200,000	\$ -	2025	2026	50	2

Planning & Development	Ongoing	Gateway PD	The Gateway area is envisioned to be the Town's eastern gateway and its primary presence along I-25. The vision for the Gateway/I-25 site owned by the Town and surrounding area was developed further into a Planned Development (PD). The process, led by staff and developed by a consultant team, is mostly complete. The draft PD is under review and posted on the Town's website. Completion anticipated Q2 2026.	\$ 500,000	\$ 500,000	\$ -	2022	2026	97	2
Planning & Development	New for 2026	Land Use Fiscal Model Update	The purpose of the Fiscal Analysis Update is to update the initial Land Use Fiscal Analysis from 2024 with additional data resources previously not available. This update will allow for a more detailed refinement of revenue and cost allocation estimates. Additional work will include the creation of a Development Fiscal Impact Analysis tool to evaluate the fiscal impact of proposed development projects.	\$ 74,000	\$ -	\$ -	2026	2026	0	2
Planning & Development	Ongoing	Old Town Area Plan	The Old Town area includes Downtown Erie. The Comp Plan engagement process highlighted the need for a holistic review of the Old Town area, with respect to historic integrity, infill development, lighting and streetscape/maintenance, and the health of Downtown. The Old Town Area Plan will be led and completed by Town staff and is expected to start in Q1 2026 and end in Q4 2026.	\$ -	\$ -	\$ -	2025	2026	20	3
Police	Ongoing	EPD Expansion Construction & Construction Phasing	Prepare phased plans for operations during construction of building expansion	\$ 45,000,000	\$ 2,800,000	\$ -	2025	2027	20	
Public Works	Ongoing	Coal Creek Improvements - Reach 2 and 4	This project will address safety, erosion, water quality, and capacity issues in Coal Creek. These improvements will also make the creek an amenity. In 2022, a project including Reach 2 and 4 was submitted to FEMA through the State, and the Grant was awarded. It will include channel restoration and the replacement of the bridges at County Line Road and Kenosha Road. When the project is complete, approximately 30 structures in Weld County will be removed from the floodplain.	\$ 32,150,621	\$ 473,326	\$ 25,603,912	2022	2027	30	1

Public Works	Ongoing	Erie Community Center Addition	The Erie Community Center (ECC) was built in 2005. The Center supports recreation, senior services, community meeting rooms, activity rooms, and administration. The Facilities Plan identified the need for expansion of administrative workspace, staff locker space, and Storage/maintenance areas. This project will expand the current facility with a 10,000 s.f. addition and renovation of portions of the current facility (20,000 s.f.).	\$	11,422,698	\$	67,446	\$	10,712,186	2025	2027	2	3
Public Works	Ongoing	County Line Road Improvements- Erie Parkway to Telleen - Design and Construction	County Line Road will be improved from Erie Parkway to Telleen in alignment with the Town Center and the TMP. This project will include the addition of turn lanes, bike facilities, and a pedestrian underpass connecting Town Center to the ECC .This project will be combined with the north roundabout project at time of construction. Both designs are underway currently. The roundabout is at the point where ROW is being acquired.	\$	11,850,174	\$	196,938	\$	8,000,000	2022	2027	5	1
Public Works	Ongoing	Village at Coal Creek - Parks and Open Space Division Facility	The Town acquired the Page property for Open Space and for a future affordable housing project. This project intends to convert the existing house on the property in to office space to house the Parks and Open Space Division of parks and recreation and design for a climate controlled shop for fleet maintenance of Parks and Open Space equipment. Investing in this project for P&OS operations would push out need for a major LAWSC expansion, projecting pushing this out to at least 2030.	\$	5,989,856	\$	50,635	\$	1,845,500	2024	2028	5	3
Public Works	Ongoing	111th Street Drainage Improvements	This project will be in partnership with Mile High Flood District to design and construct drainage improvements on and around 111th Street from Flatiron Meadows Blvd to Arapahoe Road. The intent of this project is address drainage overtopping 111th as an existing condition. MHFD will typically cost share 50% with the Town and is partnering with the conceptual evaluations to start.	\$	2,300,000	\$	200,000	\$	1,100,000	2025	2028	2	3
Public Works	New for 2026	County Line Road Improvements- Cheesman to SH52	The TMP and the Boulder County CLR Strategic Plan has identified the need to complete improvements from SH52 to Cheesman. This project will serve to design and construct appropriate shoulders for cyclists and motorists. This will be done in alignment with strategic plans goals.	\$	2,250,000	\$	-	\$	450,000	2026	2028	0	2

Public Works	Ongoing	RTD Bus Stops for the Jump	To support the extension of the RTD JUMP re-route and extension through Erie, the team is working to design bus stops with amenities that match the character of the neighborhoods/communities. The project will install the foundational concrete elements and add the amenities based on right-of-way availability and site conditions. The project is currently under design.	\$	553,000	\$	175,000	\$	378,000	2025	2027	20	1
Public Works	Ongoing	North-South Road Connection Feasibility Studies	Council has asked Public Works to prioritize feasibility studies from County Line to Hwy 7, Vista Parkway to Bonanza, and WCR 7 to Sheridan. This will evaluate potential connections in these areas to increase connectivity and distribute traffic volume.	\$	408,471	\$	-	\$	273,000	2025	2026	5	2
Public Works	Ongoing	US 52 Drainage Crossing	The Town of Erie Outfall Systems Plan has identified an undersized culvert crossing just east of Weld County Road 7. The crossing location extends north across State Highway 52 into the Town of Frederick. The Town of Erie is partnering with the Town of Frederick to identify storm drainage capacity concerns and solutions beginning south of HWY 52 and extending north to the I-25 Frontage Road.	\$	5,525,000	\$	256,356	\$	250,000	2024	2028	25	2
Public Works	Ongoing	111th Street and Arapahoe Road Intersection Widening Construction	Due to increased development in the area, there has been a correlating increase in traffic at this already busy intersection. Additionally, there is an existing crash history at this intersection that has been considered and factored into this improvement. This project will add dedicated left turn lanes on 111th from north and southbound 111th to east and westbound Arapahoe Road. An IGA was entered into with the City of Lafayette to fund this project. The project is currently at 100% design.	\$	943,070	\$	-	\$	-	2022	2026	0	1
Public Works	Ongoing	County Line Road and Erie Parkway Intersection Improvements	A concept design has been evaluated at Erie Parkway and County Line Road to accommodate new development and improve multimodal safety. This project will work to advance that concept to CD design starting in 2025 and construction in 2027. The improvements will include enhanced crosswalk and bicycle facility striping, raised pedestrian islands, raised speed tables at right hand turn crossings, ADA improvements, turn lane improvements, signal improvements, and potential transit improvements.	\$	3,050,000	\$	-	\$	-	2025	0	0	3

PW	Ongoing	NWRF Solar	This project will at final phase provide net zero energy consumption for the NWRF facility. Staff will implement a project to place float solar on the NWRF effluent pond which will also help cool the effluent pond and reducing algae growth by blocking the UV Rays with the panels. Town staff have received concurrence from Council to pursue two grants for funding. Applications for that funding have been complete, and staff have phased the project in such a manner that correspond to grant receipt.	\$ 4,000,000	\$ 800,000	\$ 2,256,458	2024	2026	15	1
PW	Ongoing	Implementation of the Flex Ride Service (Erie Bee)	In 2024, the Town Council adopted the Flex Ride Service Plan. In 2025 and with support of grant funding (2 years), staff will solicit qualifications for a flex ride service providers and begin implementation of micro-transit in the Town. This will help to build additional ridership beyond the RTD Jump Line and provide greater service to Town residents.	\$ 400,000	\$ -	\$ -	2025	2027	30	0
Utilities	Ongoing	North Water Treatment Plant Design, CMAR & Property Acquisition	We are close to 30% design for the new North Water Treatment Plant and are reviewing general and deep well injection contractors, design should be complete in mid 2025. The general contractor will be the Construction Manager at Risk (CMAR) model which allows us to bring them in early and so that they can advise on cost and constructability issues throughout remainder of the design. Due to the magnitude of this project, there is great interest from highly qualified contractors. Property negotiations are ongoing.	\$ 200,000,000	\$ 3,280,934	\$ 151,683,000	2019	2029	30%	1
Utilities	Ongoing	Zones 2 & 3 Water Storage Tanks	After many years of effort the Town has acquired two tank sites to construct the Zones 2 & 3 tanks. We are looking closely into potential undermining impacts at the Zone 2 site which may impact the viability of that site, which was identified by an engineering study without consideration of geotechnical issues. Due to ongoing rapid growth, certain areas such as Westerly are already starting to see lower pressures in the higher elevations of the development. Water storage tanks are limited to exact elevations in order to supply pressure without pumping costs. They provide daily demands, emergency and fire storage.	\$ 65,943,584	\$ 71,430	\$ 19,091,872	2017	2028	10%	2

Utilities	Ongoing	Northern Integrated Supply Project (NISP)	NISP is an ongoing project, dating back to 2000. It is intended to provide 15 participants with 40,000 acre-feet (AF) of new water annually. The project is currently at \$2.25 billion with Erie Holding 16.25% of the shares at 6,500 AF. This project is key to Erie's future growth, redundancy and reliability and is not tied to the Colorado River. Currently NISP is planned in two phases, phase 1 will include Glad Reservoir and infrastructure, phase 2 will be the addition of Galton Reservoir.	\$ 365,625,000	\$ 30,761,001	\$ 4,858,750	2000	2031	50	4
Utilities	New for 2026	Windy Gap Firming (aka Chimney Hollow)	This project started in 2003. Chimney Hollow Reservoir recently was completed in 2025, however there is significant uranium contamination. The Town will need to work closely with Northern Water, our legal team and other participants to help determine the best path forward. This will increase staff workload.	\$ 45,000,000	\$ 12,269,386	\$ 2,869,000	2003	2027	80	2

# Ballot Item General

## Feasibility

**Feasibility study:**  
4–6 months  
(shorter for smaller initiatives, longer for large capital projects).

Includes needs assessment, cost estimates, legal review, and potential funding options.

Involves internal staff, consultants, and sometimes early stakeholder focus groups.

## Modeling

**Goal:** Determine the size and scope of tax (sales tax, property tax, bonds, etc.).

**Length:** 2–3 months, often overlapping with the end of the feasibility study.

**Involves:** Financial modeling by staff or consultants.

Reviewing mill levy rates, assessed value growth, or sales tax projections.

Running multiple scenarios.

## Public Opinion

**Goal:** Gauge community support and refine the proposal.

**Survey development & execution:** 2 months (drafting questions, legal review, vendor selection, field survey, and analyzing results).

## Education Outreach

**Goal:** Build understanding of the need, the proposal, and its impacts.

**Length:** 4–6 months minimum.

In Colorado, governments can educate but not advocate—so the focus is on facts, impacts, and why the measure is being considered.

## Ballot Language

**Goal:** Meet legal deadlines for certification.

**Drafting:** 4–6 weeks (involving attorneys and finance staff)

**TABOR language:** must be finalized by **late August** for a November election.

**Formal approval:** Council must pass a resolution placing the measure on the ballot, by **late August**.

## Campaign

Separate, external committee handles this.

Voter-led campaign committee handles advocacy.

Staff continue neutral information-sharing until Election Day.



# Sample Ballot Item



## If Measure Passes (Sales Tax)

Can begin project design with any already budgeted funds.

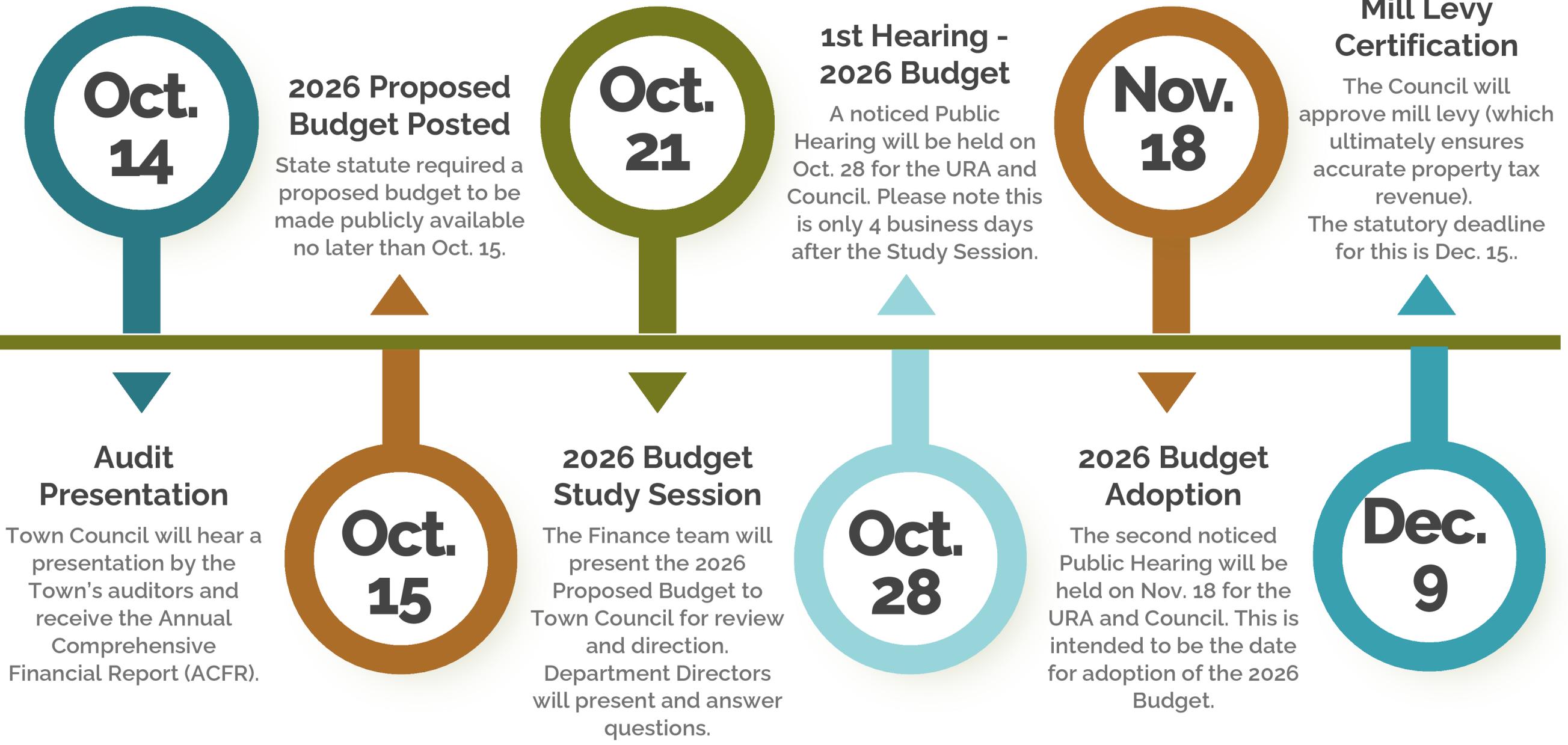
New tax collection begins Jan. 1. Spending new tax dollars can begin 4-6 months later.

## If Measure Fails (Any Tax)

Best practice is to wait at least one year for small (<5%) failure and 2-3 years for large failure (10-15%). Consider phased approaches, scaling-down, etc. of the project.



# 2026 Budget Adoption Schedule



**NOTE:** Public Hearings for the budget must be noticed to the public at least 10 days before the Hearing. This limits our ability to change this schedule as it upholds that requirement and due to the restrictions holidays create in November and December.

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FTE

# Administration

Director: Meredyth Muth

## Day-to-Day Tasks of Department - 75%

- ✓ Council Agendas/Minutes/Codification
- ✓ Advisory Board Agendas/Minutes & Coordination
- ✓ Issuing Permits - dumpster, solicitor, handbill, etc.
- ✓ Document Recordation
- ✓ Advanced Agenda management
- ✓ Fulfilling CORA requests & managing Central Records
- ✓ Liquor, Marijuana licensing & Open Container Permits
- ✓ Admin support for Malcolm, Melissa, & Patrick
- ✓ Admin support for CCE, EcoDev, Municipal Courts, and Energy & Environment
- ✓ Resident Input/requests & customer service (front desk)
- ✓ Internal committee liaison/support
- ✓ Municipal Court

Director: David Frank

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FTE

# Environmental Services

## Day-to-Day Tasks of Department - 70%

- ✓ Ensures compliance with local and state oil and gas regulations
- ✓ Review of environmental, sustainability, and geotechnical reports for planning and development
- ✓ Ensures compliance with local and state waste regulations
- ✓ Administration of Air Quality Monitoring Program
- ✓ Manage the Erie Recycling Center and Clean-Up Day events
- ✓ Provide rebate programs to the community in water and energy conservation

Director: Gabi Rae

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FTE

# Communications

## Day-to-Day Tasks of Department - 70%

- ✓ Collaboration w/all departments to market programs & projects
- ✓ Creating, posting, and monitoring social media content
- ✓ Video production and editing
- ✓ Website maintenance and creation
- ✓ Internal communication: Launchpad, In the Know, etc.
- ✓ Monthly Utility Bill insert design
- ✓ Weekly Update eNews creation and publication
- ✓ Answer media requests and monitor news coverage

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FTE

# Economic Development

Director: Julian Jacquin

## Day-to-Day Tasks of Department - 30%

- ✓ Business Licenses (manage/streamline)
- ✓ Existing business support and resources
- ✓ Manage TOEURA projects and agreements
- ✓ Responding to new interest for space/sites
- ✓ Proactive recruitment of new businesses and responding to regional prospect alerts
- ✓ Regular updates to the public
- ✓ Placemaking and activation of catalytic sites
- ✓ Monthly newsletter to Erie businesses
- ✓ Special event permitting and management
- ✓ Manage Colorado Green Business Network of Erie (CGBNE) program and participants
- ✓ Ribbon cuttings, groundbreakings, events, speaking functions, regional collaboration
- ✓ AEDAB liaison and special projects

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FTE

# Finance

Director: Sara Hancock

## Day-to-Day Tasks of Department - 70%

- ✔ Provide all departments with financial data and input
- ✔ Develop and manage the yearly budget and capital improvement process
- ✔ Publish the yearly budget document
- ✔ Develop long-range forecasting for revenues and expenditures
- ✔ Complete the yearly audit and publish the Annual Comprehensive Financial Report
- ✔ Publish monthly sales tax reports and quarterly financial reports
- ✔ Prepare/analyze budget-to-actual reports
- ✔ Complete monthly journal entries
- ✔ Biweekly payroll and weekly accounts payable
- ✔ Review accounts receivable
- ✔ Manage utility billing for water customers
- ✔ Track grant compliance and funds
- ✔ Support grant application/submission
- ✔ Monitor URA agreements/distribute TIF funds

Director: Alicia Melendez

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FTE

# Human Resources

## Day-to-Day Tasks of Department - 60%

- ✔ Recruiting/Onboarding
- ✔ Employee Relations
- ✔ Benefits/Payroll
- ✔ Paycom Maintenance & Enhancements
- ✔ Performance Management
- ✔ Employee Learning and Development
- ✔ Succession Planning
- ✔ Job description design and evaluation
- ✔ Leave Management
- ✔ Employee Event Planning and Execution
- ✔ Administrative Functions
- ✔ Policy / Handbook Review and Updates
- ✔ Insurance claim management
- ✔ Safety program management
- ✔ Insurance policy renewals
- ✔ Insurance audits

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FTE

# Information Technology

Director: Denise Jakan

## Day-to-Day Tasks of Department - 60%

- ✔ Help Desk – responding to issues
- ✔ Research problems/solutions
- ✔ Onboarding for new employees
- ✔ Back up, back up, back up
- ✔ Emails/Discussion
- ✔ Tracking event logs

Director: Luke Bolinger

50  
FTE

# Parks & Recreation

## Day-to-Day Tasks of Department - 60%

- ✔ Community interaction at ECC and recreation programs
- ✔ Daily maintenance of parks/trails
- ✔ Plan and review park planning efforts
- ✔ HOA/Metro District interfacing
- ✔ Advisory board liaison roles
- ✔ Projects/CIP management
- ✔ Coordinating and managing volunteers
- ✔ Vendor and contractor oversight
- ✔ Tracking and reporting performance metrics
- ✔ Coordinating with schools, sports clubs, and community organizations
- ✔ Budget monitoring and expenditure tracking
- ✔ Processing program registrations and facility rentals

26  
FTE

# Planning & Development

Director: Sarah Nurmela

## Day-to-Day Tasks of Department - 65%

- ✓ **Building:** plan/building review, permits/licenses, inspections, customer service, admin/training
- ✓ **Planning:** development review, boards liaison, PIT, data, regional coordination, community outreach
- ✓ **Housing:** regional coordination, Town policy development, outreach & facilitation of new units
- ✓ **Admin:** special projects oversight, culture/team, budget, code enforcement

Director: David Pasic

39.5  
FTE

# Public Works

## Day-to-Day Tasks of Department - 70%

- ✓ Engineering and development review
- ✓ Mobility and transportation safety planning
- ✓ Facilities planning, management, and maintenance
- ✓ Capital/Budget planning & Admin
- ✓ Airport oversight
- ✓ Regional coordination and community outreach
- ✓ Unplanned issues response

59  
FTE

# Police

Chief: Lee Mathis

48  
FTE

## Sworn - Day-to-Day Tasks

- Calls for Service (Patrol)
- Clearance and Investigations (Detectives)
- Administrative (Sergeants and Command)
- Self-initiated (Code Enforcement and Traffic Unit)
- School Safety (School Resource Officers)
- P.O.S.T. mandated trainings

11  
FTE

## Non-Sworn - Day-to-Day Tasks

- Records, Evidence, Victim Services and Restorative Justice, and CoResponders.
- Community Outreach, Code Enforcement and Animal Control.
- Supported by more than 20 volunteers.
- \*Includes CoResponders contracted with Boulder County.

52  
FTE

# Utilities

Director: Todd Fessenden

## Day-to-Day Tasks of Department - 80%

- ✓ Water treatment
- ✓ Wastewater treatment
- ✓ **O&M:** Water distribution system, wastewater collection, storm drainage maintenance & fleet procurement and maintenance
- ✓ Administration of large capital projects, development water rights, water supply and regulatory compliance

# Town Manager

Malcolm Fleming

## Day-to-Day Tasks

- ✔ Provide leadership & promote a healthy, effective, & efficient organizational culture
- ✔ Keep Council informed of relevant activities/issues & serve as Council's chief advisor (TM)
- ✔ Ensure accountability, drive innovation, and promote efficiency
- ✔ Ensure effective administration and faithful performance of all Town policies
- ✔ Provide direction for Town staff & oversee personnel matters
- ✔ Provide support for responding to residents, advisory boards, and other community members
- ✔ Recommend annual budget (TM) and administer adopted budget
- ✔ Ensure prudent financial operations and sound fiscal condition
- ✔ Advance Erie's interests with Federal, State, and regional agencies & organizations
- ✔ Negotiate and ensure adherence to contracts and franchise agreements
- ✔ Serve as TOEURA Executive Director (TM)
- ✔ Review policies and researches best practices for local government
- ✔ Act as supervisors for department directors

Melissa Wiley & Patrick Hammer

# Deputy Town Managers

# Projects to Discuss

## Let's Hear More from You About..

- **Creation of a Historic District** | Do we have full Council direction to pursue the feasibility of this and complete specific resident engagement on the topic?
- **Feasibility of Linear Park Uses** | Tell us more about this project request. Is there full Council direction to complete feasibility reports about the park? This is currently unbudgeted.
- **Feasibility of Preserving the Railroad Depot** | Tell us more about this project request. Is there full Council direction to complete feasibility reports about the depot? This is currently unbudgeted.
- **Exhibit Kits for Advisory Boards, Commissions, & Staff** | Tell us more about this project request. What does this look like and how is it used?
- **Population & Infrastructure Plan** | Please clarify - is this the same as the Fiscal Analysis? Something different?

## We Have More Info for You About.

### Event-Related:

- **Understanding How Town Events Impact Businesses** | Our Special Events Committee has completed surveys with businesses in Old Town. This info will be shared in a memo.
- **Proactively Schedule Council at Town Events & Add to Calendars** | This is very doable - we have worked on a way of asking Council Members at the beginning of the month for their intended participation in events. More to come.

### Feasibility of Projects:

- **Feasibility of Using Denver Regional Landfill for Park/Trail Space** | This was thoroughly discussed with the Landfill Task Force in 2024. This info will be shared in a memo.
- **Feasibility of a Stage at CCP** | This has been explored and discussed. Since events are still being hosted in other locations is this the best use of funding? This info can be shared in a memo at a later date.
- **Shorten Approval Processes for Business Expansion** | Staff is working with consulting team and AI platform to improve this process.
- **Remove Lehigh Splash Pad** | Several plans have been discussed for this project; how does this project compare to other priorities that also need funded?

### Regional & Legislative:

- **Determine the 2026 Legislative Agenda** | A Legislative Agenda 101 is scheduled with CML for Sept. 16. This will lead to a final, edited version of a 2026 Legislative Agenda.
- **Understand Applicable State Mandates & Impacts** | Staff have been discussing ways to proactively share what is shared in regional groups and committees with the Council. Council can then use that with their own knowledge from regional boards they attend.