



**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.

# City Council Worksession Agenda

**February 26, 2019 at 5:00 PM**

**City Center South Campus**

**1001 11th Avenue, Greeley, CO 80631**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. PROpel Update (5:00 – 5:30 p.m.)  
Sharon McCabe, Human Resources Director
5. 2018 Carryover Recommendations (5:30 – 6:00 p.m.)  
Renee Wheeler, Interim Finance Director
6. Scheduling of Meetings, Other Events  
Roy Otto, City Manager
7. Executive Session for Annual Review of the  
Municipal Court Judge  
Sharon McCabe, Human Resources Director

# Worksession Agenda Summary

February 26, 2019

## **Agenda Item Number 1**

### Title:

Call to Order

# Worksession Agenda Summary

February 26, 2019

## **Agenda Item Number 2**

### Title:

Pledge of Allegiance

# Worksession Agenda Summary

February 26, 2019

## **Agenda Item Number 3**

### Title:

Roll Call:

1. Mayor Gates
2. Councilmember Smail
3. Councilmember Payton
4. Councilmember Casseday
5. Councilmember Fitzsimmons
6. Councilmember Suniga
7. Councilmember Hall

# Worksession Agenda Summary

February 26, 2019 (5:00 – 5:30 p.m.)

## **Agenda Item Number 4**

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

### Title:

Update on PROpel, a City talent management initiative to create more effective processes and tools for workforce development and succession planning

### Background:

Of the four Council Priorities: Image, Safety, Economic Health & Development and Infrastructure & Growth, the focus of PROpel is the Human Infrastructure aspect of the fourth priority. The goal of PROpel is to design an approach, strategies, programs and tools to assess talent, develop skills, and retain the best people in their respective fields for the City of Greeley.

Consulting service for the project was awarded to RS Tipton, PBC in September, 2018. Kickoff with the City Manager, Department Directors and Managers was held on September 12, 2018. This was followed by an assessment survey to which 700 employees responded and a series of facilitated employee focus group meetings in which 400 employees participated. Based on data collected through the survey and focus groups, a report and recommendations for career development and succession planning next steps was presented to the City Manager and Executive Team. A report-out meeting for Managers was held on February 7 during which they learned of plans for and their role in next steps for PROpel. The PROpel talent management initiative will help us identify needs and opportunities to grow our talent so that we are in a good position to attract, develop and retain employees.

### Decision Options:

Report Only

### Attachments:

Operational Excellence Description  
Greeley's Talent Management - Insights

A cultural anchor of:

## Operational Excellence

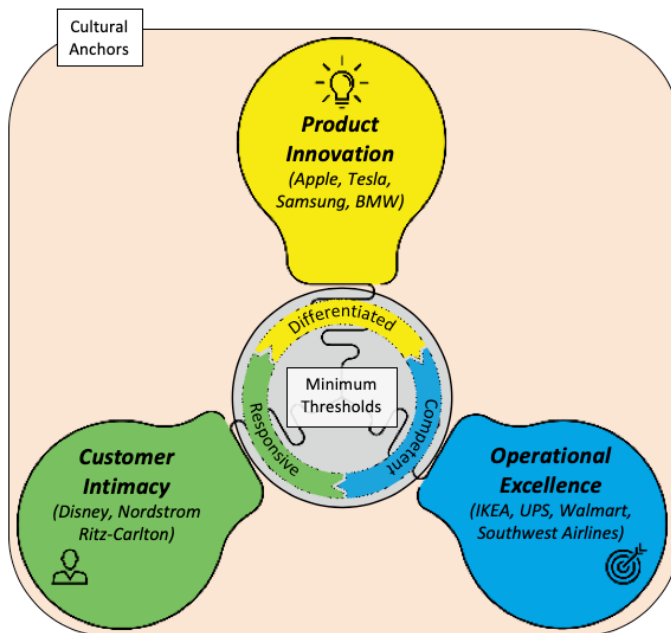
“Making it Real”

In our work with our clients, we typically find they don't suffer from a lack of vision, they have too many of them! In particular, organizations almost always oscillate between different views of what we call “cultural anchors.” Choosing among the anchors – innovation, relationships, or efficiency – represents a foundational element in effective organizational strategy building and decision making. It's also tough to do.

Using the book *The Discipline of Market Leaders* (Treacy and Wiersema, 1995) as our inspiration, we have adapted the cultural anchor model to assist executive and leadership teams in dozens of public-sector organizations in creating far better outcomes in employee engagement, customer satisfaction, process efficiency, cost effectiveness, and overall quality. Endorsing ONE of the three cultural anchors as primary is critical – and something that most (okay, nearly ALL) organizations struggle to make happen.

This document is specifically related to a primary cultural anchor of **Operational Excellence**. We will detail what it is, and will share what it isn't – and we will also put into context how organizations that choose Operational Excellence reframe their conversations, their employee development processes, their decision making, and their overall strategy building.

First – here's a graphic we use with our clients to introduce all three cultural anchors:



Reference: *The Discipline of Market Leaders* (Treacy & Wiersema)

### Answers These Questions:

- What allows us to consistently meet our expectations?
- What unique, sustainable qualities will we use to deliver value for those we serve?

### Potential Cultural Dissonance:

- The model indicates that market leaders choose ONE competitive anchor as primary
- With more than one anchor active simultaneously, the model suggests execution becomes diffused and strategic decision-making stalls
- Beware of different views:

- PRODUCT / SERVICE INNOVATION**
  - Those focused on delivery
- CUSTOMER / CLIENT INTIMACY**
  - Those focused on relationships
- OPERATIONAL EXCELLENCE**
  - Those focused on process / tools

## Operational Excellence

### What It Is:

- A relentless pursuit of simplification and streamlining
- A focus on tightly-integrated processes designed to eliminate variation
- Constant pressure to achieve the lowest “total cost of ownership”
- Sweating the details; the sum total of many small actions
- Two sayings to remember:
  - *If something can be standardized, we should standardize it*
  - *If it “moves” we measure it, and we measure it to improve it*

### What It Isn't:

- Robotic, machine-like customer service where everyone is treated the same
- Simply following the procedure or protocol with no room for intuition or instinct
- Just doing the same thing over and over – without a view toward innovation
- Penny pinching – being cheap
- Reducing costs so that jobs can be eliminated

Achieving Operational Excellence is an attitude, a culture, and a way of thinking and behaving. Small things matter because they add up over time to become big things – and operationally-excellent organizations know that the lack of standardization will create inefficiencies.

However, being operationally excellent doesn't mean that 100% of decisions are left up to what the protocol indicates, or what the standard operating procedure specifies. In other words, leaders and managers in operationally-excellent organizations know that not everything is a one-size-fits-all approach. There are times and places where the status quo needs to be challenged (driving the case for innovation) and where customers need to receive customized responses (due to out-of-standard situations).

### Hiring and Employee Development Decisions:

Recruiting and hiring processes are skewed toward finding individuals who are motivated toward continuous improvement, waste elimination, and process excellence. Other, more esoteric qualities like “friendliness” and “team orientation” can also be important, but they are put into secondary priority. Southwest Airlines is a good example here – their relentless pursuit of consistency, standardization, and simplification is augmented by their choice to hire friendly people – because friendliness doesn't cost any more.

### Customer Service Decisions:

Attempting to customize responses for individual customers as a matter of regular practice is extremely expensive and time consuming. Instead, operationally-excellent organizations set clear expectations for their customers related to “how they will be treated.” IKEA's customers expect to take things home themselves, and then put the stuff together themselves – because they've been told that's the way it works. It is possible to purchase added services for delivery and / or assembly, but these services come from contractors that are outside of IKEA's core business operations.

Customer service expectations are reinforced through messaging, marketing, training, and customer service protocols. Certainly, exceptions occur – the world can be a messy place, and “stuff happens.” However, going outside the lines when it comes to customized, one-off approaches toward customer service need to be seen as rare situations, not as the norm. Furthermore, employees that have fun, outgoing, personable attitudes can be like the icing on the cake in an otherwise standardized, consistent, streamlined customer experience.

### **Continuous Improvement Decisions:**

Innovation is a core competence in operationally-excellent organizations – however, new ideas are focused on ways to drive more consistency, standardization, and predictability; not to have the “next big thing.” That said, sometimes operationally-excellent innovations are mistaken for being motivated by extraordinary customer service or highly-innovative marketplace offerings.

Such is the case with UPS and its package tracking application. When first to market with their web-based “where’s my package” approach, UPS was lauded for their amazing customer service and significantly-better technology when compared to their competitors. However, that wasn’t why UPS implemented the system – they found their 1-800 call center was not only incredibly expensive, but it was highly unreliable. By making their internal systems visible on the outside (UPS always knew where our packages were) they not only eliminated the need for the call center, they greatly increased their customers’ confidence and timeliness when it came to knowing “where’s my package.”

In a more pedestrian way of stating the passion for continuous improvement, operationally-excellent organizations measure “everything.” These organizations regularly make data-driven decisions based upon “it took this long before, and we shortened it by this amount of time now” options. In other words, if “it moves,” we measure it – and we measure it to improve it. Operationally-excellent organizations trust their data, leverage their data, and learn from their data. It’s in their DNA.



## Examples for Discussion:

### A. Fleet Maintenance

**The problem:** A City's fleet organization was responsible for purchasing and maintaining vehicles for several different City departments (public works, police, fire, parks, etc.). As a matter of City charter, the purchasing process prioritized "lowest bid" above other factors. As such, the fleet team was mandated by law to buy vehicles (from any manufacturer) that had the lowest purchase price. While this somewhat complicated the purchasing process (little economy of scale, working with multiple vendors, different contracts, etc.), the real challenge was managing the "lowest cost of ownership" related to an extremely diverse fleet of vehicles.

Not only did costs associated with the parts inventory balloon (i.e., in an effort to not disrupt the "mission" of each City department served by its fleet, the City had to maintain complete and unique parts inventories for each type of vehicle from each manufacturer), the costs for vehicle maintenance systems for mechanics, as well as training costs for vehicle operators and maintenance technicians was duplicated for each manufacturer as well.

**The Solution:** After years of this situation, it reached its head. Costs were out of control, and finger-pointing was rampant. The fleet managers were frustrated, the finance department was frustrated, the mayor and city council were frustrated, and the customers of the fleet organization were frustrated. Ultimately, the major customers of the fleet operation (who were paying the bills) went to "City Hall" and asked a simple question? **What do you value most?** Purchase price or total cost of ownership?

In fairness, the fleet operation had done its homework first – and had shown the City would be able to save a significant amount of money each year (hundreds of thousands of dollars) if the City charter could be changed to allow total cost of ownership to be the driving factor in fleet-related decisions. Ultimately – but negotiating far better terms and conditions for purchase price with a single manufacturer, and dramatically reducing (over time) the need for specialized parts inventories and training for multiple manufacturers, the City not only saved \$2.2 million in fleet acquisition costs in the first year, they then saved another ~\$10,000,000 in the following four years.

### B. Building Permit Applications

**The Problem:** Do-it-yourself homeowners would come to the County office to apply for a building permit for a wide variety of home improvement projects like finishing a basement or remodeling a bathroom. However, many, if not most, were unfamiliar with the application process and needed help from the building permit office to complete the forms and provide the correct documentation.

In the name of providing excellent customer service, the County had three permit technicians available at any time to assist customers and process the applications. This hands-on approach to customer service came at a price: often the three permit technicians could do very little other work as they were inundated with questions on how to complete the forms. This took them away from helping process and review permits for much larger and lucrative commercial projects.

**The Solution:** The building office spoke with many different types of customers and determined that for the majority of them, and all of the high-revenue commercial customers, they most valued predictability of process and speed of permit approval. However, the variability of the work to answer questions and help complete applications made the entire process both slow and unpredictable.

The team decided to employ more of a "self-service" model and provide detailed, easy to follow checklists and background detail for the application process and information needed. New signage directed customers on how to use the checklists and other materials to complete the application. The permit technicians' desks were relocated out of sight and a service bell was placed on the counter with the instruction to customers to ring it when they were ready to submit an application.

Although this didn't eliminate all questions, most customers completed applications on their own. Technicians each spent an average of 30 percent less time on this activity, creating the equivalent of a full-time employee to focus on more important activities in the department. Residential customers also reported that they thought the process improved as they had more clear expectations and directions and spent less time fumbling through the process.

### C. The Internal Report

**The Problem:** A Finance team was working on a large project for the City to expand certain services and partner with a neighboring municipality. At one point, the Finance department leader asked for a comprehensive report that required data from seven different internal sources. Two Finance employees created the report, manually cutting and pasting data into a single document. This required each employee to spend about three hours every-other week to generate the report. As the project neared completion, the Finance lead shared the report with the City Executive team. Impressed, the Finance lead's peers asked if they could continue to receive the report as it contained information interesting beyond the scope of the project.

The Finance lead quickly agreed to provide the report. Eight months later the scope of the report had crept to include data from nine different sources. This expansion was a result of the employees finding additional information to include that they thought might also be helpful and the Finance lead requesting several improvements to the formatting. These changes meant that each Finance employee was now spending five hours every-other week on the report, despite the fact they had spent time trying to improve their own process for data collection and how it could be entered into the form more efficiently. Then, over the holidays both Finance employees were out of the office and didn't generate the report or alert anyone that it wouldn't be coming. To their surprise, nobody mentioned it.

**The Solution:** The employees decided to skip the first report in January to see if anyone would notice this time. Nobody did. After the fourth skipped report, the Finance lead asked about it, mostly out of embarrassment for having forgotten about it for two months. The employees quickly confessed that while the first miss was because of the holidays, the others were simply to see if anyone missed the report. They then asked the Finance lead two critical questions: **Who used the report and why did they need it?** The Finance lead didn't have a good answer and decided to ask his peers on the Executive team.

As it turned out, the executive team members said they enjoyed seeing the information in the first few reports, but quickly realized it was “nice-to-have” information and they didn’t really use it. Most had stopped reading it and only two realized they had stopped receiving them over the holidays (they just assumed that the Finance department decided to stop creating them at the end of the year). The finance lead determined that the report was no longer needed.

**Discussion Questions:**

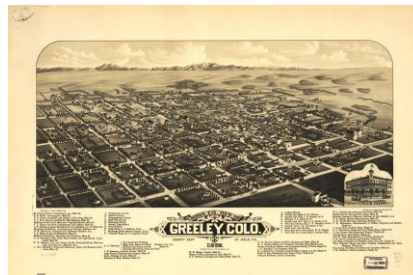
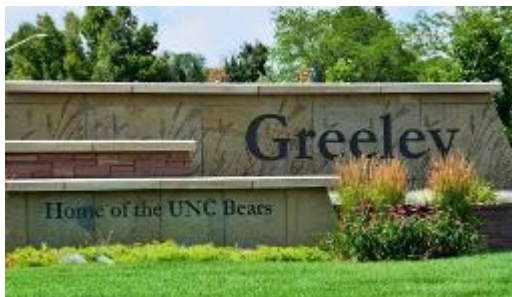
1. What do your customers value most? Are you sure? How do you know? How could you find out? When was the last time you asked?
2. How do you distinguish between what they would **LIKE** to have and what they **NEED** to have? What adds value and what is a “nice-to-have” preference?
3. How do you determine what data to measure / collect to help make or support a decision?

Team Tipton's principal purpose is to deliver professional consulting, coaching, and training services designed to forge authentic, sustainable, and transformational change in organizations that serve humanity and the public good.



# PROpel: Greeley's Talent Management Strategy

## Insights – January, 2019



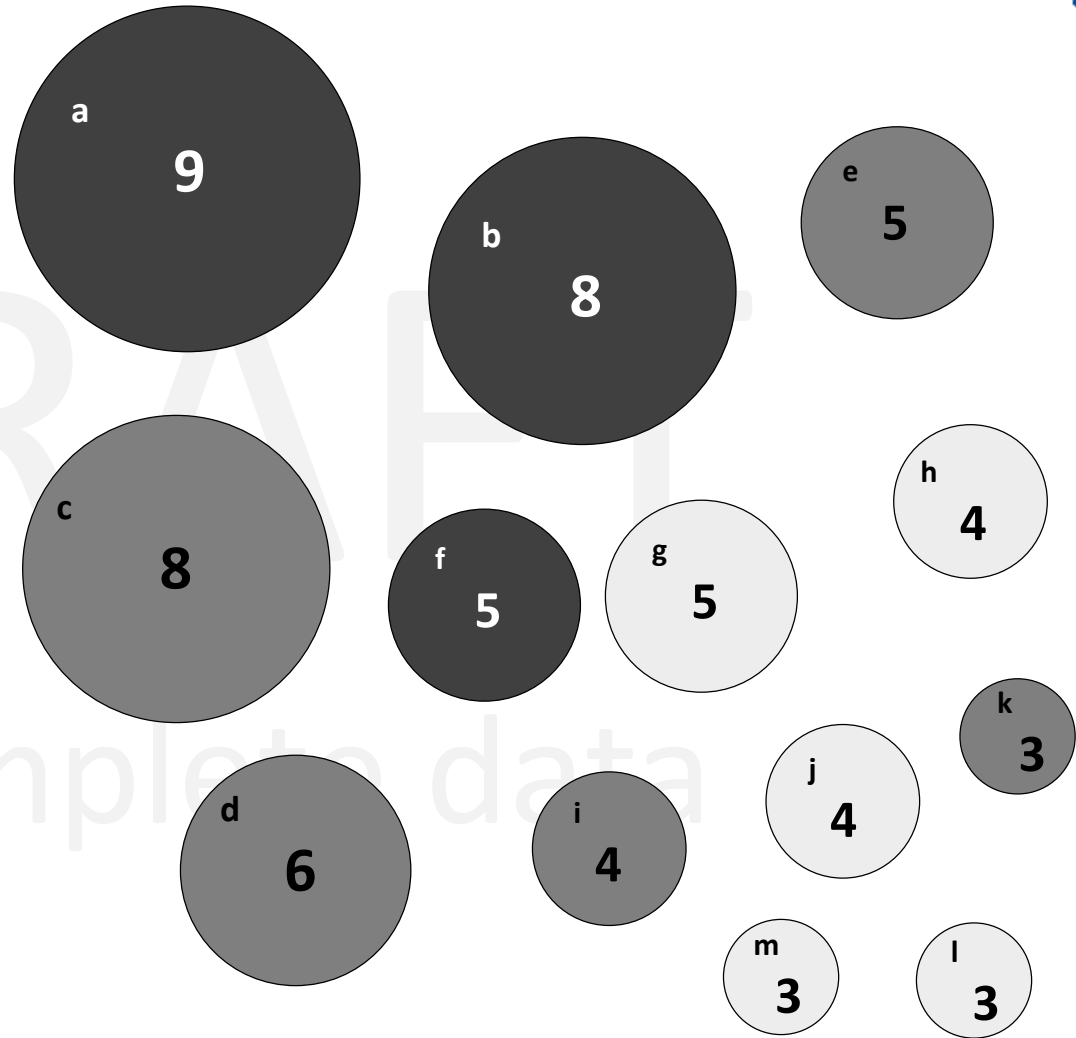
*City of Greeley*

*Team Tipton*  
1624 Market St., Suite 202  
Denver, CO 80202

[www.TeamTipton.com](http://www.TeamTipton.com)

# Accelerating – Summarized Perspectives

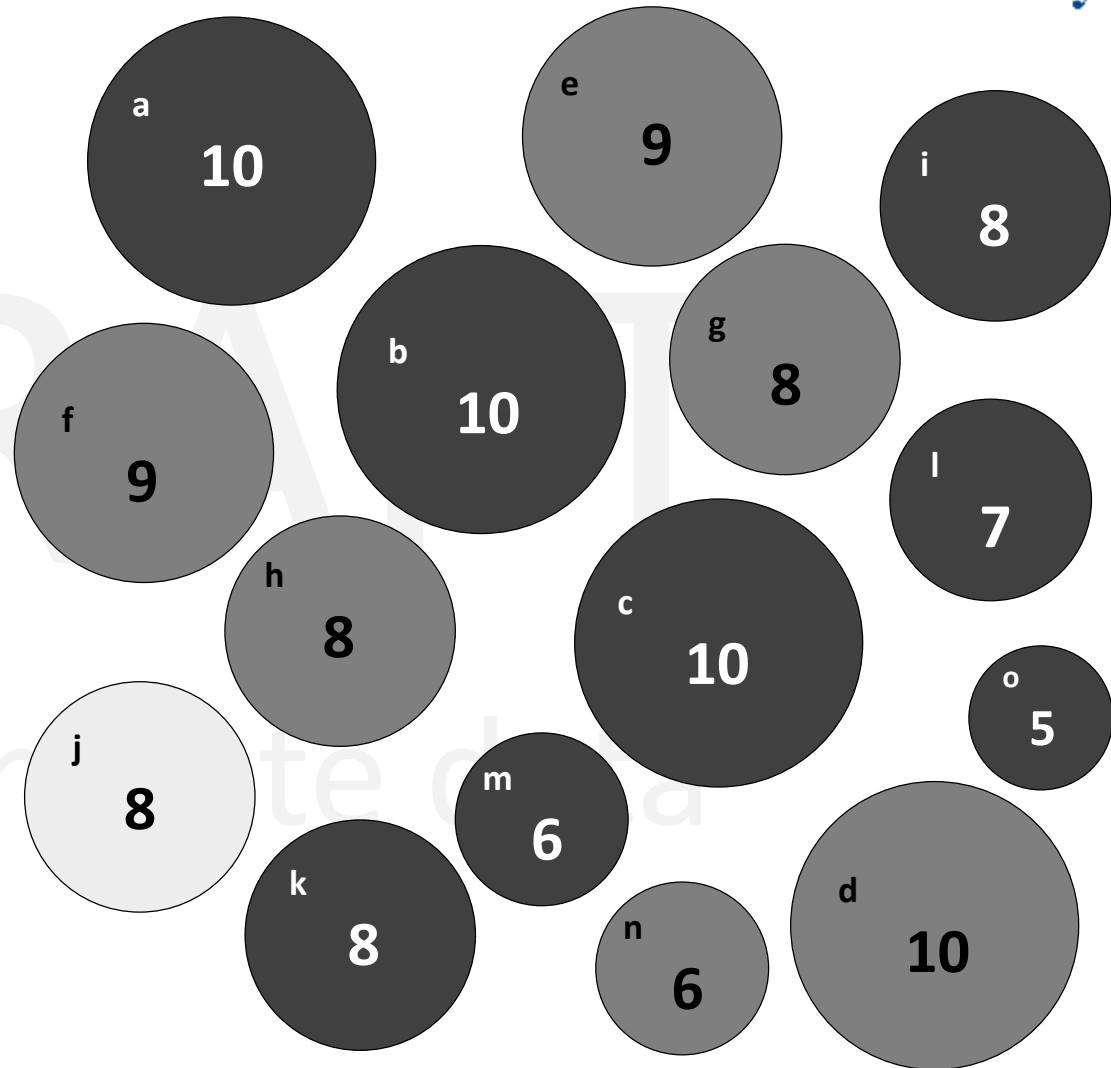
- a. **Employees want to learn.** Employees are eager to develop skills and knowledge related to their jobs and take on new challenges to advance their careers.
- b. **Pride in work and commitment to City.** Most employees feel proud of their contributions and motivated by their commitment to the city.
- c. **Desire improvement.** Employees are dedicated to making improvements and desire improvement across the board.
- d. **Feel a sense of belonging.** There is a sense of family, camaraderie, and belonging in work groups.
- e. **Employee autonomy.** Employees appreciate being given opportunities to make decisions in day to day work.
- f. **Supervisors invest in employee development.** In some departments, employees feel that supervisors are invested in their development and want them to succeed.
- g. **Strong relationships.** Relationships between departments and with partners helps to move department objectives forward.
- h. **Positive about department leadership.** Employees feel positive about leadership’s abilities, actions, and support.
- i. **Positive culture developed.** Intentional actions are taken by leadership and employees to create an environment that supports job effectiveness and team camaraderie.
- j. **Steps toward standardization.** There’s recognition that an increase in standard operating procedures will help departments and create opportunities for the future.
- k. **Strong recognition.** Employees feel appreciated and positively recognized frequently by supervisors and peers.
- l. **Department knowledge.** Feel peers are knowledgeable, a great deal can be learned from each other, and that problems can be solved from within.
- m. **Goals regularly measured.** Goals and priorities are set, monitored, and shared frequently.



Letters indicate a summarized view and are listed with number of departments sharing this view in each bubble. Bubble size indicates frequency of the response, while shading indicates percentage.

# Hindering – Summarized Perspectives

- a. **Career development and training is variable.** Access is inequitable, inconsistent, variable, or not tied to job success.
- b. **Not connected to mission.** Inconsistent or missing connection to a collective vision/mission.
- c. **Resource needs are not met.** Lack resources needed to do things effectively, efficiently, and with excellence.
- d. **Department lacks appropriate priorities.** Overarching goals missing, inconsistent, or misaligned. Work often perceived as reactive and focused on “keeping things running.”
- e. **Decision-making is top down.** Conducted at leadership level without effective incorporation of staff voice/needs.
- f. **"Why" is not understood.** Reasons and rationale are not effectively communicated across levels in department.
- g. **PDQ and/or job description inaccurate.** Leads to discrepancies in expectations, performance management/appraisal, training, and pay. The goals, process and use of PDQs are not well understood.
- h. **SOP deficit.** Development, use, and existence of needed standard operating procedures and roles are variable, lacking, or missing.
- i. **Limitations to annual review process.** Implemented inconsistently, keeps changing, frequency inadequate, and does not connect to daily activities.
- j. **Career paths not defined.** Opportunities for advancement are not understood by employees.
- k. **External hiring has had negative impact.** Practice is not explained to staff and has negatively impacted morale. Employees feel disparity in valuation of contributions.
- l. **Institutional knowledge lost.** No known process for capturing institutional knowledge.
- m. **Lack of transparency.** Communication is varied and lacking content and cadence necessary for full understanding. Negative narratives often created in absence of information.
- n. **Recognition ineffective.** Rewards and recognition are lacking, inconsistent, or vary across department.
- o. **Skill advancement not prioritized.** Feel more training needed to be effective in jobs, and leadership does not prioritize it.



Letters indicate a summarized view and are listed with number of departments sharing this view in each bubble. Bubble size indicates frequency of the response, while shading indicates density.

# Worksession Agenda Summary

February 26, 2019 (5:30 – 6:00 p.m.)

## **Agenda Item Number 5**

Renee Wheeler, Interim Finance Director, 970-350-9732

### Title:

2018 Carryover Recommendations

### Background:

The 2018 General Fund carryover recommendations for consideration are listed in an attached memorandum to invest \$13.2 million from a list of \$21.9 million of projects.

### Decision Options:

No direction at this time.

Funding recommendations are included to invest the available 2018 carryover monies in facility improvements, additional vehicles and equipment, technology infrastructure improvements, and operational support. Funding recommendations will be included in the second additional appropriation scheduled for March 19, with a final reading on April 2.

### Attachments:

2018 Carryover Recommendations  
PowerPoint Presentation



## **2018 Carryover Recommendations**

The City saw considerable growth in sales tax, use tax, property taxes, building permits, and oil royalties in 2018. Because revenue exceeded the budget and the expenditures were below budget, the fund balance is expected to have \$13,200,000 that will be available for investment. This money is generally referred to as “carryover”.

The City Council has already approved and appropriated the remodeling projects at City Center North and City Hall using \$4,950,000 from the carryover monies. The remaining carryover balance available to be allocated is \$8,250,000.

City staff has reviewed a number of potential investments totaling \$21,919,508. The projects considered are listed with a brief description by category: Facilities, Vehicles/Equipment, Technology Infrastructure, and Operational Support. Those highlighted in yellow are the projects recommended for funding.

## **Facilities**

### **Additional Remodeling to City Center North**

Improvements to existing facilities continues to be a priority as staff works to consolidate similar services to more effectively serve the citizens and to accommodate the expected growth in staff over the planning horizon. Additional space can be created at the City Center North building by enclosing the first and second floors to match the third and fourth floors at both entrances. This creates an additional 2,100 feet of office space for 16 positions at a cost of \$750,000.

### **Move Public Works to City Center North**

The third floor of City Center North could be remodeled to accommodate the move of the Public Works Department currently in the facility on 9<sup>th</sup> Street for \$1,500,000. This move was deferred to focus staff efforts on the approved remodels, gather additional information for additional remodeling phases, and avoid multiple office moves of the same staff members.

### **Additional Remodeling Phases for City Hall and City Center North**

Additional remodeling phases would include additional changes to City Hall and City Center North. The first and second floor of City Hall would be modified to add more office space. The second, third and fourth floors of City Center North would also be changed to accommodate various departments. Departments would be moved between buildings to better align resources and services offered to citizens. The cost for these final changes would be an additional \$5,650,000.



## **Fire Station Ambulance Remodels**

Additional space is requested to accommodate ambulance staff at fire stations #4 and #7. The cost of the remodels is \$265,000. This includes adding a restroom, bedrooms, furniture, HVAC changes, lighting at station #7, and additional interior walls at station #4.

## **Vehicles/Equipment**

### **Parks Equipment**

The Parks division identified existing equipment needing to be replaced sooner than anticipated to maintain parks and public areas for \$150,000. Equipment includes two utility vehicles, turf sweeper, two aerators, and seeder.

### **Fire Equipment Cash Purchases**

\$1 million is requested to “seed” the Fire Apparatus Replacement Fund for the implementation of an apparatus replacement plan that transitions the leasing strategy to a cash basis strategy and stabilizes the General Fund contributions over the initial years of the plan.

Greeley Fire has been strategically analyzing the fire response model and the related fire apparatus replacement plan to cost effectively meet first responder service delivery expectations of the community in the context of community and firefighter safety, response reliability, risk management, and fiscal stewardship.

An analysis was conducted comparing the deployment of an engine versus a fully equipped sport utility vehicle (SUV) for responding to medical calls within a twenty-year planning horizon for all stations. It was concluded that as a result of shorter life cycles of SUV’s, additional equipment requirements to keep both the engines and the SUV’s service ready, and insignificant change in the impact on engine service lives that this deployment was not the fiscally prudent way to invest taxpayer dollars.

Given that the existing deployment model is deemed to be appropriate, the analysis shifted to assessing the life cycle of fire fleet. Many sources of information were taken into consideration to ensure a comprehensive analysis of factors that impact the life cycle of apparatus. National Fire Protection Association (NFPA) 1911 for the inspection, maintenance, testing and retirement of apparatus documents the factors for consideration (age, mileage/hours, cost per mile, out of service time, parts obsolesce, general condition, technology changes, and changes in mission). Other regional agencies were surveyed to assess reasonableness. Greeley emergency response and equipment maintenance experts noted the particular challenges that impact the analysis for Greeley’s fire apparatus replacement including: increasing call volumes, increasing cost of replacement with reduced resale values, increase in required driver training, and an increase in the out of service times. The analysis has yielded the following conclusions:

- Create a twenty-year rolling plan that is reviewed annually.

- Set the service lives for replacement calculations at 20 years for engines and ladders (12 years front line service and 8 years as reserve status—maintaining 4 engines in reserve), front line support (i.e., rescue truck) vehicles at 20 years, and light duty staff vehicles at 7 years.
- Create an objective evaluation process for assessing the condition of the fleet based on empirical data.
- Maintain the annual General Fund contribution within the range of \$500k-\$750k based the replacement needs and economic conditions.
- Calculate the replacement values by including a 5% annual inflation rate.

Within the financial considerations for this replacement plan the transition to the cash basis does still require the lease of three apparatus given resource availability (one in 2020 and two in 2039). It is our expectation that as the plan is updated annually, replacement timing, interest and the Western Hills contributions will allow for cash replacements in 2039. Staff believes this strategy is the most prudent use of taxpayer funding to maintain safety and reliability, and mitigate risk over time.

### **Fleet Vehicle Lift**

The City has purchased additional larger vehicles that require a larger lift to service and maintain. The current lift was not designed to handle these vehicles and creates a potential safety risk when servicing these vehicles. This request for \$50,000 would allow the City to better service and care for these vehicles.

### **Replacement Costs for Fire SUV (New Fire Station Battalion Chief)**

With the addition of Fire Station #2 in west Greeley, the City will be adding an additional Battalion Chief. This request is to fund the cost of maintaining and replacing the new vehicle in the 2019 and 2020 budgets for \$37,500.

## **Technology Infrastructure**

### **Broadband Conduit and Development**

In 2017, the voters approved a SB-152 measure to request that staff investigate alternatives to the provision of Broadband services in Greeley. \$1 million is requested to fund the Fiber Conduit Colocation Ordinance, which enables the City to add broadband conduit in conjunction with construction projects throughout the City for two years. \$600,000 would fund technical and consulting work in 2019 and 2020.

### **ERP System**

The Enterprise Resource Planning (ERP) software system has been discussed conceptually with City Council for some time, first showing up in the City Manager’s Work Plan in 2017. The ERP system will replace five existing systems, including a 27-year-old financial system, with integrated functionality that will substantially increase efficiency. A business process mapping and extensive software selection

process occurred throughout the year in 2018 by a large interdepartmental team of employees. Eight proposals were received. Three (Oracle, Workday and Tyler) were short listed for extensive analysis to select the software and implementation partner that would best meet the City's needs. The 2018 carryover request for consideration is \$2.3 million to add to the \$1.5 million that was appropriated for the project in the 2017 carryover. Following are the components of the total project cost (including the \$1.5 million in the 2018 budget):

- \$327k cloud software subscription (the net annual additional costs are the lowest for this vendor by half of all three finalist software companies, approximately \$95k versus \$225K)
- \$798k city costs for selection process, negotiations and temporary backfill positions to conduct work while staff is engaged in the implementation process (\$380k of that already approved in 2018 for the business process mapping, selection and negotiation consultant and the accounting firm that is processing the year end analysis and comprehensive annual report for 2019)
- \$2.5m implementation partner for design, configurations, three years of historical data conversions, communications, testing, training, executing/supporting transformational change in the way the City conducts business, and quality review.
- \$142k for 5% contingency (budgeted but not included in the contract for unexpected complications that may occur)

The following objectives are the basis for transformational change in the way the City conducts business both internal and external to the organization.

- Implement a system that is user-friendly and empowers all departments to improve their business practices.
- Incorporate fully integrated industry "best business practices".
- Improve the quality and accessibility of information for decision support.
- Improve operational effectiveness and productivity.
- Eliminate manual interfaces and minimize secondary systems.
- Improve information access management capabilities.

This project is a mission critical, organization wide strategy to assist with managing the impacts of growth, shifting employee efforts from processing to analysis, and creating a scalable platform for meeting information needs to strategically allocate resources well into the future.

#### **Information Technology Security Improvements**

\$272,027 of the \$341,580 is being recommended in security enhancements for Information Technology Security at the City of Greeley for 2019 and 2020. The recommend security enhancements include improved threat detection by monitoring events and services, use of a phishing assessment service to reduce risk of phishing attacks, and a firewall upgrade. Additional wireless and network protection for

additional use of public WiFi and additional protection from ransomware are not recommended to be funded at this time.

## **Operational Support**

### **Utility Coordinator (Equipment, Salary, & Benefits, 2019 & 2020)**

A Utility Coordinator position is necessary in Public Works to handle the additional regulatory requirements for underground utility coordination, as well as to facilitate the utility phase of CIP projects. These projects have become increasingly more complicated and impact the construction schedule. This position will also be responsible for overseeing conduit coordination with other utilities doing work in City rights-of-way to help facilitate the potential for additional fiber optics that could support broadband, traffic signals, and other city buildings. Funding of \$208,142 will cover the cost of the position, equipment, vehicle, and related operating expenses for 2019 and 2020.

### **TRAKiT Analyst Position (2019 & 2020)**

The implementation of the TRAKiT software in Community Development in 2018 has resulted in regular analytical needs and created opportunities for on-going business system improvements for services offered by the department, and potentially others in the city. Funding of \$172,286 will cover the cost of the new position and related operating expenses for 2019 and 2020.

### **EMS Deployment Study**

The City has created a task force to evaluate the current Emergency Medical Services (EMS) deployment model. \$75,000 would allow for the completion of an EMS Development Study. The study would include conducting necessary technical research, assessing feasibility of the current EMS delivery model, and analyzing potential alternative care delivery models.

### **Traffic Signal Intersection Study/Improvements**

There are minor intersection improvements that have been prioritized based on safety of traffic flow. The request of \$1.2m adds resources for some additional improvements such as left turn lanes/arrows, right turn lanes, damaged pole replacement, and signal upgrades. This money will also be used to evaluate and prioritize future traffic signals that may be warranted. One of the top priorities is 10th Street and 37th Avenue Court. There are damaged signal poles that need to be replaced and left turn arrows to improve the intersections efficiency.

### **Oil & Gas Royalty Audit**

The City has begun to conduct a review and audit of the City's oil and gas assets with the support of a qualified consultant. The audit will include an oil and gas lease review, producer audit, and forecasting of future revenues. Currently \$50,000 has been set aside for the audit. After further examination of the requirements and resources needed for the review and audit, an additional \$50,000 is requested.

## Emerald Ash Bore

The City maintains 862 ash trees. Over a ten year period, the City is recommending treatment (chemical application), removals and replacements, depending on evaluations by Forestry staff. To treat, replace, and remove trees impacted by the Emerald Ash Bore the City estimates needing \$600,000 over ten years. \$120,000 is recommended to fund the first two years.

## Additional Reserves

The City continually monitors the economic health and financial resources available. The current economy has shown considerable revenue growth for the City of Greeley. The recommendation is to set aside \$1.5 million or 1.5% of General Fund expenses in addition to existing reserves to allow for changes to economic conditions and reduce the potential impact to services provided by the City should a downturn occur.

GENERAL FUND CARRYOVER RECOMMENDATIONS			
Category	Project / Activity	Amount	Recommended
Facilities	City Center North and City Hall Remodeling	4,950,000	4,950,000
	Additional Building Remodeling Costs (Expand 1st & 2nd Floors City Center North)	750,000	750,000
	Move Public Works to City Center North	1,500,000	-
	Additional Remodeling Phases for City Hall and City Center North	5,650,000	-
	Fire Station Ambulance Remodels	265,000	265,000
Vehicles/ Equipment	Parks Equipment (2 utility vehicles, turf sweeper, 2 aerators, seeder)	150,000	150,000
	Fire Equipment/Vehicles Purchased with Cash	1,000,000	1,000,000
	Fleet Vehicle Lift	50,000	50,000
	Replacement Costs for Fire SUV (New Fire Station Battalion Chief)	37,500	37,500
Technology Infrastructure	Broadband Conduit (Middle mile)	500,000	500,000
	Broadband Conduit (71st Ave and/or fiber conduits from the FCCC program) 250k/yr.	500,000	500,000
	Broadband Project Technical and Consulting Work (2019 & 2020)	600,000	600,000
	ERP System	2,300,000	2,300,000
	IT Network Security (2019 & 2020)	341,580	272,072
Operational Support	Utility Coordinator (Equipment, Salary, & Benefits, 2019 & 2020)	208,142	208,142
	TRAKIT Analyst Position (2019 & 2020)	172,286	172,286
	EMS Deployment Study	75,000	75,000
	Traffic Signal Intersection Study/Improvements	1,200,000	1,200,000
	Oil and Gas Royalty Audit	50,000	50,000
	Emerald Ash Bore City Trees (2 yrs., total for 10 yrs. \$600,000)	120,000	120,000
	Reserve for Potential Recession (1.5% of GF expense)	1,500,000	-
<b>Total</b>		<b>\$ 21,919,508</b>	<b>\$ 13,200,000</b>



## 2018 Carryover Recommendations

Renee Wheeler  
Interim Finance Director  
February 26, 2019

## 2018 Carryover Recommendations

Categories	Amount	Recommended
Facilities	13,115,000	5,965,000
Vehicles/ Equipment	1,237,500	1,237,500
Technology Infrastructure	4,241,580	4,172,072
Operational Support	3,325,428	1,825,428
<b>Total</b>	<b>\$ 21,919,508</b>	<b>\$ 13,200,000</b>

Unable to Fund	\$ 8,719,508
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## Facilities

### City Center North and City Hall Remodeling

- Already approved for \$4,950,000

### Additional Building Remodeling Costs

- Expand 1st & 2nd Floors City Center North
- \$750,000

### Fire Station Ambulance Crew Remodels

- \$265,000

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CITY OF GREELEY

## Vehicles & Equipment

### Fire Equipment/Vehicles Purchased with Cash

- Moved from 10 year frontline replacement to 12 years
- SUV utilization analysis completed
- \$1,000,000

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CITY OF GREELEY

## Vehicles & Equipment

### Parks Equipment

- 2 utility vehicles, turf sweeper, 2 aerators, seeder
- \$150,000

### Fleet Vehicle Lift

- \$50,000

### Replacement/Maintenance Costs for new Fire SUV

- \$37,500

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CITY OF GREELEY

## Technology Infrastructure

### Broadband Conduit

- Middle mile
- 71st Ave and/or fiber conduits from the FCCC program
- Broadband Project Technical and Consulting Work
- \$1,600,000

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CITY OF GREELEY



## Technology Infrastructure

### ERP System

- Currently appropriated \$1.5 million
- Recommended additional \$2.3 million
  - Cloud software subscription
  - Selection process costs
  - Temporary position backfill
  - Implementation costs
  - Contingency

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CITY OF GREELEY

## Operational Support

### Utility Coordinator

- \$208,142

### TRAKiT Analyst Position

- \$172,286

### EMS Deployment Study

- \$75,000

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CITY OF GREELEY

## Operational Support

### Traffic Signal Intersection Study/Improvements

- \$1,200,000

### Oil and Gas Royalty Audit

- \$50,000

### Emerald Ash Bore City Trees

- Total for 10 years \$600,000
- Funding \$120,000 (2019 & 2020)

## Summary of Recommendations

GENERAL FUND CARRYOVER RECOMMENDATIONS			
Category	Project / Activity	Amount	Recommended
Facilities	City Center North and City Hall Remodeling	4,950,000	4,950,000
	Additional Building Remodeling Costs (Expand 1st & 2nd Floors City Center North)	750,000	750,000
	Fire Station Ambulance Remodels	265,000	265,000
Vehicles/ Equipment	Parks Equipment (2 utility vehicles, turf sweeper, 2 aerators, seeder)	150,000	150,000
	Fire Equipment/Vehicles Purchased with Cash	1,000,000	1,000,000
	Fleet Vehicle Lift	50,000	50,000
Technology Infrastructure	Replacement Costs for Fire SUV (New Fire Station Battalion Chief)	37,500	37,500
	Broadband Conduit (Middle mile)	500,000	500,000
	Broadband Conduit (71st Ave and/or fiber conduits from the FCCC program)	500,000	500,000
	Broadband Project Technical and Consulting Work (2019 & 2020)	600,000	600,000
	ERP System	2,300,000	2,300,000
Operational Support	IT Network Security (2019 & 2020)	272,072	272,072
	Utility Coordinator (Equipment, Salary, & Benefits, 2019 & 2020)	208,142	208,142
	TRAKiT Analyst Position (2019 & 2020)	172,286	172,286
	EMS Deployment Study	75,000	75,000
	Traffic Signal Intersection Study/Improvements	1,200,000	1,200,000
	Oil and Gas Royalty Audit	50,000	50,000
	Emerald Ash Bore City Trees (2 yrs., total for 10 yrs. \$600,000)	120,000	120,000
<b>Total</b>		<b>\$ 13,200,000</b>	<b>\$ 13,200,000</b>

## Summary of Unfunded Recommendations

Category	Project / Activity	Unfunded
Facilities	Move Public Works to City Center North	1,500,000
	Additional Remodeling Phases for City Hall and City Center North	5,650,000
Technology Infrastructure	IT Network Security (2019 & 2020)	69,508
Operational Support	Reserve for Potential Recession (1.5% of GF expense)	1,500,000
<b>Total</b>		<b>\$ 8,719,508</b>

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CITY OF GREELEY

## Summary

- Recommendation to appropriate \$8,250,000 to the identified projects and activities to fund the 2019 & 2020 budgets
- Changes or additions to the recommendations

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CITY OF GREELEY

**QUESTIONS**

**?**

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CITY OF GREELEY 

# Worksession Agenda Summary

February 26, 2019

## **Agenda Item Number 6**

Roy Otto, City Manager, 970-350-9750

### 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

# February 25, 2019 - March 3, 2019

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		

March 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						

## Monday, February 25

- 11:30am - 12:30pm Greeley Chamber of Commerce (Gates) Ⓞ
- 6:00pm - 7:00pm Youth Commission (Smail) Ⓞ

## Tuesday, February 26

- 5:00pm - 6:00pm City Council Worksession (1001 11th Avenue) Ⓞ

## Wednesday, February 27

- 7:00am - 8:00am Upstate (Gates/Hall) (Upstate Colorado Conference Room) - Council Master Calendar Ⓞ
- 4:30pm - 6:30pm Upstate Annual Meeting (Pelican Lakes Gold Club - 1600 Pelican Lakes Pointe, Windsor) - Council Master Calendar

## Thursday, February 28

- 5:00pm - 7:00pm Greeley Fire Department Annual Awards Ceremony (Greeley Recreation Center, 651 10th Avenue, Rooms 101 A, B & C) - Jessica Diagana

## Friday, March 1

## Saturday, March 2

## Sunday, March 3

# March 4, 2019 - March 10, 2019

March 2019							April 2019						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													

**Monday, March 4**

**Tuesday, March 5**

**6:30pm - 7:30pm City Council Meeting (1001 11th Avenue)**

**Wednesday, March 6**

**Thursday, March 7**

**7:00am - Poudre River Trail (Hall)**

**3:30pm - IG Adv. Board (Smail)**

**6:00pm - MPO (Gates/Casseday)**

**Friday, March 8**

**Saturday, March 9**

**Sunday, March 10**

# March 11, 2019 - March 17, 2019

March 2019							April 2019						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													

**Monday, March 11**

**Tuesday, March 12**

5:00pm - 6:00pm City Council Worksession (1001 11th Avenue) 

**Wednesday, March 13**

**Thursday, March 14**

**Friday, March 15**

**Saturday, March 16**

10:00am - 11:00am City Chat with Councilmember Suniga (TBD) 

**Sunday, March 17**



# March 18, 2019 - March 24, 2019

March 2019							April 2019						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													

## Monday, March 18

## Tuesday, March 19

6:30pm - 7:30pm City Council Meeting (1001 11th Avenue) ↻

## Wednesday, March 20

7:30am - 8:30am Visit Greeley (Fitzsimmons) ↻

2:00pm - 5:00pm Water & Sewer Board (Gates) ↻

## Thursday, March 21

7:30am - 8:30am DDA ↻

3:30pm - 4:30pm Airport Authority (Casseday/Payton) ↻

4:00pm - 7:00pm CML Open House honoring Sam Mamet, retiring  
CML Executive Director (TBD) - Council Master Calendar

## Friday, March 22

## Saturday, March 23

6:00pm - 9:00pm Longs Peak Council - Boy Scouts of America  
Reception and Dinner (919 7th Street, DoubleTree Hotel at Lincoln  
Park) - Council Master Calendar

## Sunday, March 24

# March 25, 2019 - March 31, 2019

March 2019							April 2019						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													

## Monday, March 25

- 11:30am - 12:30pm Greeley Chamber of Commerce (Gates)
- 6:00pm - 7:00pm Youth Commission (Smail)

## Tuesday, March 26

- 5:00pm - 6:00pm City Council Worksession (1001 11th Avenue)

## Wednesday, March 27

- 7:00am - 8:00am Upstate Colorado Economic Development (Gates/Hall) (Upstate Colorado Conference Room) - Council Master Calendar

## Thursday, March 28

- 2:00pm - 3:00pm Government Agencies Meeting Hosted by the City of Greeley (Council's Chambers, City Center South Campus, 1001 11th Avenue) - Council Master Calendar

## Friday, March 29

## Saturday, March 30

## Sunday, March 31

# City Council Meeting Schedule

<u>Date</u>	<u>Description</u>	<u>Staff Contact</u>	
March 5, 2019 Council Meeting	Ordinance - Intro - Parking Code Changes	Joel Hemesath	Consent
	Ordinance - Final - Fiber Conduit Colocation	Mark Hoekstra	Regular
	Ordinance - Final - 65th Ave and HWY 34 Eminent Domain	Joel Hemesath	Regular
	Ordinance - Final - Gateway Estates 2nd Filing 1st Replat	Brad Mueller	Regular
March 12, 2019 Worksession Meeting	Planning Commission Interviews	Betsy Holder	tbd
	End of Year Financial Report	Renee Wheeler	0.50
	CDBG Annual and 5-year Reports and Setting of Funding Priorities	Becky Safarik	0.75
	Multi-Family and Commercial Raw Water Requirements	Sean Chambers	0.50
	Atmos Pipe Improvement Program Overview	Joel Hemesath	0.50
March 19, 2019 Council Meeting	Volunteer Week Proclamation	Betsy Holder	Recognitions
	Acceptance of the CDBG Annual and 5-year Reports and Funding Priorities	Becky Safarik	Consent
	Ordinance - Intro - Second Additional Appropriation	Renee Wheeler	Consent
	Ordinance - Intro - Historic Preservation Code Repeal/Replace	Brad Mueller	Consent
	Ordinance - Intro - Salary Increase for City Manager	Sharon McCabe	Consent
	Ordinance - Intro - Salary Increase for City Attorney	Sharon McCabe	Consent
	Ordinance - Intro - Salary Increase for Municipal Judge	Sharon McCabe	Consent
	Ordinance - Final - Parking Code Changes	Joel Hemesath	Regular
	Board & Commission Appointments	Betsy Holder	Regular
March 26, 2019 Worksession	ACE/Workforce Development Presentation	Ben Snow	0.50
	Kersey, Evans, Greeley IGA	Brad Mueller	0.50
	WPFC Master Plan	Sean Chambers	tbd
	Monthly Financial Report	Renee Wheeler	0.50
April 2, 2019 Council Meeting	Holocaust Memorial Observances (leave as first proclamation)	Betsy Holder	Recognitions
	National Youth Service Day Proclamation	Betsy Holder	Recognitions
	Mayor's Water Challenge Proclamation	Betsy Holder	Recognitions
	Ordinance - Final - Salary Increase for City Manager	Sharon McCabe	Regular
	Ordinance - Final - Salary Increase for City Attorney	Sharon McCabe	Regular
	Ordinance - Final - Salary Increase for Municipal Judge	Sharon McCabe	Regular
	Ordinance - Final - Second Additional Appropriation	Renee Wheeler	Regular
	Ordinance - Final - Historic Preservation Code Repeal/Replace	Brad Mueller	Regular
April 9, 2019 Worksession Meeting	Building Code Updates	Brad Mueller	0.75
	Emerald Ash Borer Presentation/Update	Andy McRoberts	0.75
April 16, 2019 Council Meeting	Arbor Day Proclamation	Betsy Holder	Recognitions
	Board & Commission Appointments	Betsy Holder	Regular
April 23, 2019 Worksession Meeting			
	Monthly Financial Report	Renee Wheeler	0.50
May 7, 2019 Council Meeting	National Tourism Week Proclamation	Betsy Holder	Recognitions
	Ordinance - Intro - Building Code Updates	Brad Mueller	Consent
May 14, 2019 Worksession Meeting			
May 21, 2019 Council Meeting	Ordinance - Intro - Building Code Updates	Brad Mueller	Regular
	Board & Commission Appointments	Betsy Holder	Regular
May 28, 2019 Worksession Meeting			
	Monthly Financial Report	Renee Wheeler	0.50
June 4, 2019 Council Meeting			
June 11, 2019 Worksession Meeting			

Greeley City Council

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:
01-2019	Councilmember Hall requested that staff begin researching the City's non-potable water system and better uses for the City's non-potable water supply.	February 5, 2019 Council Meeting	At the direction of Roy Otto, Water & Sewer Director Sean Chambers has prepared a memo on this subject which was attached to the February 19 <sup>th</sup> Council Meeting Agenda, Item # 8.	Sean Chambers
02-2019	Councilmember Suniga requested that staff provide more information regarding potential projects to build sidewalks leading to the new City park on C Street between 23 <sup>rd</sup> and 35 <sup>th</sup> Avenues.	February 5, 2019 Council Meeting	At the direction of Roy Otto, Public Works Director Joel Hemesath will be preparing a memo on this subject within the next two weeks.	Joel Hemesath
03-2019	Councilmembers encouraged staff to continue looking for other creative options for addressing the trash in alleyways, etc., issue in particular parts of the community.	February 12, 2019 Worksession	At the direction of Roy Otto, Community Development Director Brad Mueller will continue researching creative solutions to this issue.	Brad Mueller

# Worksession Agenda Summary

February 26, 2019

## **Agenda Item Number 7**

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

### Title:

Executive Session for Annual Review of the Municipal Court Judge

### Background:

An Executive Session is needed for the annual review of the Municipal Court Judge.

The Executive Session should immediately follow this item. If Council concurs, the motion listed below is needed first.

### Decision Options:

A motion to adjourn the Council Worksession and move into an Executive Session immediately for the purposes of discussing personnel who report to Council as provided for under C.R.S. 24-6-402(4) (f) and Greeley Municipal Code Section 2.04.020 (6) a.

### Attachments:

None