



City Center South  
City of Greeley, Colorado

# CITY MANAGER'S WORK PROGRAM

## 2019

*A report of City Council's priorities and objectives and the City Manager's list of projects and programs to implement in 2019 to advance Council's goals.*

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# 2019 WORK PROGRAM

## City Manager's Work Program Guide

The Greeley City Council's priorities and objectives help guide the investment of resources in terms of financial assets and human resources. The priorities are listed on the next two pages. An annual work program for City staff is developed from these priorities and classified as either citywide initiatives or department activities. Initiatives require coordinated efforts between multiple city departments to complete. They normally have a larger scope of impact to the organization and community. Once completed, initiatives may become a normal department operation in the future. Department activities include new projects that may entail work to establish a new function or upgrade department operations, and it typically affects one department but may require assistance from other departments. These, too, ultimately become part of a department's operation once completed.

Citywide initiatives and department activities consume about 10 to 20 percent of the time available in any given department. The remaining 80 to 90 percent of staff time available is consumed by operations. A list of operational functions is included in this report and is not an exhaustive one but is meant to provide a complete picture of those activities that consume a majority of staff's available time and provides context when discussing a realistic work program. Operations also include random items that come up during the year – be it legal issues, legislative issues from other governments or various unanticipated issues. At times, these unplanned items become department activities or citywide initiatives.

Quarterly progress reports about the work program, including highlights of operations, and these are posted on the City's web site. The status of some items are also communicated to City Council through weekly "Snapshot" emails from the City Manager, and conveyed to Council and the community during Council work sessions or regular meetings.

The process of approving the City Manager's Work Program is similar to the process of the Council adopting a budget. Each year, staff prepares a proposed balanced budget and submits it to review by Council. Because the budget is balanced, when something is added during the year by Council a corresponding reduction must be made. Although not as precise as a budget, this proposed City Manager Work Program is balanced in terms of time available by staff to complete. As such, as Council reviews the addition of new work program items, a reduction of other items or extending completion beyond the current work year would be necessary.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Roy H Otto", with a stylized flourish at the end.

Roy H Otto  
City Manager  
February 1, 2019

## City Council's 2019 Priorities

*Each year the Greeley City Council reviews the vision statement and current realities and establishes priorities that they believe will maintain and improve the community. These are the 2018 priorities and objectives.*

### Image

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

### Safety

- Crime prevention & suppression
- Emergency readiness & response
- Traffic safety

### Economic Health & Development

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

### Infrastructure & Growth

- Public facilities & equipment
- Environmental infrastructure
- Human infrastructure
- Civic Infrastructure

## City Council's 2019 Priorities with Objectives

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

### **PRIORITY: Image**

**GOAL:** Reinforce Greeley's vision as an attractive and vibrant community in which to live, learn, work, and play.

#### **OBJECTIVES**

**I. COMMUNITY PROMOTION & MARKETING:**

Deliberate efforts to positively affirm Greeley's character and attributes.

**II. HEALTHY NEIGHBORHOODS:**

Develop and sustain neighborhoods that reflect a safe, attractive, and appealing place to live.

**III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:**

Present a pleasant, positive, and welcoming impression of Greeley to residents and visitors.

**IV. YOUTH SUCCESS:**

Help create a community environment that supports youth success.

**V. QUALITY OF LIFE:**

Devote public resources to help create an exceptional community experience.

### **PRIORITY: Safety**

*Goal: manage the health, safety & welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors.*

#### **OBJECTIVES**

- I. CRIME PREVENTION & SUPPRESSION:**  
Foster a safe environment for Greeley residents and businesses.
- II. EMERGENCY READINESS & RESPONSE:**  
Minimize loss of life and property through risk prevention and preparation, capability & effectiveness of response.
- III. TRAFFIC SAFETY**  
Create an environment that promotes the safe movement of people, goods and services.

### **PRIORITY: Economic Health & Development**

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

#### **OBJECTIVES**

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

### **PRIORITY: Infrastructure & Growth**

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

#### **OBJECTIVES**

**I. PUBLIC FACILITIES & EQUIPMENT:**

Provide a framework of public services, facilities and equipment that support a safe, pleasing and successful community.

**II. ENVIRONMENTAL INFRASTRUCTURE:**

Improve and maintain the City's natural resources for the benefit of the community.

**III. HUMAN INFRASTRUCTURE:**

Invest in employee development.

**IV. CIVIC INFRASTRUCTURE:**

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

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## Citywide Initiatives

*Like Department Activities, Citywide Initiatives are projects that address City Council Priorities and Objectives. However, they require coordinated efforts between multiple departments to complete. They normally have a larger scope of impact to the organization and community. As with Activities, a Citywide Initiative may ultimately become a normal Department Operation in the future. Progress reports are provided regularly through monthly Department Updates, at Council Work Sessions or through the City Manager's Snap Shot emails.*

### 1. BROADBAND SERVICE

Purpose: In 2017 the staff prepared a SB152 ballot measure for the citizens to determine if they wanted the City to review options for the provision of broadband services by the City, by a private entity or perhaps a public/private venture. This could lead to a regional service model as well. The citizens approved the measure. We are partnering with the Town of Windsor in a study of these options.

### 2. WATER EFFICIENCY TACTICAL TEAM (WETT)

Purpose: There is arguably no more crucial infrastructure issue the community is facing other than our future water supply needs. It is critical we develop strategies that allow us to be efficient with this scarce resource. There are numerous strategies being undertaken to address this need including: (a) participation in the construction of the Chimney Hollow Reservoir project; (b) the permitting and ultimate construction of an expanded Milton Seaman Reservoir; (c) continuation of purchase of an additional 10,000 acre feet of water supplies and exploration of Alternative Transfer Methods (ATMs); (d) implementation of demand management strategies such as: building plumbing retrofitting, parks and open space irrigation efficiency improvements, residential landscaping pilot projects, the development of enhanced non-potable irrigation systems and the development of policies that further incentivize water conservation.

### 3. ENTERPRISE RESOURCE SYSTEM

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

### 4. EMERGENCY OPERATIONS PLAN/INCIDENT SUPPORT TEAM UPDATE

Purpose: The City Office of Emergency Management will continue developing and training on the Incident Support Team concept in order to maintain an optimum level of preparedness for emergency incidents of significance. This will include updating the City Emergency Operations plan document to reflect the concept and hiring a full time emergency manager. Additionally, the Incident Support Team will meet with each department head to identify needs and update each departments' Continuity of Operations Plan.

### 5. 2020 CENSUS

Purpose: Every decade since 1790, the U.S. Census Bureau had conducted a constitutionally mandated census to determine the number of people living in United States and its territories. The information gathered is used to help make decisions on behalf of all residents, including political reapportionment and redistricting. With



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Colorado's growth, an accurate count could add another seat in the House of Representatives. Census data also affects how federal funds are distributed; it is estimated that the annual per capita impact is \$1,480 to Colorado residents; to miss counting just 100 people translates to a potential loss of \$1.48M over a 10-year period. The demographics collected in the Census Count includes such information as community profile and population characteristics, housing quality/costs, retail sales, consumer expenditures, export statistics, business research and development and economic indicators, and yearly population estimates; all important elements to support local governance, growth and development. This work program item focuses on establishing a local Complete Count Committee to coordinate with the State and other communities and to develop a strategy to encourage full participation of Greeley area residents in the 2020 Census count, which occurs on April 1, 2020.

### 6. POUDRE RIVER WETLAND MITIGATION BANK

Purpose: Wetland mitigation banking is the restoration, creation or enhancement of wetlands for the purpose of compensating for unavoidable impacts to wetlands at another location. Wetland mitigation banking is commonly used to compensate for wetland impacts from development, but is also used for impacts from agriculture. The newly created Natural Resources Division and Superintendent, within the Culture, Parks and Recreation Department, will research and develop criteria and the formulation of a plan to create a Wetland Mitigation Bank on natural areas the City owns along the Cache la Poudre river corridor. Former wetlands restored to their original condition provide the best chance for success in generating wetland functions and values. Next best is wetland enhancement, and lastly, wetland creation on land without a prior history of wetland conditions. Long-term success and stability are important considerations, since the bank sponsor (the City) will be required to provide long-term site maintenance to ensure it continues to function as designed.

### 7. CITY CENTER NORTH/CITY HALL IMPROVEMENTS

Purpose: With the completion of the City Center South building in 2018, attention is now being shifted to other City administrative office space needs. Work in 2019 will include the remodel of the basement of City Hall to support the new Communications Department. A new elevator will be built, replacing the outdated original City Hall elevator, as well as security improvements on the 1<sup>st</sup> and 2<sup>nd</sup> floor to limit the ability of the general public to freely navigate the building. Additionally, the 1<sup>st</sup> floor of City Center North (formerly City Hall Annex & Focus building) will be remodeled to combine functions that support development activities to create a one stop customer counter on the 1<sup>st</sup> floor. The additional space created with the remodel of the City Center North 1<sup>st</sup> floor will allow for other departmental moves including the new Economic Health and Housing Department. With the completion of the 1<sup>st</sup> floor, they will be moved from City Hall to the 4<sup>th</sup> floor of City Center North building to provide the space needed for that new department.

### 8. PROPel

Purpose: PROPel is a City initiative to attract talented workers, incubate change leaders, and cultivate a dynamic workplace and workforce that complements our mission to create a healthy, inclusive, city of excellence. PROPel efforts began in 2018 and will continue through 2019 as we develop a comprehensive, systematic, sustainable and measurable workforce optimization process. The goal is to identify required human capital resources and development strategies to align the City of Greeley with having the right workforce in place with the right skills and at the right cost to meet staffing challenges and to execute the City's short- and long-term business strategies. Ultimately, the workforce plan will identify skill and progression paths and identify a recommended leadership/management curriculum for our employees.

# 2019 WORK PROGRAM

## DEPARTMENT ACTIVITIES

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

### CITY CLERK'S OFFICE

#### 1. Municipal Code Recodification

Purpose: In 2017 a 3 year project for a "recodification" of the Code of Ordinance was initiated. Such a program is suggested about every 15 years, and the City's last recodification was completed in 1994. A recodification is a comprehensive legal, content and format review of the City's law book to check for any conflicts with federal and state laws, conflicts between chapters, and to ensure it is a current and relevant set of laws for the City of Greeley. Although annual changes are made to help keep the Code as current as possible, a comprehensive approach is needed periodically. This is a three-year project that will be completed with a combination of City staff, a professional codifier, and possibly contract legal counsel.

#### 2. City Center South Central Records Operation

Purpose: This activity involves the transition and maintenance of physical records from multiple City departments to a new, centralized location in order to minimize office space needed to store and preserve these information assets. Space for a new Central Records Center (CRC) was included in the new City Center South building. In the first half of 2019, high-density, powered shelving units will be installed, City department records, and records from the existing Central Records Center will be moved to the new CRC. Inventory of all records will begin, utilizing a replacement inventory software. This move will be a major step towards centralizing some of the City's records management functions. Management of the CRC will become an operational item after 2019 and staff will continue to work with Department staff who are redesigning select processes to convert from paper to an electronic format.

### CITY MANAGER'S OFFICE

#### 3. 16<sup>th</sup> Street Corridor Improvement Strategy

Purpose: 16<sup>th</sup> Street is essential link between the UNC campus and the 8<sup>th</sup> Avenue Entryway Corridor to Downtown. The DDA, UNC, and Banner Health have committed funds to craft a vision for this corridor, including meetings and outreach with area businesses and residents, that is consistent with and will compliment what has already been completed on 8<sup>th</sup> Avenue.

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## COMMUNICATIONS SERVICES DEPARTMENT

### 4. Communications Services Department Establishment

Purpose: As Greeley has grown in size and service delivery, so have the number of ways its constituents look for information from local government. For the City to meet both its internal and external communication objectives, it is increasingly important to have a responsive, coordinated and progressive means to reach its leadership, constituents, visitors, and media. In 2018, the City took initial steps to gather its communications and marketing staff into a single department, and created and recruited a new executive team member to lead that new consolidated Communication Services Department who will join the team mid-February. The 2019 work program will involve a final consolidation of the blended team into a common workspace, developing workflow standards to better direct and accommodate City departmental requests for communication services and support, to establish a more consistent City brand profile to internal and external customers, and to lead the evolution of the City's Image Strategy.

### 5. Reframe the City's Image Strategy (aka Greeley Unexpected)

Purpose: In order to maintain momentum from the Greeley Unexpected campaign, a comprehensive review of survey feedback from residents and other communities, as well as new community input will generate a specific multi-year strategy to focus the "next generation" work on a broader and evolved community image initiative.

## COMMUNITY DEVELOPMENT DEPARTMENT

### 6. Energy Master Plan

Purpose: Xcel has selected Greeley to participate in its Partners in Energy Program, which is a master energy planning process covering all energy utility services. Like other city master plans, the resulting Energy Plan is envisioned to be a sub-element of the City's Comprehensive Plan. The Partners Program is a two-step effort, starting with a six- to eight-month planning process and adoption of the plan, followed by an additional 18 months of Xcel support for implementation, which could include completing infrastructure commitments, providing rebate programs, etc.

## CULTURE, PARKS AND RECREATION DEPARTMENT

### 7. Colorado Health Grant

Purpose: The Colorado Health Foundation awarded the City of Greeley a three-year \$1.1 million grant in 2018 in order to address access to Healthy Places within the East Memorial neighborhood (generally bounded by 1<sup>st</sup> and Cherry Avenues and 18<sup>th</sup> and 26<sup>th</sup> Streets). 2019 will mark the first year of the grant and will include the hiring of a Healthy Neighborhoods Coordinator, the hiring of a consultant team to work on specific design for park improvements at four sites, and other possible improvements identified by the neighborhood. A large effort will be to include stakeholder input from residents and the neighborhood and to activate resources within the area. Kaiser-Permanente will also participate as a partner in generating and monitoring performance measures to expectations and outcomes. Matching funds for improvements are budgeted with the Quality of Life sales tax fund.

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## ECONOMIC HEALTH AND HOUSING DEPARTMENT

### 8. Economic Health and Housing Department Establishment

Purpose: In 2019, the Economic Development Department and the Greeley Urban Renewal Authority (GURA) will merge to create the Economic Health and Housing Department

## FINANCE

### 9. Utility Billing System Replacement

Purpose: The Utility Billing system is a major computer application that supports business operations. In 2021, the current system will no longer be supported. As such, the Finance Department will begin a multi-year review of options to replace the system.

## FIRE DEPARTMENT

### 10. Fire Department Accreditation

Purpose: This is the 2<sup>nd</sup> year of a 2 year work program item which will provide for a wholesale review and accreditation of the Fire Department.

### 11. Emergency Medical Services Transport Report

Purpose: The Joint Taskforce, comprised of members of GFD Administration and Firefighters Local 888, will present an analysis of emergency medical services delivery model options to be considered for future service delivery.

### 12. Station 6 Staffing

Purpose: As part of the voter approved .16% public safety tax renewal, the fire department will initiate the hiring and training of 15 firefighters over 2019 and the first half of 2020 to facilitate the opening of Fire Station #6.

## INFORMATION TECHNOLOGY DEPARTMENT

### 13. Cybersecurity Program

Purpose: Hacking threats is a significant concern. Over the past several years, IT implemented a training program that, among other things, requires an annual test for every employee accessing the internet. In order to address the increased threats in today's internet world, it is becoming apparent that an even more comprehensive program is necessary to manage all systems for security. Our Security Analyst will work with employees and vendors to develop and audit security policies, standards and procedures to ensure confidentiality, integrity, and availability of the City's technology resources as well as compliance with regulatory requirements.

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## 14. Smart City Strategy

Purpose: Technology has penetrated virtually every aspect of how the City conducts its business. This includes technology that runs the City's internal operations, technology that improves how citizens receive services from the City, and technologies that control and automate assets such as traffic signals, water meters, parking, and the delivery of public safety. Moreover, data collected by these systems, if properly managed, can optimize city operations and promote transparency in government. Creating a cohesive, intentional Smart City strategy is necessary to the effective stewardship of these City's technology investments.

## POLICE DEPARTMENT

### 15. Body Worn Cameras

Purpose: For 2019 funding was approved to allow the Greeley Police Department to purchase Body Worn Cameras and begin the implementation of this department wide program. During 2019 the Department will be tasked with purchasing and issuing the equipment, training personnel, and establishing usage and evidence policy for this project.

### 16. Department Staffing Analysis

Purpose: During 2018 the command staff at the Greeley Police Department received training in "Police Resource Analysis, Deployment, & Scheduling" During 2019 this training information will be used to take an in depth look at 2018 call statistics and officer work load by shift and work unit. The results of this analysis will be used to help us formulate our staffing needs for the next budget cycle as well as future growth needs.

## PUBLIC WORKS DEPARTMENT

### 17. 10<sup>th</sup> Street Access Control and Streetscape Improvements

Purpose: This multiyear program began in 2012. To date pieces of the project have been completed from 23<sup>rd</sup> to 30<sup>th</sup> Avenues. The balance of the project has now been designed between 23<sup>rd</sup> and 35<sup>th</sup> Avenue. In 2018, staff secured the necessary right of way to complete the project. Final construction will begin in the spring of 2019 and be completed by late fall.

### 18. Station 6 Construction and Station 2 Rebuild

Purpose: As a part of the voter approved continued funding for public safety, Fire Station 6 will be designed and construction initiated in the Promontory Subdivision in 2019. This station will help meet the increasing demands of Fire Department to service needs in the west portions of the City. Station 6 will begin construction in the fall of 2019 and be completed in the summer of 2020. Station 2 will also be rebuilt on the western portion of the current site at 23<sup>rd</sup> Avenue and Reservoir Road per the recommendation of the citizens committee and approval of Council in order to address multiple functional problems with the facility.

### 19. Implement Downtown Parking Plan

Purpose: In an effort to improve downtown parking and move it to the next level without having to spend money on a parking garage, at this time, a new downtown parking plan will be implemented. This plan includes efficiencies gained through license plate recognition technology as well as conveniences of adding time to your

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parking via an app or by phone. This plan will provide spaces for the different needs and demands for the downtown businesses as well as employees.

### 20. Poudre River Flood Review

Purpose: The State of Colorado's Poudre Risk Map flood plain study is ongoing and must be monitored for potential adverse impacts to the community. There is potential in 2019 for preliminary maps to come out for public review and comments. Staff will be monitoring and report back on this progress and determine the potential impacts this study might have on Greeley, and determine if any potential comments need to be submitted back to the state.

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## Department Operations

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

### CITY ATTORNEY'S OFFICE

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

### CITY CLERK'S OFFICE

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

### CITY MANAGER'S OFFICE

- Regular meetings with Directors to review progress of departmental operations,
- Regular meetings with Council to resolve concerns and communicate progress.
- Regular meetings with Community members to establish relationships, resolved concerns, etc.
- Regular meetings with Community Partnership groups (e.g. Creative District, University District, Homeless Coalition, City Boards and Commissions, etc.) to sustain work program activities.
- Administration of the Achieving Community Excellence Program (ACE) which includes the G. Town Promise.
- Regular convening of internal City work groups (e.g. NB2, Homelessness, Poudre Initiative, etc.) to sustain progress on city support initiatives.
- Manage Welds Way Home program through contractual agreement with United Way.

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## COMMUNICATIONS SERVICES DEPARTMENT

- Administration of the Greeley Unexpected Campaign.
- Administration of the Neighborhood Resources Office.
- Support City and community engagement and outreach activities related to communication, special events, and quality of life activities.
- Maintain an active profile in and track social media platforms for relevant content.
- Facilitate communication, marketing, and engagement support requests for City Departments.
- Maintain and meet cable franchise local production obligations.
- Tape and produce City Council meetings, interviews and related work.
- Prepare for the bi-annual resident survey.
- Support the Human Relations Commission.
- Support the communication needs of the 2020 Census Complete Count Committee.
- Manage the G.Town Tour program.
- Provide support/back up to Incident Support Team services.

## COMMUNITY DEVELOPMENT DEPARTMENT

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

## CULTURE, PARKS & RECREATION DEPARTMENT

- Personnel Management.
- Customer contacts.
- Partner relations.
- Park and Forestry maintenance, operations and code enforcement.
- Natural Areas management/maintenance.
- Poudre River Trail management/maintenance.
- Public facility operations.
- Cemetery operations.
- Forestry operations.
- Recreation and fitness programming.
- Youth Enrichment/Rodarte Community Center management.
- Aquatics operations.
- Golf operations.



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- Capital Project management/coordination/implementation.
- Finance process/cash management.
- Museum and Centennial Village operations.
- UCCC programs and operations.
- Island Grove Regional Park operations.
- Public Art Program.
- Community Festivals/Special Events.

## ECONOMIC HEALTH AND HOUSING DEPARTMENT

- Responding to requests for economic data.
- Responding to requests for economic development incentives and managing Council approval process.
- Responding to state-generated and internally-developed development prospect leads.
- Assure Greeley is well positioned in economic trade sector magazines, etc. and on the internet and social media platforms.
- Serve as ombudsman to business interests in their dealings with the city.
- Manage funding/contractual relationships with Upstate Colorado, Downtown Development Authority, Creative District, Eastern Colorado Small Business Development Center, and Chamber of Commerce.
- Build relationship with Greeley business community.
- Investigate project opportunities in TIF Districts.
- Administer the Greeley Urban Renewal Authority
- Implement the City's Housing Strategy including oversight of G-Hope Home Purchase Program.

## FINANCE DEPARTMENT

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

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## FIRE DEPARTMENT

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

## HUMAN RESOURCES DEPARTMENT

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

## INFORMATION TECHNOLOGY DEPARTMENT

- Patch, upgrade and support for over 200 software applications.
- Patch, upgrade and support for over 120 network switches, routers, firewalls and wireless points.
- Maintain network connectivity for 53 City locations.
- Provide 24/7/365 help desk support receiving approximately 8,600 calls annually.
- Upgrade, repair and replace PCs, laptops and tablets.
- Provide email and document management systems.
- Ensure proper data backup and restoration services.

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- Provide over 30 technology training classes.
- Assist City departments with application selection and implementation.
- Support for phone switches and voice mail.
- Develop and support over 300 GIS location-based datasets.
- Help departments develop and support the City's web and intranet sites.
- Administer City's Cybersecurity program.

## MUNICIPAL COURT

- Adjudicate traffic and criminal cases through Municipal Court.
- Administrate Probation for treatment, community service and classes.
- Administrate collection of fees, fines or and costs for Municipal Court and Parking.
- Serve as Administrative Hearing Officer for Code Compliance hearings.
- Serve as Liquor Licensing Hearing Officer for Greeley Liquor Authority.
- Work with City Attorney's Office in creating and modifying the Greeley Municipal Code.

## POLICE DEPARTMENT

- Respond to emergency and non-emergency calls for service.
- Investigate criminal acts and apprehend offenders, including operations of Special Enforcement Team (SET).
- Engage in traffic law enforcement and investigate traffic accidents.
- Engage in parking enforcement.
- Provide public information and crime prevention advice to citizens.
- Receive, store and return lost property and evidence.
- Participate in the operation of a forensics laboratory.
- Assist in the prosecution of criminals.
- Assist District 6 schools in providing a safe learning environment.
- Recruit, select and train exceptional police employees.
- Provide animal control services to Greeley residents.
- Furnish compassionate Victim Advocate services to the communities we serve.

## PUBLIC WORKS DEPARTMENT

### Admin/Engineering Division

- Involvement in Municipal Complex development.
- Execution of construction of Public Works CIP program including existing transportation infrastructure maintenance and new projects.
- Inspection of new development projects and all permitted work in public ROW including utility construction and maintenance.
- Pavement Management of 375 miles of street system, and development and execution of 2019 road maintenance program.

### Streets Division

- Day-to-day street maintenance: potholes, asphalt patching, crack sealing, asphalt recycling, concrete program, street sweeping, graffiti removal, vegetation management, storm line maintenance and cleaning,

# 2019 WORK PROGRAM

detention pond maintenance, # 3 ditch maintenance, graveled streets, alleys and shoulder maintenance, snow removal, emergency response for events such as river flooding (mountain snowmelt).

## Traffic Division

- Traffic signal maintenance – 117 traffic signals.
- Roadway signs and markings maintenance.
- Fiber optic maintenance and locating – 40 miles.
- Monthly regional transportation coordination (MPO).

## Transit Division

- Day-to-day operation of transit system – 850,000 plus rides annually through Fixed Route, Paratransit & Call-n-Ride.
- Maintain compliance with federal and state operational and reporting regulations.
- Regular communication of service as well as renewal and negotiations of Evans, Garden City, UNC transit contracts.

## Facilities Division

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

## Equipment Maintenance Division

- Day-to-day maintenance of city fleet – 643 vehicles & 19 buses.
- Purchase 30 replacement vehicles for city departments in 2019.

## Stormwater Division

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

## WATER & SEWER DEPARTMENT

### Capital Improvement Projects (major projects listed)

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

### Water and Wastewater Treatment Division

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

### Water Transmission and Distribution Division

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

# 2019 WORK PROGRAM

- Meter maintenance.
- Pressure Reducing Valve (PRV) maintenance.

## Wastewater Collections Division

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

## Water Resources Division

- Continuous operation and compliance activities regarding all water decrees and water rights to include making all return flow obligations, fulfilling all lease agreement requirements, and storing all available waters in priority.
- Maintain adequate drought protection for the city keeping a minimum of 20,000 acre-feet of water per year in storage.
- Continuous operation of the Water Conservation Plan to include providing incentives such as rebates, indoor and outdoor audits, water budgets, parks monitoring, WaterInsight software, educational workshops to include the annual Water Festival, etc.
- Continued legal defense and development of water supplies to include filing new cases for water rights and defending the city water portfolio.
- Manage High Mountain Reservoir Operations.
- Manage Non-Potable Operations for parks and private land ownerships.
- Manage Gravel Pit Storage Mining Operations -Poudre Ponds.
- Manage and Development of Additional Gravel Pit Storage – Overland Ponds.
- Represent Greeley on multiple Ditch Company Boards, lateral Boards and Private Reservoir Boards.
- Represent Greeley on multiple stakeholder non-profit and watershed groups, and SPBRT.
- Continue to move forward the city applications for change of water rights for Rockwell Reservoir, Greeley Irrigation Company, and case 99CW234 due diligence. Continue negotiations and settlement agreements with the current 23 cases the city is involved in.

## Finance

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

## Development Review Division

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