

Greeley City Council Agenda

Work Session

Tuesday, March 22, 2022 at 6:00 p.m.

City Council Chambers at City Center South, 1001 11th Ave, Greeley, CO 80631

Zoom Webinar link: <https://greeleygov.zoom.us/j/94321296765>

NOTICE:

City Council Work Sessions are held on the 2nd and 4th Tuesdays of each month in the City Council Chambers. Meetings are conducted in a hybrid format, with a Zoom webinar in addition to the in person meeting in Council Chambers.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

Members of the public are also invited to view Council work sessions in person or remotely. **Work sessions do not include public input in any format. Public comment is only permitted at regular Council meetings on the 1st and 3rd Tuesdays of each month.**

Watch Meetings:



Meetings are open to the public and can be attended in person by anyone.



Meetings are livestreamed on YouTube at youtube.com/CityofGreeley as well as over the Zoom webinar. Public participation in the Zoom webinar only allows viewing the meeting.

For more information about this meeting or to request reasonable accommodations, contact the City Clerk's Office at 970-350-9740 or by email at cityclerk@greeleygov.com.

Meeting agendas, minutes, and archived videos are available on the City's meeting portal at greeley-co.municodemetings.com/





Mayor
John Gates

Councilmembers

Tommy Butler
Ward I

Deb DeBoutez
Ward II

Johnny Olson
Ward III

Dale Hall
Ward IV

Brett Payton
At-Large

Ed Clark
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 Work Session Agenda

March 22, 2022 at 6:00 PM

**City Council Chambers, City Center South, 1001 11th Ave &
via Zoom at <https://greeleygov.zoom.us/j/94321296765>**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Council Members
5. Scheduling of Meetings, Other Events
6. COVID-19 Update
7. UPRR Safety Review / Quiet Zone
8. Consideration of Ward Boundary Modification
9. Enterprise Resources Planning (ERP) System Implementation Update
10. Adjournment

Work Session Agenda Summary

Title:

Reports from Mayor and Council Members

Background:

During this portion of the meeting any Council Member may offer a summary of the Council Member's attendance at assigned board/committee meetings and should include key highlights and points that may require additional decision and discussion by the full Council at this or a future Worksession.

Board/Committee	Meeting Day/Time	Assignment
--Team of 2-- Board/Commission Interviews	Monthly as Needed	Council Rotation
Water & Sewer Board	3 rd Wed, 2:00 pm	Gates
Youth Commission Liaison	4 th Mon, 6:00 pm	Clark
Historic Preservation Loan Committee	As Needed	DeBoutez
Human Relations Commission	2 nd Mon, 4:00 pm	DeBoutez
Police Pension Board	Quarterly	Clark
Employee Health Board	As Needed	DeBoutez
Airport Authority	3 rd Thur, 3:30 pm	Payton/Clark
Visit Greeley	3 rd Wed, 7:30 am	Butler
Upstate Colorado Economic Development	Last Wed, 7:00 am	Gates
Greeley Chamber of Commerce	4 th Mon, 11:30 am	Hall
Island Grove Advisory Board	1 st Thur, 3:30 pm	Butler
Weld Project Connect Committee (United Way)	As Needed	Butler
Downtown Development Authority	3 rd Thur, 7:30 am	Butler/DeBoutez
Transportation/Air Quality MPO	1 st Thur, 6:00 pm	Olson/Payton
Poudre River Trail	1 st Thur, 7:00 am	Hall
Interstate 25 Coalition	As Needed	Olson
Highway 85 Coalition	As Needed	Gates
Highway 34 Coalition	As Needed	Olson
CML Policy Committee (Council or Staff)	As Needed	Payton/Lee Gates alternate
CML Executive Board opportunity	As Needed	Hall
CML - Other opportunities	As Available/Desired	

Work Session Agenda Summary

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 Worksession Schedule regarding any upcoming meetings or events.

Attachments

Council Meetings and Other Events Calendar

Council Meeting and Work Session Schedule

Status Report of Council Initiatives and Related Information

March 21, 2022 - March 27, 2022

March 2022							April 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5						1	2
6	7	8	9	10	11	12	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28	29	30

Monday, March 21

Tuesday, March 22

 **6:00pm - City Council Worksession Meeting** - Council Master Calendar 

Wednesday, March 23

Thursday, March 24

 **7:30am - Poudre River Trail (Hall)** 

Friday, March 25

Saturday, March 26

Sunday, March 27

March 28, 2022 - April 3, 2022

March 2022							April 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5						1	2
6	7	8	9	10	11	12	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28	29	30

Monday, March 28

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

Tuesday, March 29

- 6:00pm - 7:00pm Special Council Meeting

Wednesday, March 30

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

Thursday, March 31

- 5:00pm - 7:00pm Annual Boards & Commissions Appreciation Reception (In person at the Union Colony Civic Center- Monfort Concert Hall stage or remotely via Zoom) - Council Master Calendar

Friday, April 1

Saturday, April 2

Sunday, April 3

April 4, 2022 - April 10, 2022

April 2022							May 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				

Monday, April 4

Tuesday, April 5

6:00pm - City Council Meeting (Council Chambers and via Zoom) - Council Master Calendar ↻

Wednesday, April 6

Thursday, April 7

3:30pm - IG Adv. Board (Butler) ↻

6:00pm - MPO (Olson/Payton) ↻

Friday, April 8

Saturday, April 9

Sunday, April 10

April 11, 2022 - April 17, 2022

April 2022							May 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				

Monday, April 11

Tuesday, April 12

6:00pm - City Council Worksession Meeting (Council Chambers and via Zoom) - Council Master Calendar ↻

Wednesday, April 13

Thursday, April 14

- 7:30am - Poudre River Trail (Hall)** ↻
- 12:00pm - 5:45pm Tour of Chimney Hollow Reservoir construction**
- 6:30pm - 8:00pm Highway 85 Coalition/Mayors Bullseye Meeting**
(Changes with each meeting) - Council Master Calendar ↻

Friday, April 15

Saturday, April 16

Sunday, April 17

City Council Meeting Scheduling 2022			
3/18/2022			
This schedule is subject to change			
Date	Description	Sponsor	Placement/Time
March 29, 2022	Special Council Meeting	Ordinance- PH and Second reading- appropriations for Shur View property acquisition	John Karner Regular
April 5, 2022	Council Meeting	Parkinson's Awareness Month Proclamation	Intro
		Sexual Assault Survivors Month Proclamation	Intro
		Resolution - W&S Participation Agreement w/ USFS for Cameron Peak Fire Watershed Recovery	Sean Chambers Consent
		Resolution - W&S IGA with West Fort Collins Water Distr. For Emergency Interconnection and Tap Transfer	Sean Chambers Consent
		Intro-Ordinance First 2022 Supplemental Appropriations request and year-end financial report	John Karner Consent
		Intro- Ordinance Leffler Rezone	Becky Safarik Consent
		Intro-Ordinance making corrections to the Greeley Municipal Code	Stacey Aurzada Consent
		Intro - Ordinance - GMC Non-potable irrigation requirement code clean up for privatized systems	Sean Chambers Consent
		Ordinance- PH and Second Reading- Poudre Heights PUD (Zoning)	Becky Safarik Regular
		PH to consider Poudre Heights PUD Plan	Becky Safarik Regular
April 12, 2022	Worksession Meeting	Bittersweet Park Follow-up	Kelly Snook
		Open Space tax discussion (tentative)	Becky Safarik
		Compensation and Classification Plan Study	Paul Fetherston
April 19, 2022	Council Meeting	National Youth Service Day Award Proclamation	Kelly Snook Intro
		Greeley Children's Chorale Day Proclamation	Intro
		Holocaust Memorial Observances Proclamation	Intro
		Chamber of Commerce update	Intro
		Motion to approve CAPER Annual Report	Benjamin Snow Consent
		Resolution- USFS participation agreement for 2022 fire recovery of severely burned areas in CPF burn area	Sean Chambers Consent
		PH to Update 2022 Action Plan (HUD)	Benjamin Snow Regular
		Ordinance- PH and Second Reading of Leffler Rezone	Becky Safarik Regular
Ordinance- PH and Second Reading of Ordinance making corrections to the Greeley Municipal Code	Stacey Aurzada Regular		
Ordinance- PH and Second Reading of First 2022 supplemental appropriations request and year-end financial report	John Karner Regular		
April 26, 2022	Worksession Meeting	COVID 19 Update	Brian Kuznik
		EMS Transport update	Brian Kuznik
		Xcel Energy Update	Paul Trombino

Greeley City Council

Status Report of Council Initiatives

Initiative No.	Council Member Initiating	Council Request	Council Meeting or Work Session Date Requested	Status or Disposition (After completion, item is shown one time as completed and then removed.)	Assigned to:
03-2021	Hall	Request for formation of a committee, to be chaired by Council Member Hall, regarding the section of the Poudre River Trail known as the Narrows. This section is facing increasing risks of erosion, with some portions in danger of falling into the river, and no available alternative areas for trail placement in that vicinity. The School of Mines will do a project to work on some engineering solutions for the area, in addition to other engineering studies that have already been done. The committee will review and determine options to move forward in addressing this with the assistance of City staff. City Manager Otto added information about potential Capital Improvement Projects through this area, and Council Member Hall provided information about existing potential rough cost estimates.	February 2, 2021 Council Meeting	<p>Update 12/7/2021 Council Member Hall reported in the last 6 months, 30 feet of trail has started becoming undermined and must be shored up immediately, likely requiring some short term dollars while awaiting a longer solution.</p> <p>Update: 04/20/2021 Council Member Hall reported the committee had its first meeting and he is pleased with engagement from City staff and the community.</p> <p>A committee, chaired by Council Member and Poudre River Trail Corridor Chairman Hall, has been formed with representatives from the Poudre Trail Corridor Board, Culture, Parks and Recreation/Natural Areas and Trails, Public Works, Water and Sewer, the Poudre River Run Master HOA, a member of the Parks and Recreation Advisory Board, and a representative from the Ditch #3 Board. Committee Chairman Hall has also referenced initial communications with Otak Engineering, a consulting firm who produced</p>	Kelly Snook

Initiative No.	Council Member Initiating	Council Request	Council Meeting or Work Session Date Requested	Status or Disposition (After completion, item is shown one time as completed and then removed.)	Assigned to:
				a study of this area in 2018 for the City of Greeley, as well as the Colorado School of Mines engineering students who will conduct a capstone project this semester towards a suggested course of action and suggested funding mechanism(s). An initial assessment with design parameters, recommended course(s) of action including recommended funding sources, is expected in June, 2021 post consultation with the Mines student project and engineering consultants. Although this project will carry on m practicality through committee work	
14-2021	Butler	Request to have a discussion on railroad quiet zones and safety at a work session.	December 7, 2021 Council Meeting	Scheduled for a work session in early 2022	Paul Trombino
15-2021	Olson	Formation of a committee for implementation of a funding strategy for the 35 th and 47 th interchanges.	December 7, 2021 Council Meeting	Council Member Olson will be following up with Manager Lee and Director Trombino on next steps	Paul Trombino
01-2022	Butler	Cost and feasibility study of matching the Fun Plex and Greeley Recreation Center hours	February 15, 2022 Council Meeting	Kelly Snook will look into the costs and feasibility of matching the hours of the two recreation facilities	Kelly Snook
02-2022	Clark	Request update on City's graffiti removal program	March 15, 2022 Council Meeting	Requested Public Works provide an update to Council on the City's graffiti removal program	Paul Trombino

Work Session Agenda Summary

Key Staff Contact: Raymond Lee, City Manager, 970-350-9750

Title:

COVID-19 Update

Summary:

There will be a brief update to Council regarding COVID-19. The latest updates are available via the City's Dashboard:

<https://www.arcgis.com/apps/dashboards/78156f8c2f104973a00b40711296e8ae>

Worksession Agenda Summary

March 22, 2022

Paul Trombino, Public Works Director, 970-350-9795

Title:

UPRR Safety Review / Quiet Zone

Background:

This item is a request from Councilmember Butler at the December 7, 2021 City Council Meeting for staff review the Quiet Zone rail corridor for proposed safety enhancements for non-vehicular crossings.

Strategic Work Program Item or Applicable Council Priority and Goal:

Greeley on the Move: Ample, Easy, Connected

Decision Options:

1. Provide feedback on provided safety options.
2. Do not provide feedback on outlined safety options.

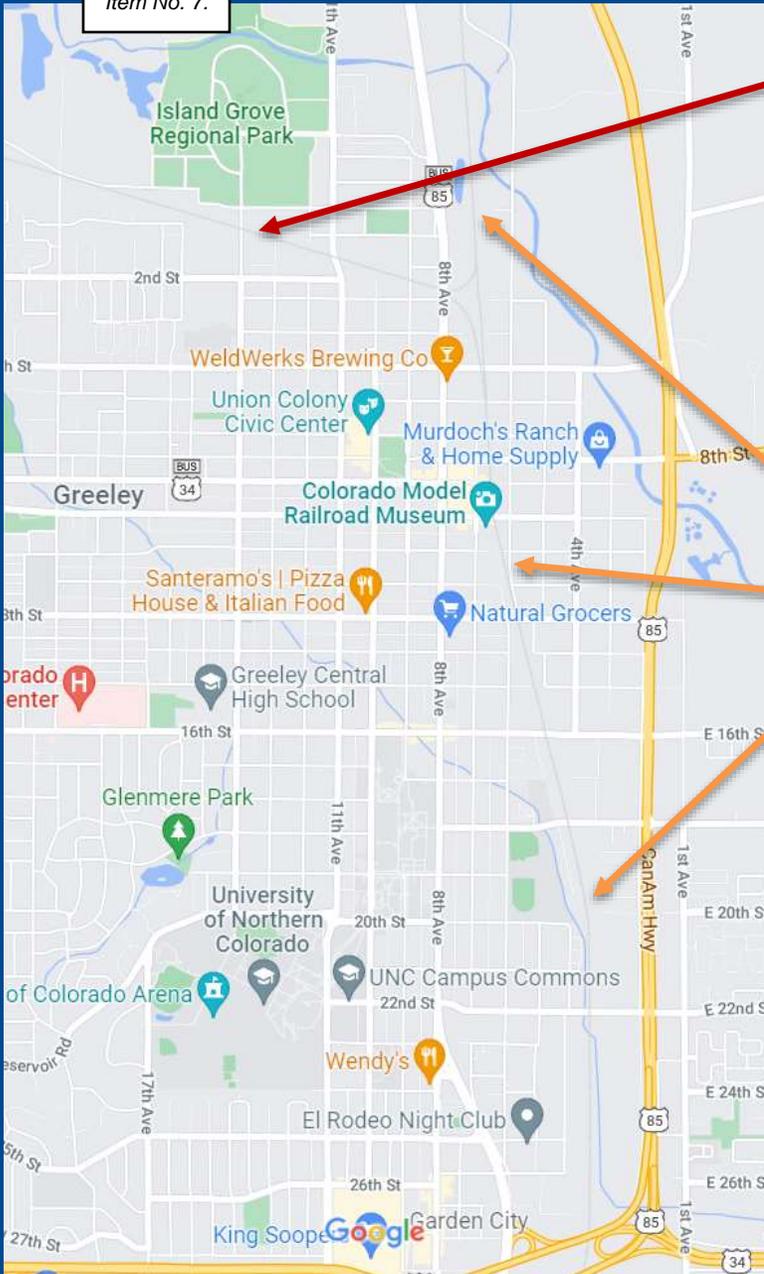
UPRR Safety Review & Quiet Zone

1. Rail Traffic
2. Proposed Safety Additions

Item No. 7.

GWR

UPRR



Rail Traffic on UPRR:

- 12 trains per 24hr*
 - 6 trains from 6am-6pm
 - 6 trains from 6pm-6am
 - Trains speeds 25-50 MPH

*US DOT Crossing Inventory Form

Proposed Safety Additions

- **Place Standard End of Street Barricade at key locations**
 - **Add Sections of Chain-link fencing to discourage illegal crossing**
- **Add signage to direct non-motorized traffic to safe crossing point**
- **Proposed Safety additions will be completed**
 - **Summer 2022**



Item No. 7.

Key Streets

7th

6th

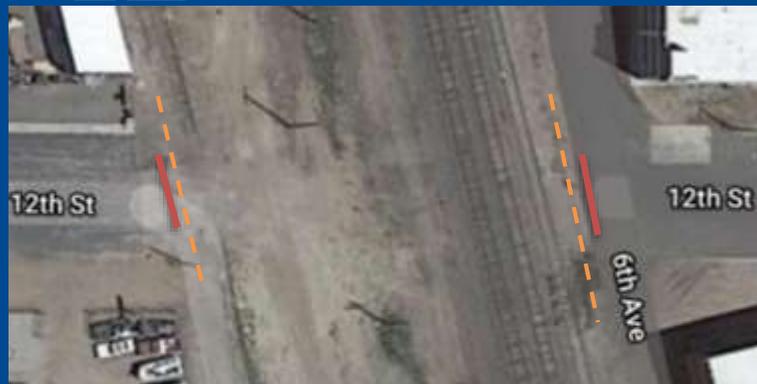
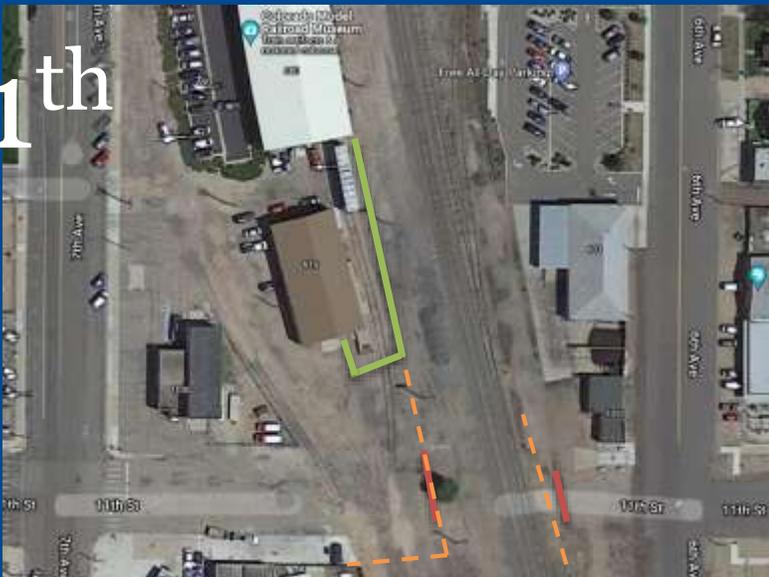


— Barricade

- - - Fence

11th

12th

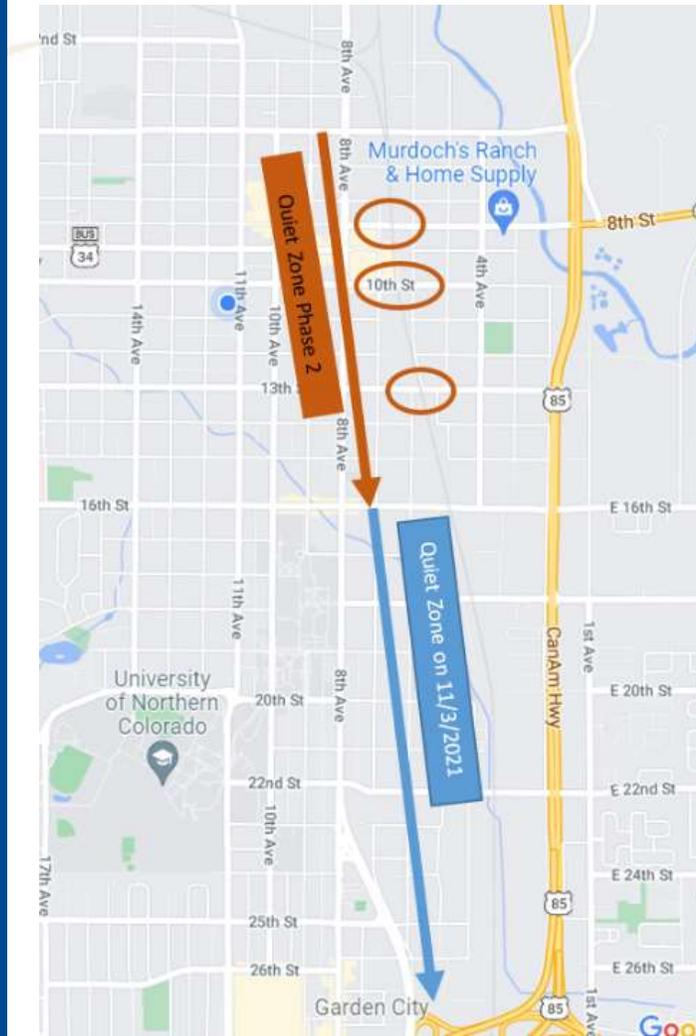


— Decorative
Fence placed
by CMRM



Quiet Zone

- **Train Horns intended for vehicles**
- **Crossing gate bells/lights intended for pedestrians & bicycles – remain post Quiet Zone**
- **Quiet Zone South of 16th Street – in effect as of November 2021**
- **Quiet Zone North of 16th Street – will not go into effect until construction of Quad Gates at 8th and 13th Streets = Anticipated Spring 2023**



Thank you and Questions



Worksession Agenda Summary

March 22, 2022

Becky Safarik, Interim Community Development Director/Deputy City Manager, 970-350-9786; and Stacey Aurzada, Interim City Clerk

Title:

Consideration of Ward Boundary Modification

Background

The Greeley City Charter describes the manner in which the city is organized for the purpose of electing the Mayor and City Council. As described, there "... shall be six (6) Councilmembers and a Mayor nominated and elected by the qualified electors of the City of Greeley..."

The Charter also requires that the City be "...divided into four (4) wards, bounded and numbered consecutively in a clockwise fashion beginning with the northeast ward, which shall be Ward I. The City Council shall not more often than once in four (4) years, by ordinance, readjust the ward boundaries, so as to comprise compact and contiguous territory, and so as to contain, as nearly as possible, an equal number of inhabitants. The City Council shall provide for adequate polling places in each ward."

And, "Except for the filling of vacancies, the Mayor shall be elected for a term of two (2) years and all councilmembers for a term of four (4) years. The Mayor, two (2) Council ward seats and one (1) Council at-large seat shall be elected at every general municipal election."

It has been the practice of the City to review its ward boundaries following the completion and reporting out of the decennial census and, where it appeared that the wards were approaching an imbalance in population, adjust the boundaries to reflect both existing and anticipated growth for a foreseeable period. Best practices suggest correcting ward boundaries if the disparity in population size nears 7%.

Observations

The last alteration of the ward boundaries took place on May 6, 2012 and since then, as illustrated on Attachment A (Existing Council Ward Boundaries), Wards III and IV have grown faster and are now much larger than Wards I and II. The largest disparity in size measured by the number of residents 18 yrs. of age and older is between Ward II (21.9% of the population) and Ward III (28.2% of the population), a difference of 6.3%.

Ward II is the smallest area geographically at 4.5 square miles, but is the densest in terms of population (4,723 persons/sq. mile). In contrast, Ward III has the largest population with 27,370 persons in that district, but has the second lowest density at 1,610 persons

per square mile. This is not surprising given the amount of undeveloped land in west and north Greeley and also helps explain the geographic center of the city at approximately 16th Street and 59th Avenue, but the population center at about 18th Street and 26th Avenue.

While not all traditionally available census information is yet available there are some other summarized population characteristics of interest:

Ethnicity: Ward I has the highest number and concentration of persons who identify as Hispanic (9,866 persons/44.3% of the ward population). Ward III has the smallest number and concentration of Hispanic residents (7,334 persons/26.8% of the ward population).

Age: As a percentage of its total population, all wards were close in the number of residents aged 18 years and younger, ranging from 31.9% to 34%. In raw numbers, Ward IV has the highest number of persons under 18 years of age (8,990) and Ward II had the smallest number of those under 18 years of age (7,008), though it ranked the second highest in the concentration of young persons as a percentage of its total population.

Current Work

The staff explored several ways to modify the ward boundaries to reflect and adjust ward population size to meet the following objectives:

- The wards should be relatively equal in population size;
- The wards should be reasonably compact and follow logical and easily recognized boundaries;
- The adjusted boundaries should reflect recent population growth shifts;
- The ward dimensions should be configured in a way that anticipates population growth in the next decade; and,
- The adjusted boundaries should be scaled such that the wards will grow closer in size over the next several years to limit the need for another adjustment before the next decennial census.

Using its 2022 annual growth report and mapping planned residential development throughout the city, the staff has prepared two options for Council consideration.

The first option (Scenario B) meets most of the criteria and does accomplish closer parity in ward size; however, at the current pace of new development, the western and eastern wards could stretch beyond the 7% differential benchmark well before 2030, necessitating another adjustment in 4 – 6 years.

In the second option (Scenario C), boundaries are adjusted to enlarge Wards I and II slightly more than Wards III and IV, which allows for the western wards to “grow into” population size parity with expected development, thereby coming closer to the ideal distribution by size of ward representation over the next decade.

Neither of the proposed options would displace any sitting Councilmember representation of their ward.

Strategic Work Program Item or Applicable Council Priority and Goal:

Good Governance

Decision Options:

1. Indicate a preferred alternative to the Ward Boundary configuration; an ordinance reflecting that choice will be developed and presented to Council for formal consideration within the next few months;
2. Indicate if Council desires another alternate to be developed with further direction on objectives;
3. Suspend review of ward boundaries to a future date.

Ward Boundary Review

City Council Worksession
March 22, 2022



Background

- **The Greeley Charter and Municipal Code describe manner for establishing and maintaining Council representation represented by wards:**
 - **Four wards**, numbered consecutively in clockwise fashion starting with the northeast ward (Ward I);
 - **Ward boundaries** shall not be changed more often than once every 4 years;
 - **The area** included in wards should comprise compact and contiguous territory and an equal number of inhabitants as much as possible

Practice

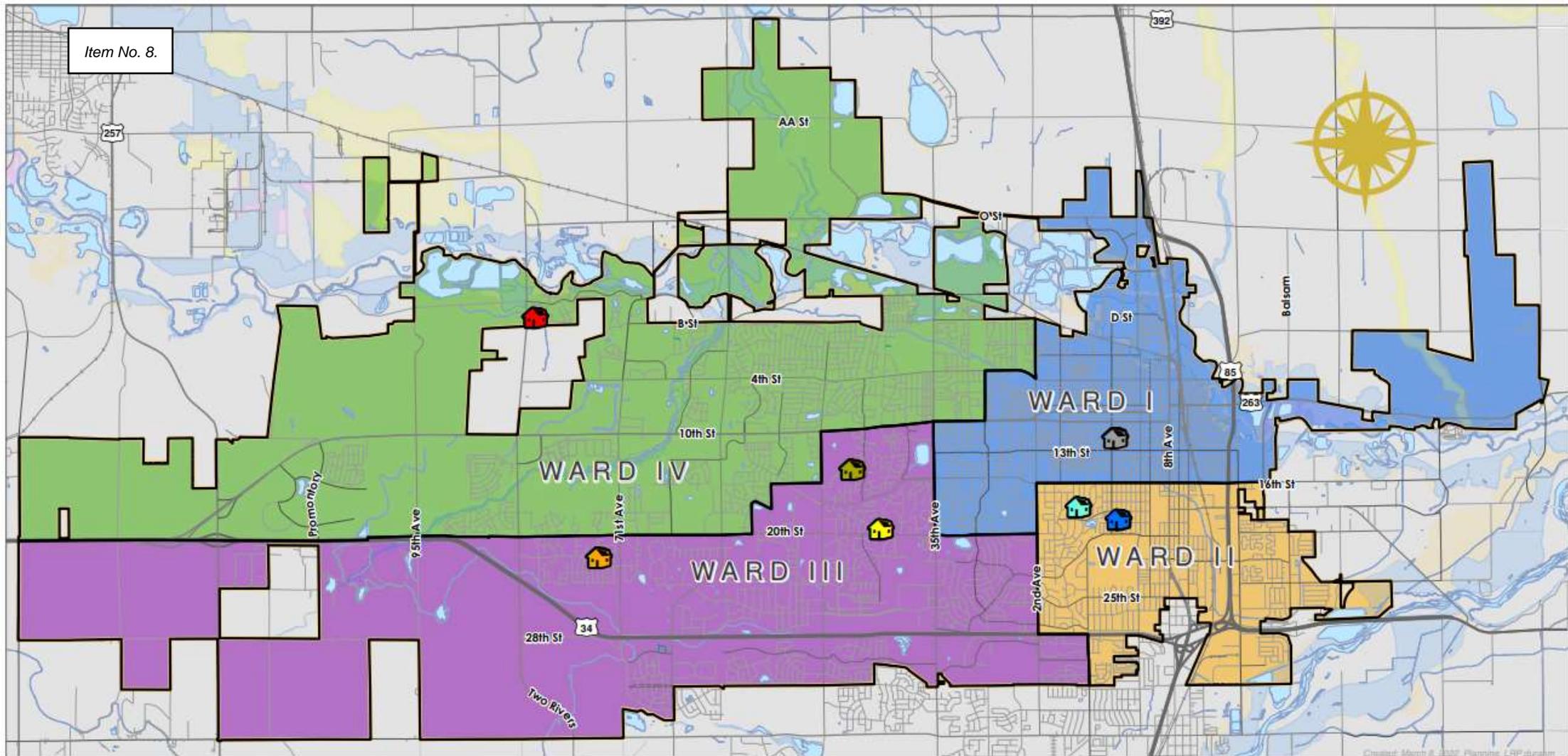
Council has regularly reviewed its ward populations and boundaries following each decennial census

When ward boundary populations appear to be trending toward greater than a 7% deviation in size between areas, Council has adjusted the boundaries to meet the Charter and Municipal Code objectives.



- **Boundaries are set by ordinance**
- **Last ward boundary modification occurred on May 6, 2012**
- **2020 Census numbers are now available and support consideration of ward boundary modification**

Item No. 8.



Existing - Council Ward Boundaries



Source: U.S. 2020 Census Bureau Data. Population numbers derived from block data which generally follows, but does not coincide with Ward or Municipal boundaries.

Source: <https://demography.dola.colorado.gov/census-acs/2020-census-data/#census-data-for-colorado-2020>

* Deviation
 %C = Percent of group within city
 %W = Percent of group within ward

Ward	Size & Population			
	Square Miles		Pop >18	
	Size	%C	Size	%C
I	8.1	16.3%	22,248	22.9%
II	4.5	9.1%	21,255	21.9%
III	17.0	34.1%	27,370	28.2%
IV	20.1	40.4%	26,160	27.0%
Total	49.8		97,033	6.3% *

Ward	Ethnicity					
	Non-Hispanic >18			Hispanic >18		
	Pop	%W	%C	Pop	%W	%C
I	12,382	55.7%	12.8%	9,866	44.3%	10%
II	12,632	59.4%	13.0%	8,623	40.6%	9%
III	20,036	73.2%	20.6%	7,334	26.8%	8%
IV	18,266	69.8%	18.8%	7,894	30.2%	8%
Total	63,316			33,717		

Ward	Age Breakdown		
	<18		
	Pop	%W	%C
I	7,211	32.4%	7.4%
II	7,008	33.0%	7.2%
III	8,739	31.9%	9.0%
IV	8,990	34%	9.3%
Total	31,948		

Observations

- Wards III & IV have grown and are now greater in population size than Wards I & II
- The largest disparity in ward populations are between the **smallest (Ward II)** with 21.9% of the city's 18yrs + population and the **largest (Ward III)** with 28.2% of the city's 18yrs + population representing a **6.3% difference** in population.



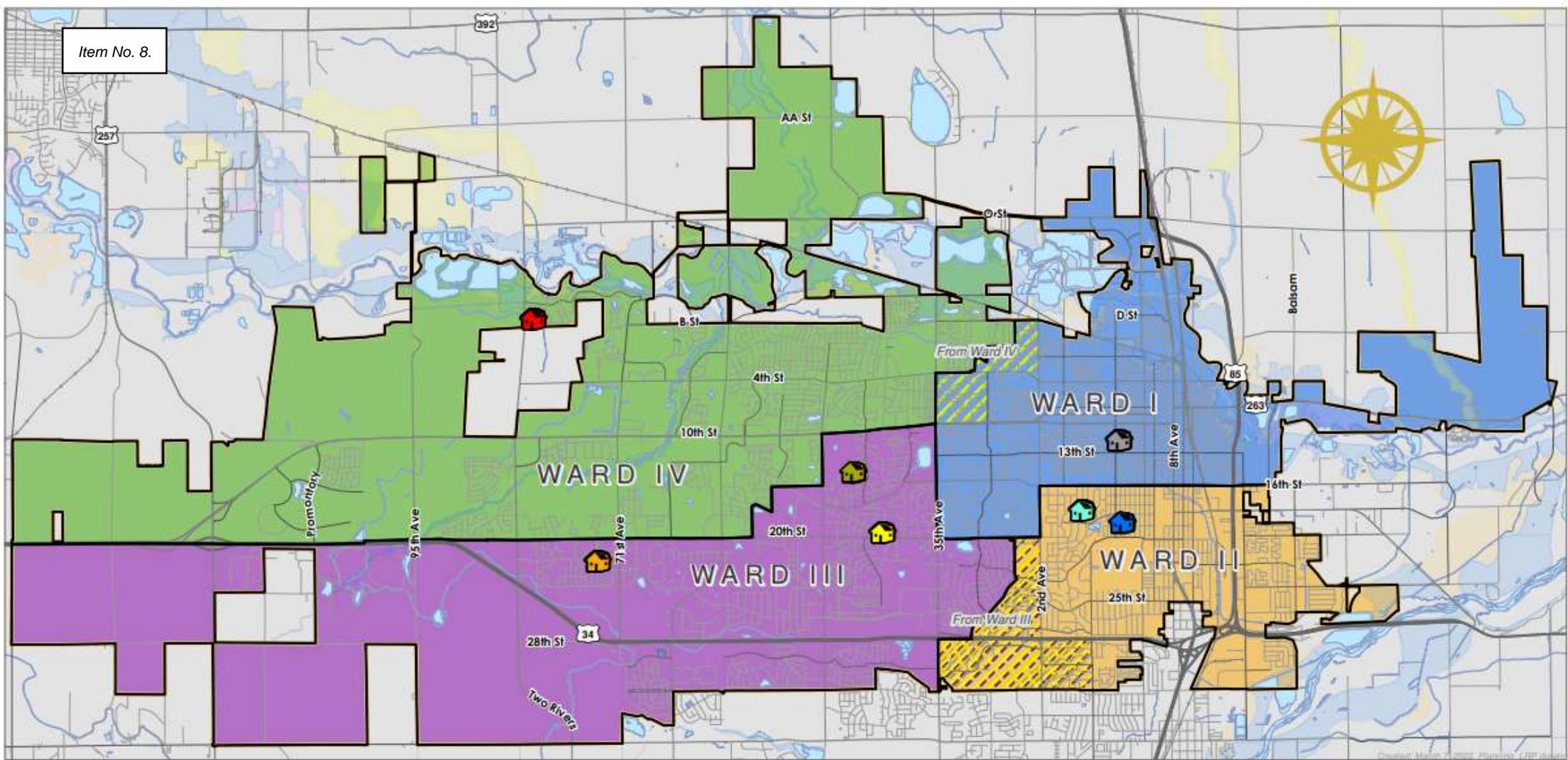
- **Ward I:** highest number and concentration of persons who identify as Hispanic
- **Ward II:** smallest in geographic size (4.5 sq. miles) but the densest in population (4,723 persons/sq. mile)
- **Ward III:** greatest number of total residents with 27,370 persons but is the second lowest in terms of density (1,610 persons/sq. mile)
- **Ward IV:** highest number of persons younger than 18 yrs.

Current Work

Using the 2020 Census information and the 2022 Annual Growth Report and Projections, staff developed maps that would address the ward boundary objectives noted in the Greeley Charter and Municipal Code.



- Ward boundaries relatively **equal in size**
- Wards reasonably **compact and follow logical and easily recognized boundaries;**
- Adjusted boundaries reflect recent **population growth shifts;**
- Ward dimensions configured in a way that **anticipates population growth in the next decade;** and,
- Adjusted boundaries scaled such that the wards will grow closer in size over the next several years to **limit the need for another adjustment** before the next decennial census



Scenario A - Council Ward Boundaries



Source: U.S. 2020 Census Bureau Data. Population numbers derived from block data which generally follows, but does not coincide with Ward or Municipal boundaries.

Source: <https://demography.data.colorado.gov/census-acs/2020-census-data/#census-data-for-colorado-2020>

*Deviation
%C = Percent of group within city
%W = Percent of group within ward

Ward	Size & Population				Ethnicity						Age Breakdown		
	Square Miles		Pop >18		Non-Hispanic >18			Hispanic >18			<18		
	Size	%C	Size	%C	Pop	%W	%C	Pop	%W	%C	Pop	%W	%C
I	8.6	17.3%	24,305	25.0%	13,309	54.8%	13.7%	10,996	45.2%	11%	8,120	33.4%	8.4%
II	5.7	11.4%	24,471	25.2%	14,543	59.4%	15.0%	9,928	40.6%	10%	8,140	33.3%	8.4%
III	15.9	31.9%	24,154	24.9%	18,125	75.0%	18.7%	6,029	25.0%	6%	7,607	31.5%	7.8%
IV	19.6	39.5%	24,103	24.8%	17,339	71.9%	17.9%	6,764	28.1%	7%	8,081	34%	8.3%
	49.8		97,033	0.4%*	63,316			33,717			31,948		

GRG Item No. 8. AREAS: 2022 – 2030+

Opportunity and projected growth east of 35th Ave: **new residents 3,650**

Central Development			
Name	Units	Acres	Status
Gateway MF	144	7.11	C
Greeley West MF	304	12.44	U
Homestead - Centerplace North	133	9.43	U
Park Crossing	63	6.09	U
Total	644	35.07	
Estimated Population		1,765	

Southwest Development			
Name	Units	Acres	Status
Copper Platte	240	8.91	U
Total	240	8.91	
Estimated Population		657.6	

Downtown Development			
Name	Units	Acres	Status
55 Resort	85	1.32	U
Madison 164	57	0.89	C
Madison 165	83	1.27	C
Madison 172	81	1.52	C
Total	306	5.00	
Estimated Population		838	

North Development			
Name	Units	Acres	Status
Stoney Brook	142	20.66	F
Total	142	20.66	
Estimated Population		389	

C = Completed/Constructed
 F = Future/Under Review
 U = Under Construction

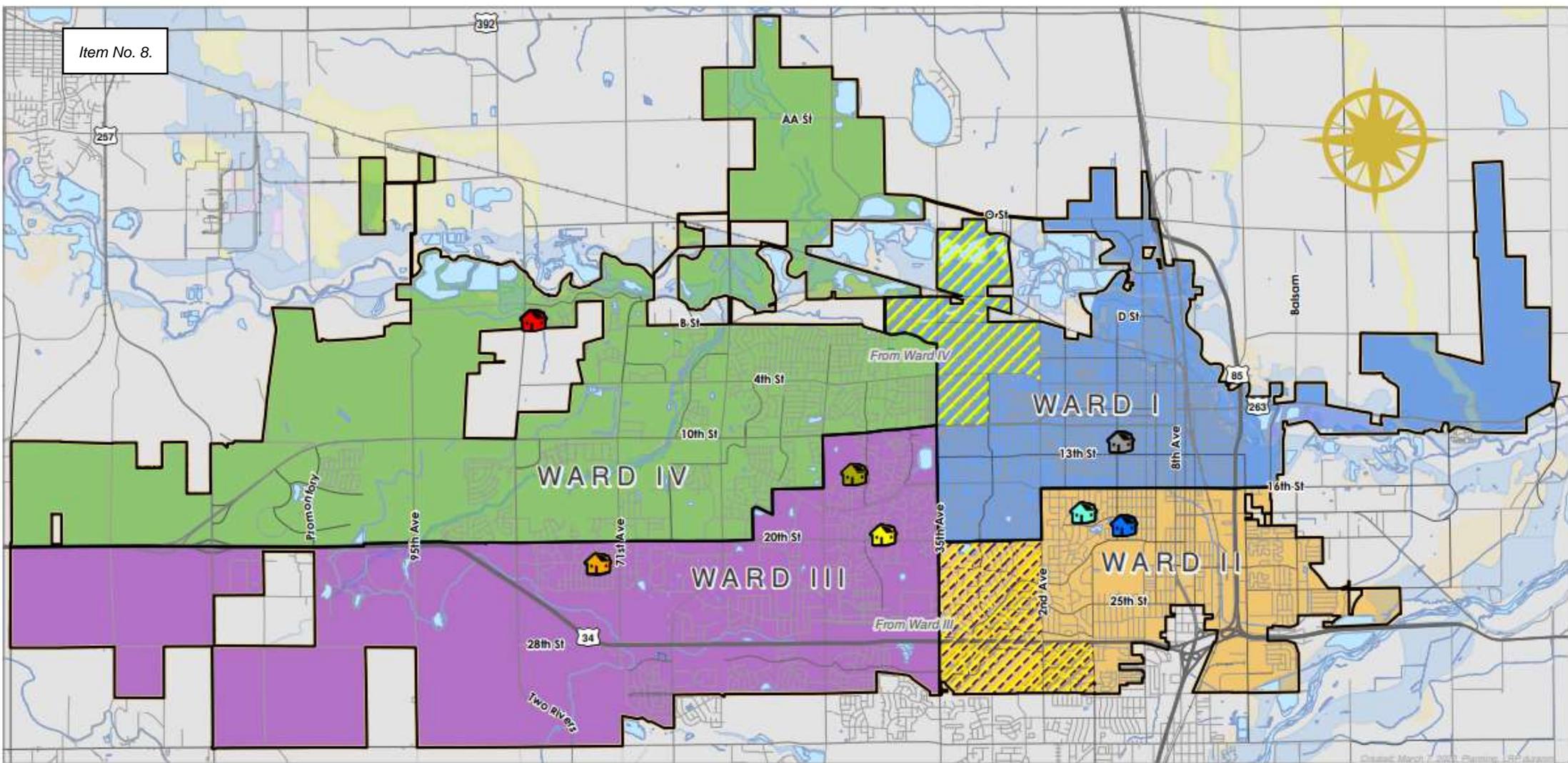
Opportunity and projected growth west of 35th Ave: **new residents 35,130**

**Total city-wide projected growth 2032*:
 135,532 population, or 24,745 new residents**

West Greeley Development at Full Build-Out			
Name	Units	Acres	Status
Cache	2,857	469.20	F
City Center West	541	68.16	U
Cobblestone	690	98.62	F
Delantero	3,436	759.60	F
Lake Bluff	1,150	347.30	F
Northridge Estates	234	35.78	U
Poudre Heights	1,185	208.10	F
Promontory	865	162.34	U
Rock Ridge MF	732	49.20	U
Trails at Sheep Draw	546	29.72	U
Triple Creek	91	52.54	F
Westgate	494	83.21	F
Total	12,821	2,364	
Estimated Population		35,130	

*Indicates average of unit range/total acres

* 1.81% historic growth rate



Scenario B - Council Ward Boundaries



Source: U.S. 2020 Census Bureau Data. Population numbers derived from block data which generally follows, but does not coincide with Ward or Municipal boundaries.

Source: <https://demography.dola.colorado.gov/census-acs/2020-census-data/#census-data-for-colorado-2020>

* Deviation
 %C = Percent of group within city
 %W = Percent of group within ward

Ward	Size & Population			
	Square Miles		Pop >18	
	Size	%C	Size	%C
I	9.7	19.4%	26,945	27.8%
II	6.3	12.6%	26,692	27.5%
III	15.2	30.6%	21,933	22.6%
IV	18.6	37.3%	21,463	22.1%
	49.8		97,033	5.6% *

Ward	Ethnicity					
	Non-Hispanic >18			Hispanic >18		
	Pop	%W	%C	Pop	%W	%C
I	14,319	53.1%	14.8%	12,626	46.9%	13%
II	16,182	60.6%	16.7%	10,510	39.4%	11%
III	18,125	82.6%	18.7%	3,808	17.4%	4%
IV	16,329	76.1%	16.8%	5,134	23.9%	5%
	64,955			32,078		

Ward	Age Breakdown		
	<18		
	Pop	%W	%C
I	9,450	35.1%	9.7%
II	8,879	33.3%	9.2%
III	6,868	31.3%	7.1%
IV	6,751	31%	7.0%
	31,948		

Observation:

- Scenario “B” upsizes Ward I & II to be larger than Wards III & IV in anticipation of projected growth in the west. This results in a population deviation between the largest and smallest population-sized wards of 5.6%.
- Projecting 10 years of population growth distributed as expected between the 4 wards results in Wards III and IV exceeding the size of Wards I & II by 2032. The differential between the highest and lowest ward population at that time would be about 3%, still well within tolerance ranges.

Worksession Agenda Summary

March 22, 2022

Raymond C. Lee III, City Manager
 Paul J. Fetherston, Deputy City Manager for Enterprise Resources
 John Karner, Director of Finance
 Bret Naber, Chief Information Officer
 Kathleen Hix, Interim Human Resources Director
 Lindsay Kuntz, Assistant to the City Manager

Title:

Enterprise Resources Planning (ERP) System Implementation Update

Background:

The purpose of this work session is to update the City Council on the status of the implementation of the City's Enterprise Resources Planning system. For purposes of assisting new City Council members elected in November 2021, this includes some information that was presented in the October 2021 ERP update to City Council.

What is an Enterprise Resources Planning (ERP) System?

An ERP is a system that manages and integrates business functions – it assists in resource planning by integrating all business processes in a single system. ERP system benefits include a free flow of communication between business areas, a single source of information, and accurate real time reporting capabilities. Successful ERP implementations can eliminate redundancies, improve accuracy and productivity and enable data based decisions. The most common challenges to a successful ERP implementation include (a) reluctance to change or update old processes that are incompatible with the ERP, (b) poor implementation, training and use; and (c) the amount of implementation time required. Statistically, various studies and reports indicate that between 50% and 75% of ERP implementations fail. Generally, successful ERP implementations take two to three years to implement.

What is the history of the City of Greeley's ERP system replacement project?

Prior to the current ERP implementation project, the City had five systems – which included a financial system that was originally implemented in approximately 1992 – that had limited ability to integrate, streamline processes, and produce reliable data upon which to influence decisions.

- Pre 2016: The previous City Manager had conceptually discussed the importance of the replacement project with City Council prior to 2016.

- Fiscal Year 2016: funds were appropriated for a third party review of the City's financial system.
- 2017:
 - the ERP replacement project first appeared in the City Manager's Work Plan;
 - Funds were appropriated through carryover in April 2017 to support the ERP replacement project.
- 2018: an interdepartmental team of employees engaged in a business process mapping and software selection process. Following receipt of proposals from eight vendors, 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. Through a carryover in April 2018, additional funding was set aside to assist with the ERP implementation project.
- May 2019: the City executed a contract for the acquisition of an Oracle product as its ERP with Sierra Cedar (SCI) – a preferred Oracle vendor. While the contract did not set a set date for implementation, the go-live target date was April 2020 through a 'big bang approach'. Due to a number of challenges, the City deferred going live a number of times.
- November 2020, the decision was made to go live in late December 2020 for the first payroll of 2021.

Since this ERP replacement project started with the funding of a third party analysis of the financial system in 2016, the City has experienced transition of all original members of the team assembled to guide this project and who made critical decisions related to it. Those transitions are highlighted below:

- Assistant City Manager/ Finance Director (2019);
- Information Technology Department Director (2019 and 2021);
- Finance Director (2020);
- Human Resources Director (2020); and
- City Manager (2021).

What is the ERP replacement project plan moving forward?

As identified to the City Council in August and October of 2021, the City Manager's Office created a team dedicated to the ERP replacement project originally for a 90 day period between October and December – an effort that has lasted into March. Led by the Finance Director and the Interim Assistant to the City Manager, with the support of the Chief Information Officer who joined the City in November, the team has been supported by a number of internal and external resources committed to stabilizing critical system issues, enhancing communications and developing a long term Oracle 2.0 plan. To date, the team has been successful in identifying errors and fixes, testing and implementing fixes and stabilizing parts of the system. At the same time, the continued implementation of the ERP has revealed a number of on-going and new

configuration issues such as the W-2 processing that was further complicated by human error.

With the completion of the Surge effort, the focus is shifting to a structure and systems to support two on-going functions:

- Operations Team focused on operating the current system to ensure continued process of payroll, accounts payable, etc.
- 'Advance Team' focused on working on the ideal future state of the system, including the reconfiguration of the system to address on-going errors and the processes which best fit the city's business needs.

The 'Advance Team' will be focused on the Oracle 2.0 project and developing and implementing a long term structure, systems and strategies to move the Oracle system forward. From a 'big picture' perspective, the project will:

- Continue to address configuration and system errors as well as reconciliation activities;
- Complete a gap analysis of systems operations including departmental engagement;
- Establish a support structure for long term maintenance;
- Enable and maximize the system's reporting and dashboard functionality;
- Ensure alignment of security, internal controls, and roles for end users city-wide.

Once the vendor is selected and in place, the project is anticipated to last through at least the spring of 2023.

What are the lessons learned from a review of this project implementation and the steps to be implemented moving forward?

Based on a review by the City's Finance Director and Chief Information Officer, the following major themes were identified regarding to lessons learned from this ERP project implementation – many of which were influenced by the quality of service rendered by the third-party implementer.

1. **“Big Bang” Project Implementation Approach.** When planning for an implementation of a new system, organizations have the option to make the change in phases (i.e. - accounting first, payroll second, HR third, etc.) or an “all at once/big bang” approach. At the time the project was scoped, the City decided to take the big bang approach in an attempt to save time and cost. However, that big bang approach comes with greater risk of complications and challenges due to the higher complexity of doing multiple systems at one time. In

hindsight, given this was Greeley's first foray into a system change this large, a staggered go live approach would have been more appropriate for the Oracle project.

2. **Timeline.** Related to number one, there is always a temptation to move quickly to reduce cost: a sort of "rip the Band-Aid off" mentality where we turn the system on and fix on the back end. However, a system wide ERP of this magnitude, when combined with the "big bang" rollout approach calls for an extended project timeline. The City's post-go live review, along with insight from a team of consultants show that the initial timeline of trying to implement a "big bang" approach in 12 months was unrealistic and likely should have been closer to at least a 24 month long project for an organization of Greeley's size (or even 36 months when considering the disruption of operations due from COVID).
3. **Resources:** The work and time involved in moving to a new ERP wide system is significant and for a selection of core team members can be a full-time effort during the core of the project. It is best practice that many organizations hire outside resources to take on some of the project staff core functions, allowing City staff to fully dedicate their time to the project for designing, testing, and reviewing the new system prior to going live. While the City of Greeley did set aside a budget for supplemental staffing, this budget was insufficient and ultimately, no outside resources were brought on to enable City staff to dedicate the attention required for the system planning effort. The result was staff being asked to both continue their core functions and support the project simultaneously. With City core functions taking priority, the project suffered by not having the resources needed to properly review the systems design or fully ramp up on the system operations.
4. **Roles and Responsibilities that are understood and established.** At the time a project is contracted, there must be a clear understanding of roles and responsibilities of staff and third party resources such as the implementer. While a governance structure was drafted and attempted to be put in place, the City did not have the capacity or competency to successfully implement this complex project. A component which magnified this deficiency was the City staff's over reliance on the third-party implementer.
5. **Communications, Change Management and Training Plans.** While the City had invested in training for the purposes of managing change and instituting an effective communications and change management plan, the City did not have the necessary capacity or competencies to successfully implement a communications, change management or training plan.
6. **Importance of Systems, Structure, Strategies, Policies and Processes.** In order for complex projects such as this to be successful, they must be built upon a solid

foundation of and culture capable of supporting systems, structure, strategies, policies and processes.

Moving forward, the following steps – in addition to the Oracle 2.0 project – will be implemented for this project and other large, complex project:

- Ensure that projects have a robust management structure that includes dedicated staff, resources (including backfilling), and governance.
- Develop and implement a City-wide Project Management policy which governs all projects over a certain value including funding, project management, structure, contract management, project chartering, roles and responsibilities, change management plan, communications plan, and training plan.
- Complete organizational cultural efforts which help identify the City's current culture and ideal culture – along with its short and long term capability and resiliency in taking on complex projects such as this.

Attachments:

Presentation Slides

Enterprise Resource Planning (ERP) Update

City Council Work session

March 22, 2022

- Project History
- Project Update
- Lessons Learned
- Next Steps: 2022 and Beyond



What is ERP?

System (Oracle) used by the organization to centralize, integrate, and manage core business processes such as:

- Human Resources
- Finance
- Budgeting



Benefits of Updating ERP System

- 1992 - Last ERP system conversion by City – prior system out of date and not on common platform.

Community

- Dependable delivery of community services through support of technology.
- Enhanced customer service.
- Commitment to transparency and achieving community excellence.

Organization

- Drives operational excellence.
- Improved collaboration and workflows.
- Improved planning and reporting.
- Increase operational efficiency.

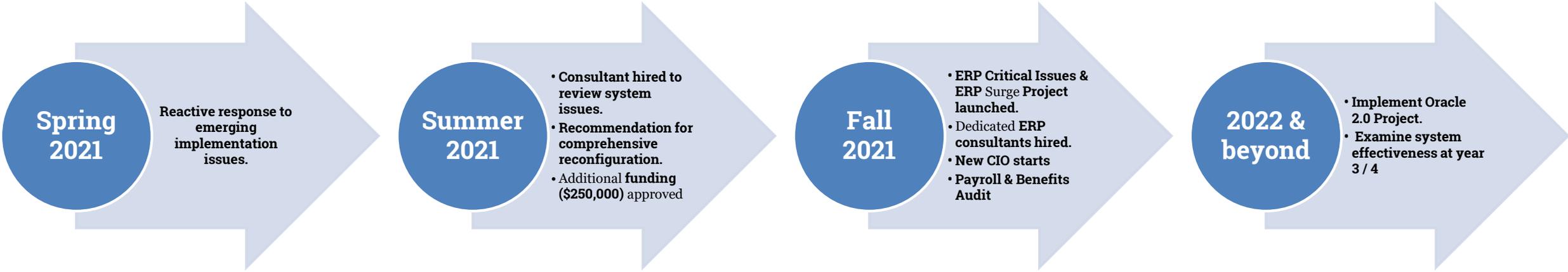
ERP Conversion – Pre-Go Live

Prior ERP City Staff Team Actions:*



* All original members of ERP Staff Team left City employment between February 2019 and August 2021

ERP Conversion – Post Go-Live

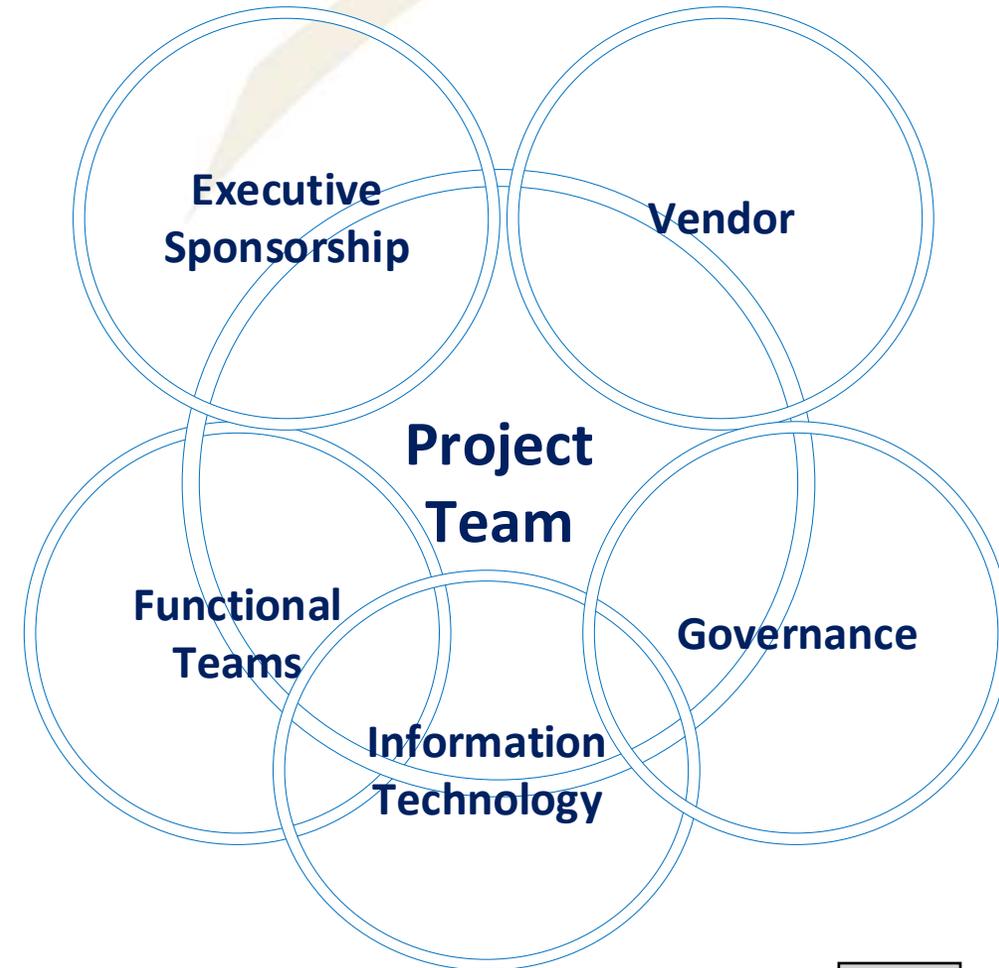


Key Lessons Learned

1. 'Big Bang' Project Implementation Approach
2. Project Timeline
 - Signed contract in May 2019, anticipated 'Go-Live' in April 2020
3. Resources
 - Dedicate needed resources to project / back fill of staff
4. Establish and understand roles & responsibilities at contract time
 - Do not over rely on third party implementer
5. Communications, Change Management and Training Plan
6. Systems, structure, strategies, policies and process

Lessons Learned - Moving Forward

- Robust Project Management Structure
 - Identify dedicated staff, resources, & governance strategies for project.
- Execute best practices for project management:
 - Project chartering
 - Roles & responsibilities
 - Change management plans
 - Communications plan
 - Training plan
- Complete a third-party payroll and benefits audit of all City employees - April 2022 completion
- Conduct organizational cultural efforts – Spring 2022 start



ERP Project Status

Surge Effort (Complete)

- Benefits Calculation Corrections (pension/401k/ 457b)
- Open Enrollment Configuration
- Financial Configuration Corrections
 - Removal of duplicate expense entries
 - Cost Accounting

Surge Effort (Pending)

- W-2 Configuration
- Overtime Calculations
- New User Time-Card Interface

Oracle 2.0 Project Overview

Objective: Configuration changes and enhancements to meet the long-term human resource, budget, and finance needs of the City of Greeley organization.

Duration: Through Spring 2023

Overview	Early Steps
<ul style="list-style-type: none"> • Continue to address: <ul style="list-style-type: none"> • configuration and system errors • reconciliation activities 	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • Establish support structure for long-term maintenance 	
<ul style="list-style-type: none"> • Reporting and dashboard functionality 	
<ul style="list-style-type: none"> • Alignment of security and roles for end users across departments 	
<ul style="list-style-type: none"> • Departmental engagement on operational needs 	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • Identify where the current processes are not meeting the needs of departments and individuals 	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • Conduct interviews regarding surge effort, issues, etc. 	<input checked="" type="checkbox"/>

Oracle 2.0 Timeline and Next Steps





Questions?

