

Greeley City Council Agenda

Work Session

Tuesday, October 8, 2024 at 6:00 PM

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

via Zoom at: <https://greeleygov.zoom.us/j/82235659594>

NOTICE:

City Council Meetings 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 the City's website, Greeleygov.com as [Youtube.com/CityofGreeley](https://www.youtube.com/CityofGreeley) as well as over Zoom webinar. Public participation in the Zoom webinar only allows viewing the meeting.

Meeting agendas, minutes, and archived videos are available on the City's meeting portal at <https://greeleyco.portal.civicclerk.com/> 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 If you need the following documents in an alternative format for accessibility purposes, please contact the City Clerk's Office at cityclerks@greeleygov.com or 970-350-9740.



Mayor

John Gates

Councilmembers

Tommy Butler - Ward I

Deb DeBoutez - Ward II

Johnny Olson - Ward III

Dale Hall - Ward IV

Brett Payton - At-Large

Melissa McDonald - At-Large



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1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Councilmembers
5. Greeley Police Department - Organizational Assessment Overview
6. Mobility Development Plan Update
7. City Council Policies and Protocol: Proposed Updates and Rules of Decorum Discussion
8. Scheduling of Meetings, Other Events
9. Adjournment



Work Session Agenda Summary

Title:

Reports from Mayor and Councilmembers

Background:

Board/Committee	Meeting Day/Time	Assignment
Airport Authority	3 rd Thu, 3:30 p.m.	Payton/Gates
Board/Commission Interviews (Team of 2)	monthly as needed	Council Rotation
CML Executive Board Opportunity	as needed	Hall
CML Other Opportunities	as available/desired	
CML Policy Committee (Council or Staff)	as needed	Hall/Lee Gates alternate
Downtown Development Authority	3 rd Thu, 7:30 a.m.	Butler/DeBoutez
Employee Health Board	as needed	DeBoutez
Highway 34 Coalition	as needed	Olson
Highway 85 Coalition	as needed	Gates
Historic Preservation Loan Committee	as needed	DeBoutez
Human Relations Commission	2 nd Monday, 5 p.m.	DeBoutez
Interstate 25 Coalition	as needed	Olson
Island Grove Advisory Board	1 st Thu, 3:30 p.m.	Butler
National League of Cities Transportation and Infrastructure Services Committee	as needed	Olson
Parks & Recreation Board	1 st Friday, 7 a.m.	DeBoutez
Police Pension Board	quarterly	McDonald
Poudre River Trail	1 st Thu, 7 a.m.	Hall
Regional Opioid Council	as needed	Gates
Transportation/Air Quality MPO	1 st Thu, 6 p.m.	Olson/Payton
Upstate Colorado Economic Development	last Wed, 7 a.m.	Gates
Water & Sewer Board	3 rd Wed, 2 p.m.	Gates
Weld Project Connect Committee (United Way)	as needed	Olson
Youth Commission Liaison	4 th Mon, 6 p.m.	McDonald



Work Session Agenda Summary

Item: 5.

October 8, 2024

Key Staff Contact: Adam Turk, Police Chief

Title:

Greeley Police Department - Organizational Assessment Overview

Background:

In 2023, the City of Greeley hired AP Triton, a third-party consulting firm, to conduct an organizational assessment of the Greeley Police Department (GPD). The purpose of the assessment was to evaluate the police department's current state of operations and to assist in developing strategies and recommendations for the future.

The process evaluated several areas, such as staffing, budget, capital infrastructure, fleet services, service delivery, leadership, technology, and specialized assignments. The assessment included meeting with a variety of community leaders and stakeholders, a community meeting, and a community survey. The analysis revealed the Greeley Police Department is performing well. AP Triton provided 36 high-priority recommendations, 25 medium-priority recommendations, and 9 average-priority recommendations.

This presentation will provide the City Council and community with an overview of the department and results of the organizational assessment.

Strategic Focus Area:

Quality of Life
Safe and Secure Communities

Attachments:

1. Greeley Police Department Organizational and Operational Assessment Report (FINAL)
2. Item 5 - Presentation



Greeley Police Department
Greeley, Colorado

**ORGANIZATIONAL &
OPERATIONAL
ASSESSMENT**

July 2024



AP TRITON

ANALYTICAL • INVESTIGATIVE • OPERATIONAL SERVICES

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Acknowledgments

AP Triton Consulting wishes to extend its sincere appreciation to each of those individuals whose contributions and assistance made this project possible.

Our sincere appreciation is extended to each of you...

City of Greeley

Raymond C. Lee III
City Manager

Greeley City Council

John Gates
Mayor

Deb DeBoutez
Councilmember, Ward II

Melissa McDonald
Councilmember, At-Large

Greeley Police Department

Adam Turk
Police Chief

Michael Zeller
Deputy Chief of Support Services

Jason Edwards
Deputy Chief of Operations

Tanya Gutierrez
Administrative Commander

Kyle Peltz
Swing and Late Shift B Commander

Kelley French
Police Records Manager

Steve Fisher
President
Greeley Fraternal Order of Police

Brett Radin
President
Greeley Police Officer Association

***...and each of the dedicated men and women of
Greeley Police Department who daily serve
the citizens and visitors of the City of Greeley.***

Executive Summary

Executive Summary

AP Triton is pleased to present the results of the Comprehensive Organizational and Operational Assessment conducted for the Greeley Police Department. With a focus on objective, unbiased, and data-driven evaluations, this study provides an in-depth analysis anchored in evidence-based principles, practices, and theories. This report is part of the City of Greeley's two-phase approach, with the aim of enhancing both the Fire and Police Departments in alignment with the City's current practices and future aspirations.

Police Department Study Components

The project was completed in adherence to several guiding components aimed at offering a holistic understanding of the Greeley Police Department:

- **Best Practices:** GPD's operations were compared with best practices from other municipalities, identifying areas for tailored improvements.
- **Vision, Mission, and Values:** Recommendations are aligned with GPD's vision and mission, ensuring consistency with departmental goals.
- **Organizational Structure:** Suggestions were made to refine roles, functions, and hierarchies within the department to optimize operations within budget constraints.
- **Governance and Policies:** Insights into governance and administrative practices provided pathways for enhancing service delivery.
- **Talent Management and Technology:** Evaluations highlighted the need for modernizing talent management strategies and technological frameworks.
- **Future Readiness:** Strategic changes are recommended to prepare GPD for the demands of a growing city.
- **Resource Optimization:** Recommendations focused on optimizing resource utilization for improved efficiency.
- **Policing Strategies:** Suggestions were made to improve call management, classification, prioritization, and diversion strategies.
- **Crime Analysis:** Enhancements in data analysis and utilization were recommended to support strategic and tactical decision-making.

This report is designed to serve as a foundational resource for the City of Greeley, offering a pathway toward sustained excellence in public safety services. Thank you for entrusting AP Triton with this critical task.

Section I: POLICE DEPARTMENT OVERVIEW

Overview of the Greeley Police Department

Greeley is nestled in Weld County, Northern Colorado and boasts a rich historical tapestry woven from the threads of agriculture, education, and economic diversification. Drawing upon a plethora of resources, this exploration endeavors to provide a general overview of Greeley, Colorado, and its police department and will serve as a background for the Greeley Police Department's Organizational and Operations Assessment.

Founded in 1869, Greeley flourished as an agricultural groundbreaker, which was named after the New York Tribune's editor, Horace Greeley. Its promising years were steeped in cattle ranching and farming, positioning the city as a pivotal node in the agrarian expanse of the region. Over the decades, Greeley witnessed a notable diversification of its economic underpinnings. While agriculture retained its primacy, the city branched out into education, healthcare, and manufacturing domains. The establishment of the University of Northern Colorado played a significant role in diversifying Greeley's economy and enhancing its educational and cultural offerings. The changing economic landscape has been thoroughly examined in multiple publications, including analyses by the Colorado Department of Economic Development, providing valuable insights into Greeley's ability to adapt and thrive.

Greeley's cultural scene is vibrant and diverse, offering a large variety of activities and events throughout the year that showcase the city's rich heritage and sense of community. One standout event is the Greeley Stampede, an annual celebration that combines the excitement of rodeo with the revelry of a festival. This beloved tradition has deep roots in Greeley's history and serves as a focal point for locals and visitors alike, drawing crowds from near and far to partake in its festivities.

Figure 1: Study Area Overview

Nestled alongside the banks of the South Platte River, Greeley's water supply has long been a vital resource that has shaped both development and growth. The strategic location of Greeley within the broader Front Range region is further enhanced by its robust transportation infrastructure. Major thoroughfares such as Highway 85 and U.S. Route 34 serve as critical arteries, connecting Greeley to neighboring communities and facilitating the flow of goods, services, and people. The Colorado Department of Transportation's official records underscore the pivotal role of this infrastructure in bolstering Greeley's regional significance and fostering economic growth and development in the area.

In conclusion, Greeley, Colorado, has evolved into a dynamic urban center of 49 square miles, with approximately 113,000 residents, that transcends its agrarian roots to become a multifaceted metropolis. Understanding Greeley's historical context is essential for grasping the essence of the city today and envisioning its trajectory in the years to come. As Greeley continues to grow and change, its rich tapestry of culture, heritage, water, and other resources will undoubtedly shape its future path.

Figure 2: Population Distribution (2023)

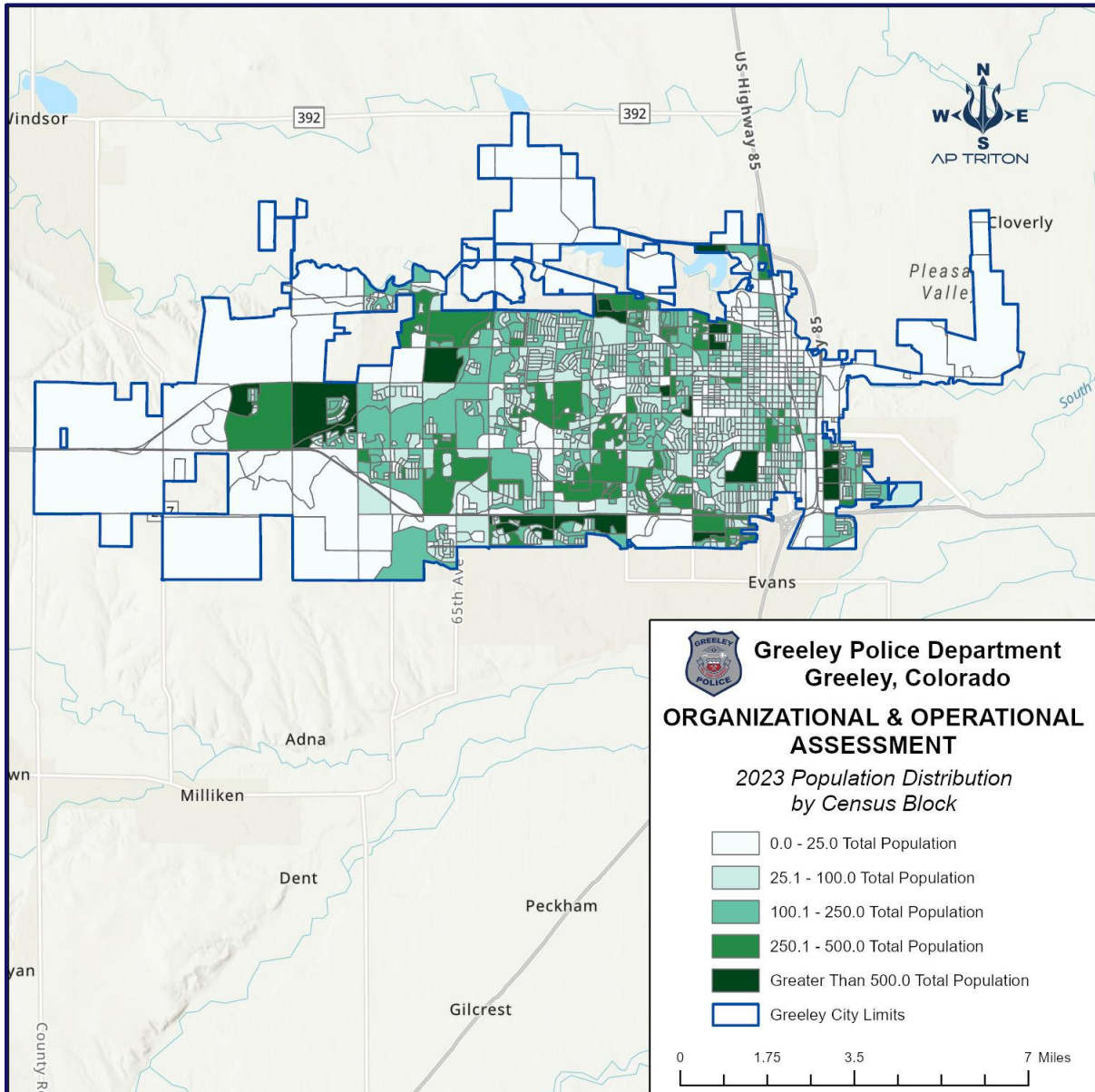
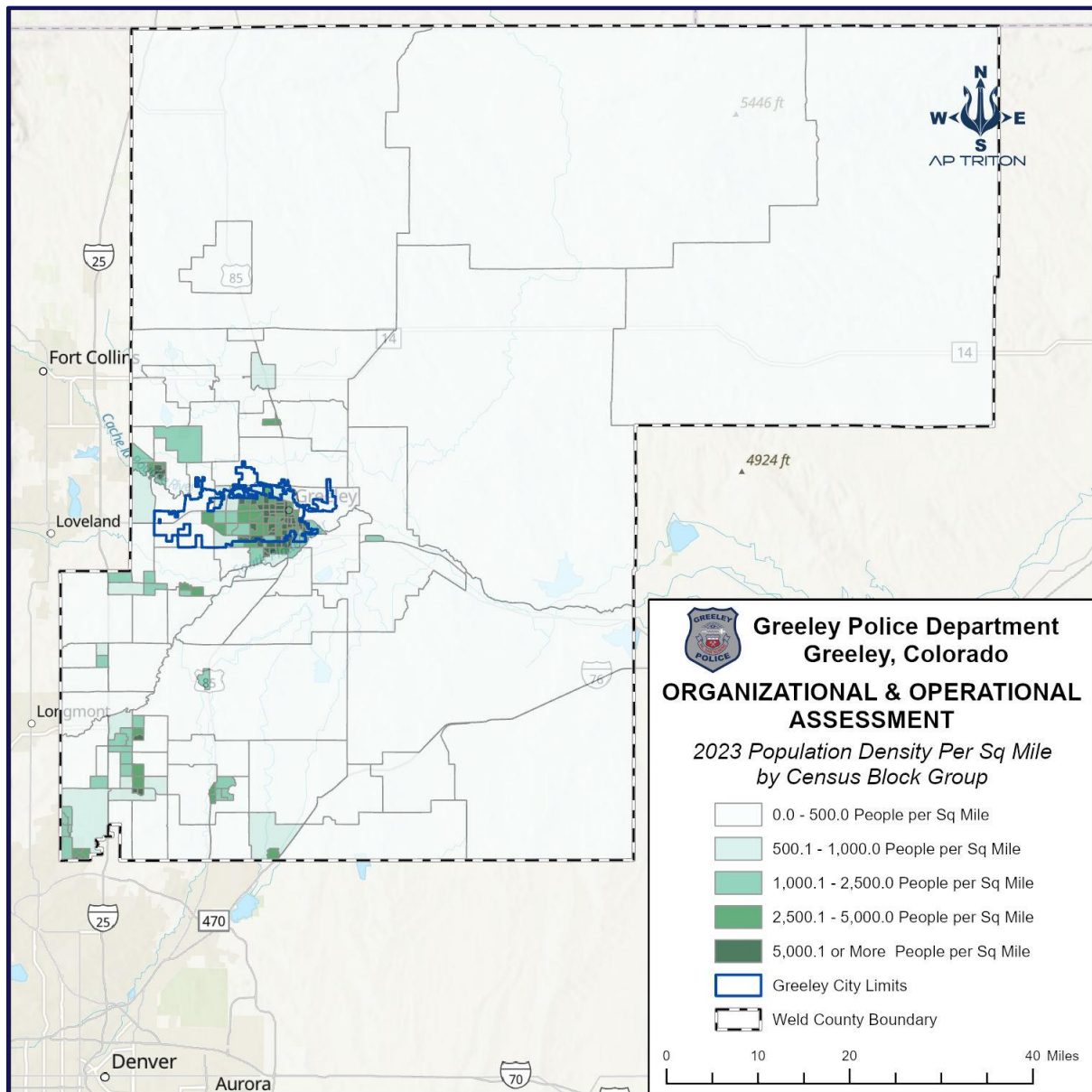


Figure 3: Population Density (2023)



History, Formation, and General Description of the Greeley Police Department

The Greeley Police Department (GPD) operates within a framework of community-oriented policing, emphasizing proactive engagement with residents and stakeholders to address public safety concerns collaboratively. This approach prioritizes building trust and partnerships within the community, recognizing that effective law enforcement requires active participation and cooperation from residents.

The department's organizational structure is designed to facilitate responsive and comprehensive law enforcement services. It encompasses various divisions and specialized units, including patrol, investigations, traffic enforcement, K-9, and community outreach. Each division plays a distinct role in addressing different aspects of public safety, from responding to emergencies and conducting criminal investigations to promoting traffic safety and engaging with residents through outreach programs.

The police department has a rich history that reflects its evolution and dedication to serving the community. Dating back to the city's early days, law enforcement in Greeley has undergone significant changes in response to growth, societal shifts, and advancements in policing practices. Formal law enforcement in Greeley began to take shape in the year 1871, around the time of the city's incorporation. Initially, law and order were maintained by makeshift constables and volunteer groups. However, as Greeley grew, there was a need for a more organized police force.

The GPD was established to meet this need, starting with a small group of officers responsible for maintaining order in the community. Over time, the department expanded in response to the city's population growth, adding more officers, specialized units, and resources. Throughout the 20th century, the GPD faced various challenges, from the Great Depression to the Civil Rights era. Officers worked to navigate these issues while upholding justice and public safety.

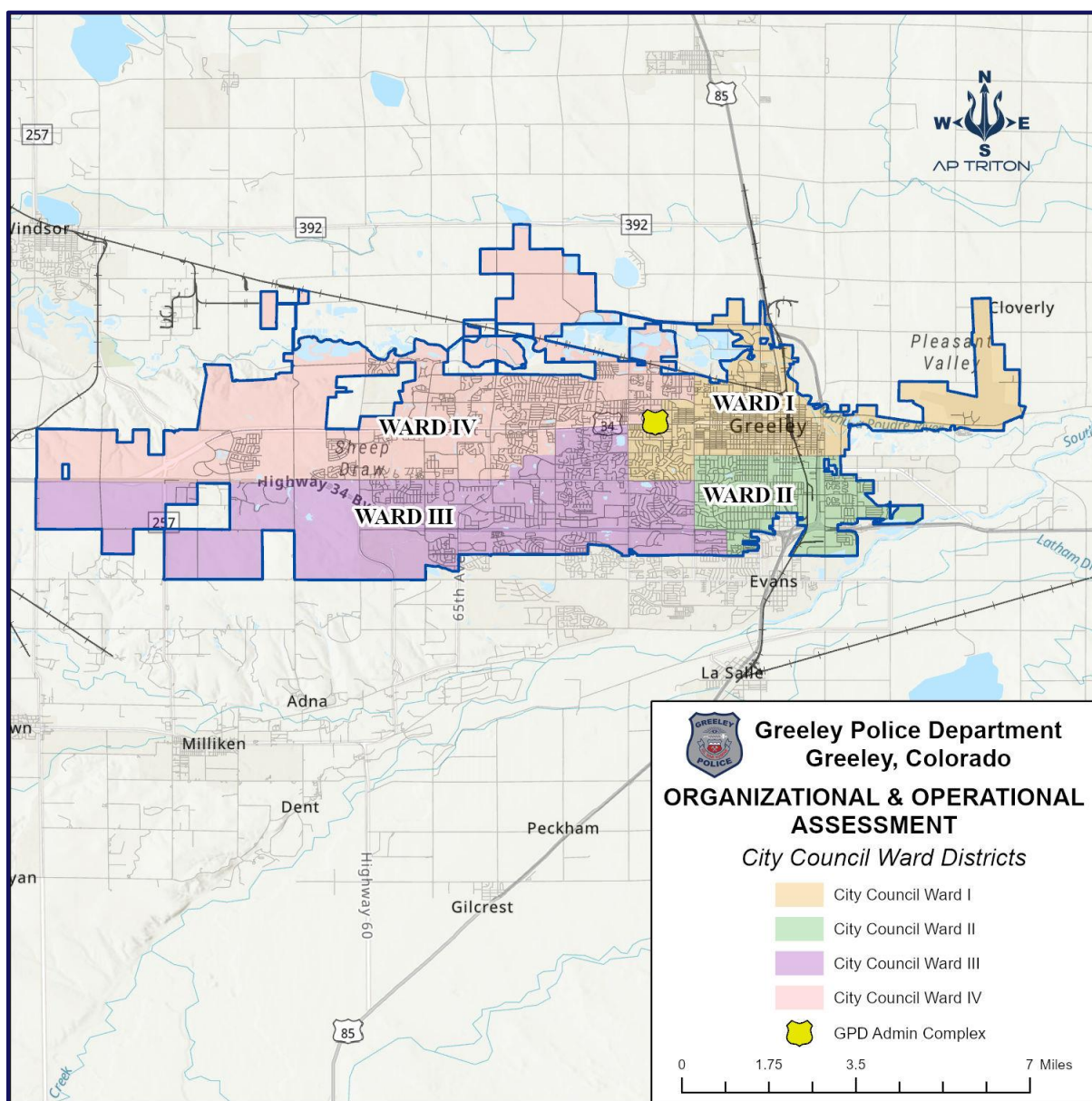
Through initiatives such as neighborhood watch programs, citizen academies, and community policing forums, the department seeks to foster positive relationships with residents and empower them to play an active role in crime prevention and public safety. Moreover, the GPD collaborates with local organizations, businesses, and educational institutions to address underlying social issues and enhance the quality of life for all residents. By working closely with community stakeholders, the department aims to build a safer, more resilient city where everyone feels supported and valued. Because of this, the department plays a vital role in safeguarding public safety and promoting the well-being of residents through a collaborative, community-oriented approach to law enforcement. By working together with stakeholders and residents, the department strives to uphold the values of justice, integrity, and service that define the City of Greeley.

Greeley Governance and Lines of Authority

The governance of Greeley operates within a council-manager system, wherein seven elected officials, including a mayor and city council members, oversee policymaking and legislative functions, while a City Manager is responsible for administrative operations. This structure ensures a balance of democratic representation and professional management, allowing for efficient decision-making and service delivery.

Central to maintaining public safety and order within Greeley is the Greeley Police Department. As the primary law enforcement agency serving the city, the GPD is tasked with upholding the law, preventing crime, and promoting community safety. The department operates under the auspices of the city government, adhering to local ordinances and state laws while collaborating with other municipal, county, state, federal agencies, and community stakeholders.

Within Greeley's municipal government, the city council serves as the legislative body responsible for setting policies and ordinances, while the City Manager oversees day-to-day operations and administration. This council-manager system promotes transparency, accountability, and efficiency in governance, allowing for effective coordination between elected officials and professional staff.

Figure 4: City Council Ward Districts

Further, the GPD operates under the authority of the city government, adhering to local laws and regulations while upholding the principles of constitutional policing and accountability. Oversight mechanisms, such as the Civil Service Commission, other community boards, and an internal affairs unit, help to ensure that the department operates with integrity and maintains public trust.

In a typical police department, the chain of command and lines of communication are structured hierarchically, with clear lines of authority and responsibility. This structure ensures efficient operation and coordination of activities within the department.

GPD's chain of command operates as follows:

Professional Staff: The professional staff in a police department includes professional staff employees who perform administrative, technical, or support roles. This can include roles such as administrative assistants, records clerks, crime analysts, and technicians. Professional staff members typically report to supervisors within their respective departments or units.

- **Line-Level Police Officers:** Line-level police officers are the uniformed officers who patrol the streets and respond to calls for service. They report to Sergeants and are responsible for carrying out day-to-day law enforcement activities, such as conducting patrols, making arrests, and investigating crimes.
- **Sergeants:** Sergeants are typically the first level of supervision for line-level officers. They are responsible for supervising and directing the activities of officers within their assigned shift or unit. Sergeants also provide guidance, support, and training to officers and may be responsible for conducting performance evaluations.
- **Commanders:** Commanders oversee larger sections or units within the police department, such as patrol, investigations, or special operations. They are responsible for developing and implementing departmental policies and procedures, as well as managing resources and personnel within their command. Commanders report directly to the Deputy Chief or Chief of Police.
- **Deputy Chiefs:** Deputy Chiefs are high-ranking officers who assist the Chief of Police in overseeing the day-to-day operations of the department. They may be responsible for specific areas of the department, such as administration, operations, or support services. Deputy Chiefs also serve as advisors to the Chief of Police and may act as the Chief in their absence.
- **Chief of Police:** The Chief of Police is the highest-ranking officer in the department and is responsible for the overall management and direction of the department. The Chief of Police sets departmental policies, oversees budgetary matters, and represents the department to the public and other agencies. The Chief of Police reports to the city manager.

In terms of communication, information generally flows up and down the chain of command. For example, line-level officers report incidents and information to their Sergeants, who then relay important information to Commanders, Deputy Chiefs, and ultimately the Chief of Police. Similarly, directives, policies, and decisions from higher-ranking officers are communicated down the chain of command to ensure that all personnel are informed and aligned with departmental goals and objectives.

Overview of the GPD's Service Area

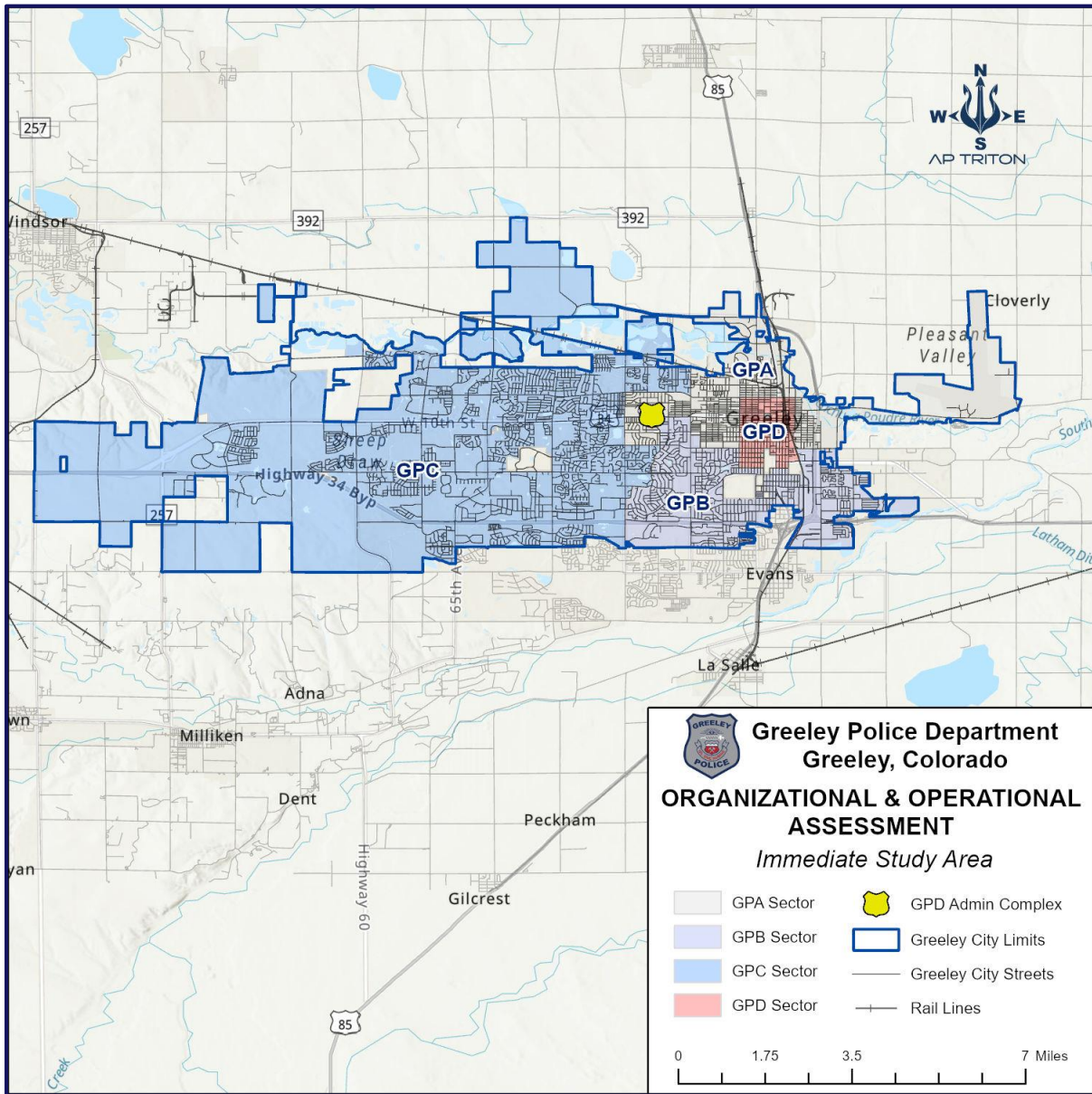
Geographic division through beats and/or sectors is a fundamental concept in modern policing, providing a framework for officers to effectively manage and police their assigned areas. This division is crucial for several reasons, primarily centered around enhancing police-community relationships, improving response times, and increasing the overall effectiveness of law enforcement efforts.

Here's a detailed breakdown of how Greeley Police Department sectors facilitate geographic division:

- **Neighborhood Familiarity:** By dividing the City of Greeley into smaller sectors, officers can focus on becoming intimately familiar with the specific neighborhoods and communities within their assigned area. This familiarity allows officers to better understand the local dynamics, including the layout of the area, key locations (such as schools, parks, and businesses), and the demographics of the residents.
- **Addressing Local Concerns:** Each neighborhood or area within these sectors has unique challenges or concerns that require specific attention from law enforcement. For example, one neighborhood may struggle with high rates of property crime, while another may have issues related to drug activity or gang violence. By assigning officers to specific sectors, the Greeley Police Department can ensure that officers are well-equipped to address these local concerns effectively.
- **Community Policing:** Geographic division through sectors is closely tied to the concept of community policing, which emphasizes building positive relationships between the GPD and the communities they serve. Officers assigned to these sectors are encouraged to engage with residents, business owners, and community leaders to establish trust and address community concerns collaboratively.

- **Efficient Resource Allocation:** Dividing the city into sectors allows GPD to allocate resources more efficiently. For example, areas with higher crime rates or larger populations may be assigned more officers to ensure adequate coverage, while areas with lower crime rates may require fewer resources.
- **Enhanced Response Times:** When a call for service is received, dispatchers can quickly identify the sector in which the incident occurred and assign the nearest available GPD officers to respond. This can help reduce response times, ensuring that officers can reach the scene quickly and provide assistance as needed.
- **Strategic Planning:** Sectors provide a framework for strategic planning within the GPD. Commanders can analyze crime data, patrol patterns, and other relevant information to identify trends and develop targeted enforcement strategies for each area of concern.

The following figure displays the GPD's geographic coverage and responsibility.

Figure 5: Immediate Study Area with Sectors

Police Department Organizational Design

The command structure of the Greeley Police Department is designed to ensure efficient operations, clear communication, and effective leadership throughout the organization. Because of this, at the time of this study, the department had 157 sworn police officers, 66 professional staff members, and 14 volunteers.

Chief of Police

At the top of the command structure is the Chief of Police, who is responsible for overseeing the overall operations of the police department. The Chief sets strategic priorities, establishes policies and procedures, and provides direction to departmental divisions and units. As the highest-ranking officer, the Chief represents the department to the community, city officials, and other law enforcement agencies.

Deputy Chiefs

Beneath the Chief of Police, the Deputy Chiefs assist in managing specific aspects of departmental operations. These high-ranking officers oversee two divisions of the GPD—the Operations Division and the Support Services Division:

- The Operations Division consists of the patrol section, as well as everyone who wears a police uniform as a primary function of their job. The Operations Division also provides a liaison to the Weld County Regional Communications Center and the E-911 Emergency Telephone Service Authority Board.
- The Support Services Division is comprised of Investigations, the Weld County Task Force, Training Unit, Records, Professional Standards, the Office of Public Information, and Evidence and Property.

Commanders

Commanders in the GPD have a broad scope of responsibility, overseeing significant divisions or units such as patrol, investigations, or special operations. They are entrusted with developing and executing departmental policies and procedures, ensuring they are effectively implemented within their command. Moreover, Commanders are tasked with managing the allocation of resources and personnel under their purview, ensuring that both are optimally utilized to achieve departmental objectives.

In terms of hierarchy, Commanders report directly to the Deputy Chief or Chief of Police, serving as key liaisons between frontline officers and top-level leadership. This position requires a high level of strategic thinking and decision-making, as Commanders must balance the needs of their division or unit with the overarching goals and priorities of the department as a whole. They are also responsible for fostering a positive and inclusive work environment, where personnel are motivated and supported in their duties.

Additionally, Commanders often play a crucial role in liaising with other agencies and community stakeholders, representing the department in various forums and collaborations. This aspect of their role requires strong communication and interpersonal skills, as well as the ability to build and maintain effective partnerships. Overall, Commanders are instrumental in shaping the direction and success of the department, ensuring that it operates efficiently and effectively to serve and protect the community.

Supervisors

Sergeants play a crucial role as frontline supervisors within the Greeley Police Department, serving as the bridge between officers on the ground and upper management. Their responsibilities are varied and encompass overseeing patrol shifts, investigations, or specialized units. This pivotal position requires a unique blend of leadership, mentorship, and operational skills to ensure the efficient and effective functioning of their respective units. One of the key duties of a Sergeant is to provide guidance and mentorship to officers under their command. They are responsible for ensuring that officers are properly trained, equipped, and supported in carrying out their duties. This includes providing feedback on performance, addressing any issues or concerns that may arise, and facilitating professional development opportunities for their team members.

In addition to providing mentorship, Sergeants are also responsible for ensuring that departmental policies and procedures are followed. They serve as a point of contact for officers seeking clarification on policies and are responsible for enforcing these policies within their units. This requires a thorough understanding of departmental protocols and a commitment to upholding the highest standards of professionalism and integrity.

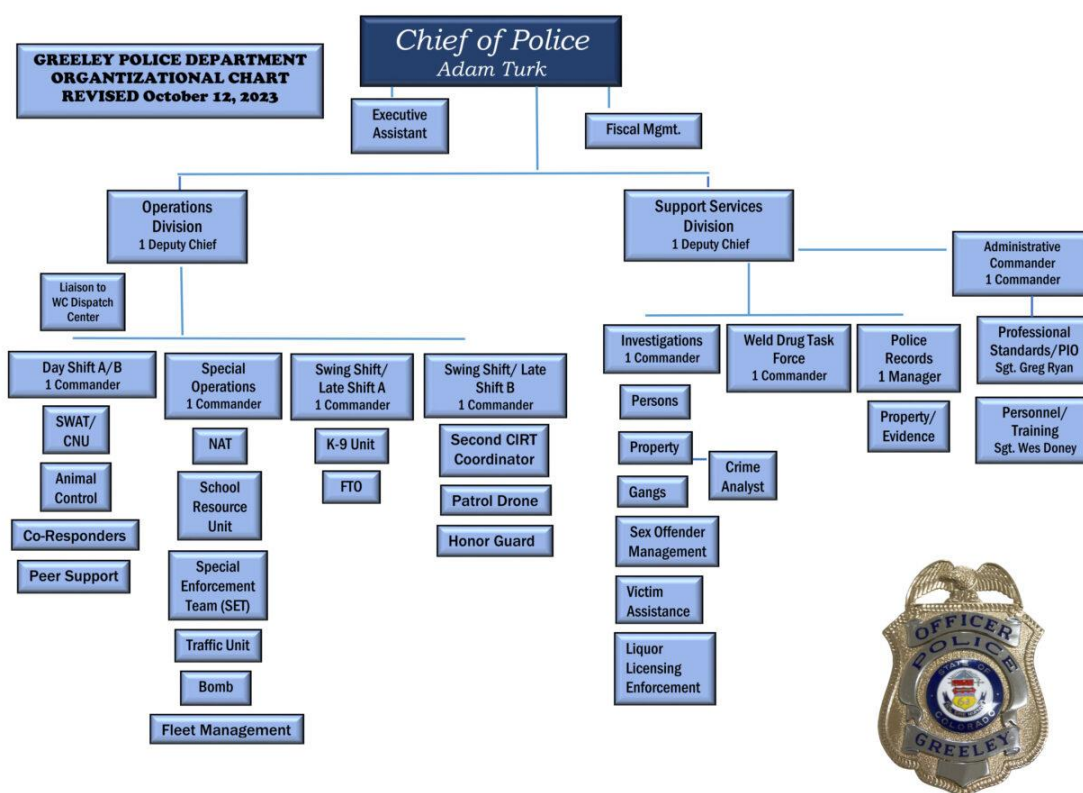
Furthermore, Sergeants play a critical role in ensuring that operations run smoothly within their units. They are responsible for coordinating the deployment of personnel and resources, ensuring that shifts are adequately staffed, and responding to any emergencies or incidents that may arise. This requires strong organizational skills, the ability to make quick decisions under pressure, and effective communication skills to liaise with other units and agencies as needed.

Officers

Patrol officers with the Greeley Police Department serve as the backbone of the force, embodying the frontline presence that ensures the safety and security of the community. Tasked with patrolling neighborhoods, business districts, and other key areas, these officers play a pivotal role in deterring crime, enforcing laws, and responding to emergencies. Their duties are wide-ranging and demanding, requiring a blend of vigilance, quick decision-making, and a strong commitment to public service.

Overall, the command structure of the GPD is designed to facilitate effective leadership, coordination, and communication at all levels of the organization, ensuring that officers and personnel have the support, guidance, and resources they need to fulfill their duties and serve the community effectively.

Figure 6: GPD Organization Chart



The officers of the GPD are dedicated professionals who play a vital role in ensuring the safety and security of the community.

General Police Operations, Allocation, and Deployment

Executive Assistant

The role of the GPD Executive Assistant to the Chief of Police is critical in supporting the chief and ensuring the efficient operation of the police department. The responsibilities of the Chief of Police's Executive Assistant include:

- **Administrative Support:** Providing high-level administrative support to the Chief of Police, including managing schedules, organizing meetings, and handling correspondence.
- **Communications:** Serving as a primary point of contact for internal and external communications, including phone calls, emails, and inquiries directed to the Chief of Police.
- **Information Management:** Managing information flow to and from the Chief of Police, ensuring that important information is relayed in a timely and accurate manner.
- **Record-keeping:** Maintaining records, files, and documents related to the Chief of Police's activities, including meeting minutes, reports, and correspondence.
- **Event Coordination:** Assisting in the planning and coordination of events attended or hosted by the Chief of Police, such as community meetings, conferences, and ceremonies.
- **Policy and Procedure Support:** Assisting in the development, implementation, and communication of departmental policies and procedures under the direction of the Chief of Police.
- **Confidentiality:** Maintaining strict confidentiality and discretion regarding sensitive information and matters related to the Chief of Police and the police department.
- **Project Management:** Managing special projects and initiatives assigned by the Chief of Police, which may involve coordinating with other departmental staff or external stakeholders.
- **Budget and Finance:** Assisting in budget preparation and monitoring, as well as managing financial records and expenditures related to the office of the Chief of Police.
- **Liaison Role:** Serving as a liaison between the Chief of Police and other departmental staff, as well as external agencies, community groups, and the public.

Overall, the Executive Assistant plays a crucial role in supporting the Chief of Police in their leadership role, ensuring that the office operates smoothly, and that the Chief of Police is able to focus on strategic priorities and decision-making.

Fiscal/Budget Management Position

In the Greeley Police Department, a fiscal/budget management position within the Chief of Police's office typically involves overseeing the financial operations and budgetary matters of the department. Here are the roles and responsibilities associated with this position:

- **Budget Preparation:** Prepare the annual budget for the police department in coordination with the Chief of Police, Deputy Chiefs, and other departmental personnel. This includes analyzing financial data, forecasting expenses, and ensuring that budgetary allocations align with departmental priorities and objectives.
- **Budget Monitoring:** Monitor and track expenditures against the approved budget throughout the fiscal year. Identify any variances or discrepancies and recommend adjustments as needed to ensure that the department remains within budgetary limits.
- **Financial Reporting:** Prepare financial reports and statements for the Chief of Police, departmental leadership, city officials, and other stakeholders. These reports may include budgetary status reports, revenue projections, and financial analyses.
- **Grant Management:** Oversee the financial aspects of grant funding received by the police department. This includes ensuring compliance with grant requirements, tracking expenditures, and preparing financial reports for grantors.
- **Procurement and Contract Management:** Manage the procurement process for goods and services needed by the police department. This includes preparing requests for proposals (RFPs), reviewing bids, and overseeing contract negotiations and compliance.
- **Financial Policies and Procedures:** Develop and implement financial policies and procedures to ensure effective and efficient financial management within the police department. This includes ensuring compliance with city, state, and federal regulations.
- **Fiscal Planning:** Assist the Chief of Police and departmental leadership in long-term fiscal planning. This may involve forecasting future financial needs, identifying cost-saving opportunities, and developing strategies to maximize financial resources.

- **Budget Advocacy:** Advocate for the police department's budgetary needs and priorities to city officials, budget committees, and other stakeholders. This may involve presenting budget proposals, providing financial justifications, and participating in budget hearings and meetings.
- **Training and Development:** Stay informed about best practices and trends in fiscal management and budgeting. Provide training and guidance to departmental staff on budget-related matters as needed.
- **Collaboration:** Collaborate with other city departments, finance staff, and external agencies on fiscal matters that impact the police department. This includes participating in interdepartmental meetings and committees related to budgeting and financial management.

Overall, the fiscal/budget management position in the Chief of Police's office plays a crucial role in ensuring the financial health and sustainability of the Greeley Police Department. This position requires strong financial acumen, attention to detail, and the ability to effectively communicate and collaborate with others.

Operations Division

Weld County Dispatch Liaison

The Weld County Regional Communications Center plays a crucial role as the primary communication hub for the Greeley Police Department, other countywide first responders, and the 325,000 residents of Weld County. The center's dedicated team manages 9-1-1 and non-emergency calls, as well as dispatch services for 43 law enforcement, fire, and EMS agencies.

Housed in a 10,000-square-foot facility, the Communications Center features 14 cutting-edge consoles designed for radio, telephone, and computer-aided dispatch (CAD) operations. It stands out as one of only two such centers in Colorado with a fully operational backup facility, ensuring uninterrupted service in the event of a major outage or the need for relocation. This backup center mirrors the main facility's functions and is the state's sole hot standby backup center.

The center's commitment to excellence is underscored by its reaccreditation in October 2016 as an Emergency Medical Dispatch Accredited Center of Excellence by the International Academy of Emergency Dispatch. This prestigious recognition highlights the center's unwavering dedication to superior performance and continual improvement.

Patrol

At the operational level, patrol officers are the frontline representatives of the Greeley Police Department, tasked with carrying out a wide range of duties essential to maintaining public safety and order. One of their primary responsibilities is patrolling neighborhoods and communities to deter criminal activity, respond to emergencies, and provide a visible presence to reassure the public. This aspect of their role involves driving through areas, conducting foot patrols, and interacting with community members to address concerns and build trust.

Responding to calls for service is another key aspect of an officer's role. This includes responding to emergency calls, such as reports of crimes in progress or accidents, as well as non-emergency calls, such as noise complaints or traffic violations. Officers must assess the situation, gather information, and take appropriate action to resolve the issue, which may involve making arrests, issuing citations, or providing assistance to those in need.

Conducting investigations is also a critical part of an officer's duties. This may involve gathering evidence, interviewing witnesses, and interrogating suspects to solve crimes and bring perpetrators to justice. Officers must adhere to strict protocols and procedures to ensure that evidence is properly collected and preserved, and that the rights of all parties involved are protected.

In addition to their law enforcement duties, officers are also responsible for engaging with the community. This includes participating in community events, giving presentations on crime prevention, and working with community groups to address specific issues. By building positive relationships with community members, officers can gain valuable insights into local concerns and work collaboratively to find solutions.

Patrol schedules are based on a 4 day, 10-hour work week, and the shifts are split with three namely titles of "A Platoon", "B Platoon," and, "Power Shifts" as listed below:

- **A Platoon:** Wednesday–Saturday from 0700–1700, 1630–0230, and 2130–0730
- **B Platoon:** Sunday–Wednesday from 0700–1700, 1630–0230, and 2130–0730

- **Power Shifts:** The Greeley Police Department operates with a comprehensive schedule comprising six power - day shifts. These shifts are structured as follows: three units are on duty from Wednesday to Saturday, 0900 to 1900 hours, while the remaining three units cover Sunday to Wednesday during the same hours. Additionally, the department maintains six power night shifts, which are assigned from Wednesday to Saturday, 1400 to 0000 hours, and equivalent hours for Sunday to Wednesday. This scheduling framework is meticulously designed to bolster patrol staffing, ensuring seamless transitions during shift changes and maintaining consistent law enforcement coverage throughout the City of Greeley.

Special Operations

SWAT/Crisis Negotiations Unit (CNU)

The Special Weapons and Tactics (SWAT) Team of the Greeley Police Department (GPD) is a specialized unit designed to provide a tactical response capability for handling emergency incidents that fall outside the scope of normal patrol operations. Established to address high-risk situations that require specialized skills and equipment, the SWAT team is an integral part of GPD's commitment to ensuring public safety and maintaining order in the community.

Comprised of highly trained and skilled officers, the SWAT team undergoes rigorous training to prepare for a variety of scenarios, including hostage situations, armed standoffs, and high-risk warrant service. These officers are equipped with specialized gear and weapons to effectively respond to such incidents and mitigate potential threats to public safety.

In addition to its tactical operations, the SWAT team works closely with the Crisis Negotiations Unit (CNU) to resolve situations peacefully whenever possible. The CNU is made up of several members who receive specialized training in negotiation skills, communication techniques, and behavioral analysis. This unit plays a crucial role in de-escalating potentially volatile situations and ensuring the safety of both civilians and officers.

As a collateral assignment within the GPD, CNU members are drawn from various areas of the department, allowing for a diverse range of expertise and experience to be brought to bear in crisis situations. Team members regularly train with the SWAT team and other negotiators to stay abreast of current trends and best practices in crisis negotiation, ensuring that they are well-prepared to handle any situation that may arise.

Overall, the SWAT Program and Crisis Negotiations Unit of the Greeley Police Department are vital components of the department's overall strategy for maintaining public safety and responding effectively to emergencies. Through their specialized training, equipment, and collaborative approach, these units stand ready to protect and serve the community in times of crisis.

Animal Control and Community Service Officers

The Greeley Police Department is supported by a cadre of dedicated professional staff members, including Community Service Officers (CSO's) and Animal Control Officers (ACOs). These uniformed personnel play a crucial role in enhancing departmental operations by responding to non-emergency calls for service and providing vital support to sworn officers.

Community Service Officers are trained to handle a wide range of non-emergency situations, including traffic control, minor accident investigations, and assisting with paperwork at accident scenes. They also provide valuable assistance in community outreach efforts, such as neighborhood meetings and public events, helping to foster positive relationships between the police department and the community.

Similarly, Animal Control Officers play a vital role in ensuring public safety and animal welfare within the community. They respond to calls related to animal complaints, including stray or injured animals, nuisance wildlife, and animal welfare checks. ACOs also play a critical role in enforcing animal-related ordinances and laws, such as leash laws and vaccination requirements, helping to protect both animals and the community.

In addition to their day-to-day responsibilities, CSOs and ACOs also provide valuable support during emergencies and large-scale events. They work alongside sworn officers to ensure the safety and security of the community, often performing tasks such as traffic control, crowd management, and logistical support.

Overall, the role of CSOs and ACOs within the Greeley Police Department is essential to maintaining a safe and secure community. Their dedication, professionalism, and commitment to service are integral to the department's mission and help to ensure that the needs of the community are met in a timely and effective manner.

Co-Responder Program

The Greeley Police Department's Co-Responder Program is a collaborative initiative that pairs law enforcement officers with behavioral health specialists to address mental health-related calls for service. These teams are specifically trained to intervene in situations that have historically led to arrests, with the goal of de-escalating tensions and providing immediate assistance to individuals in crisis. By assessing the needs of individuals on the scene, the teams can determine whether a referral for a behavioral health assessment is necessary, ensuring that individuals receive appropriate care and support.

The Co-Responder Program represents a proactive approach to addressing mental health crises, recognizing the complex intersection of mental health and law enforcement. By pairing law enforcement officers with behavioral health specialists, the program aims to provide a more holistic and compassionate response to individuals experiencing mental health challenges. This approach not only helps to de-escalate potentially volatile situations but also ensures that individuals receive the care and support they need to address their underlying mental health issues.

The program's focus on diversion reflects a broader shift in law enforcement towards more community-centered and proactive approaches to public safety. Rather than relying solely on traditional law enforcement responses, the Co-Responder Program seeks to identify and address the root causes of mental health crises, reducing the likelihood of future encounters with law enforcement. This approach not only benefits individuals in crisis but also helps to reduce the strain on the criminal justice system and promote overall community well-being.

In addition to their direct interventions, Co-Responder teams also play a crucial role in providing education and training to law enforcement officers and the community. By raising awareness about mental health issues and providing tools and resources for effective intervention, the program helps reduce stigma and promote understanding. This community engagement is key to building trust and strengthening relationships between law enforcement and the community, ultimately contributing to a safer and a more compassionate community.

Peer Support

Peer support for the GPD's law enforcement officers and professional staff is a critical component of their overall well-being and career success. Law enforcement is a demanding profession that exposes officers to high levels of stress, trauma, and emotional strain. Greeley Police Department's peer support program provides officers and staff with a confidential and understanding environment where they can seek help, share experiences, and receive guidance from colleagues who understand the unique challenges of the job.

One of the key benefits of peer support is its ability to reduce the stigma associated with seeking help for mental health issues. In many law enforcement agencies, there is a culture of toughness and self-reliance that can make officers hesitant to seek professional help. Peer support programs create a safe space where officers and others can discuss their experiences openly and without judgment, helping to break down barriers to seeking help.

Peer support also plays a crucial role in helping the GPD staff cope with the emotional toll of their work. Law enforcement officers are often exposed to traumatic events, such as violent crimes and accidents, that can have lasting effects on their mental health. Peer support programs provide officers with the opportunity to process these experiences in a healthy way, reducing the risk of developing conditions like post-traumatic stress disorder (PTSD).

Additionally, peer support programs can help improve job satisfaction and retention rates among law enforcement officers. By providing officers with the support they need to cope with the challenges of the job, these programs can help prevent burnout and improve overall morale. This, in turn, can lead to a more engaged and effective workforce, ultimately benefiting the department and the community it serves.

Psychological counseling sessions – The department will pay for three sessions per calendar year with a counselor from the contracted psychological firm for police department employees and those who volunteer with the Victim Services Unit. In order to qualify for these counseling sessions, the issue must be work related, and covers only the employee or volunteer. This is separate from our protocol for dealing with critical incidents, which may require more sessions prior to the officer returning to duty following the incident. Any individual wishing to take advantage of this service can call Brower Psychological Police & Public Safety Services directly at (720) 222-3400. The sessions can be accessed via telehealth, or by traveling to the offices of Brower Psychological located in either Northfield (Denver) or the Denver Tech Center. Counseling sessions in excess of the three visits will be the financial responsibility of the employee or volunteer.

In conclusion, peer support for law enforcement officers and staff at GPD is a critical component of their overall well-being and career success. By providing officers with a confidential and understanding environment where they can seek help and support, peer support programs help reduce stigma, improve mental health outcomes, and enhance job satisfaction and retention rates. Maintaining GPD's peer support program should be a priority for their staff to support the health and well-being of their teams.

Neighborhood Action Team (NAT)

The Neighborhood Action Team (NAT) is a specialized unit within the Greeley Police Department dedicated to proactively addressing chronic and complex issues within the community. By collaborating with non-profit, government, and business organizations, NAT works to identify and resolve problems that impact the quality of life for residents. Their focus on community outreach and engagement is achieved through hosting and participating in special events, as well as utilizing social media platforms to communicate with residents.

One of NAT's primary responsibilities is to manage a variety of programs designed to empower and enrich the community. This includes the Shoplifter Task Force, which aims to reduce retail theft and improve safety in local businesses. Additionally, NAT oversees internships for college and high school students, providing valuable work experience and mentorship opportunities within law enforcement. Another important program managed by NAT is Operation Safe Stay, which focuses on enhancing safety and security in residential areas.

Through their proactive approach, NAT seeks to build strong partnerships with community members and organizations. By fostering these relationships, NAT is able to gain valuable insights into community needs and develop tailored solutions to address them. This collaborative effort helps to build trust and strengthen bonds between law enforcement and the community, leading to a safer and more cohesive neighborhood.

1) Commercial Crime Collaborative (C3) Initiative

The Commercial Crime Collaborative (C3) is an innovative program initiated by the Greeley Police Department with the strategic objective of forging robust partnerships between the Greeley Police Department and the local retail sector, focusing primarily on loss prevention specialists. The initiative encompasses a significant number of prominent retail establishments within Greeley, including but not limited to Walmart, Lowe's, Home Depot, and Target, all of which are active participants in the C3 program.

The program engages members from the Neighborhood Action Team (NAT) and property crime detectives, representing the law enforcement component of the collaboration. C3 meetings are conducted on a monthly basis and are characterized by a structured agenda that includes law enforcement-led training sessions for loss prevention personnel, intelligence exchange, suspect identification, and strategic discussions aimed at enhancing the deterrence, investigation, and successful prosecution of shoplifting and organized retail crimes.

In addition to the regular meetings, the C3 initiative has introduced Shoplifting Blitz operations, which are conducted on a quarterly basis to intensify our proactive measures against retail crime. The collaborative efforts have been instrumental, with business representatives contributing significantly to suspect identification, thereby facilitating the resolution of numerous cases and propelling several extensive felony-level investigations.

The C3 program exemplifies the Greeley Police Department's dedication to community-oriented policing and underscores the value of collaborative efforts in addressing commercial crime effectively.

2) Citizen's Police Academy

The Greeley Police Department offers a robust Citizen's Police Academy, which is a comprehensive 11-week program designed to provide residents with a thorough understanding of law enforcement operations and foster enhanced cooperation between the community and the police force. Participants will be engaged through a series of educational lectures and dynamic hands-on activities, offering an insider's perspective into the daily functions and responsibilities of our dedicated officers.

3) Coffee with a Cop

Coffee with a Cop is an innovative initiative that invites community members to engage in open dialogue with local law enforcement officers in a relaxed and welcoming setting. During these sessions, held at various community venues, our officers are available for several hours to provide coffee, answer inquiries, and engage in casual conversations, ensuring a barrier-free interaction with the citizens we serve.

4) Fishing with a Cop

In partnership with Colorado Parks and Wildlife, the Greeley Police Department is delighted to host the annual Fishing with a Cop event. This initiative is aimed at fostering positive interactions between children and law enforcement personnel. Our officers take an active role in mentoring the youth on the fundamentals of fishing, thereby nurturing a foundation of trust and camaraderie with the future generation of our community.

These programs reflect the Greeley Police Department's commitment to community engagement and the building of lasting relationships through education and shared experiences.

In conclusion, the Neighborhood Action Team plays a vital role in enhancing the quality of life in the community. Through their proactive problem-solving approach and collaboration with various organizations, NAT is able to address chronic issues and improve the overall well-being of residents. By empowering the community and fostering positive relationships, NAT exemplifies the Greeley Police Department's commitment to serving and protecting the community.

School Resource Unit (SRU)

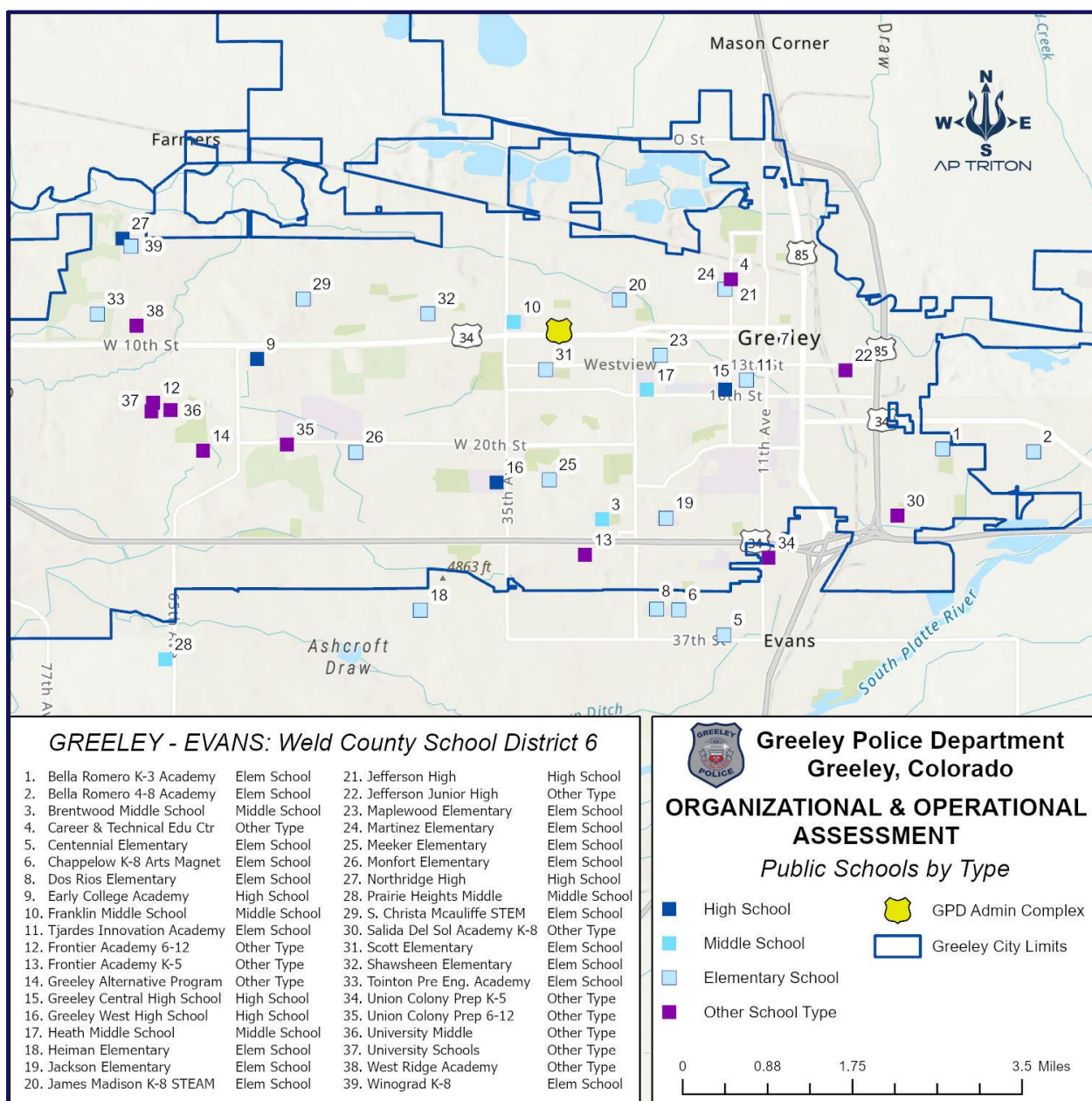
The School Resource Officer (SRO) Unit within the Greeley Police Department plays a pivotal role in ensuring the safety and security of over 50 educational institutions, including high schools, middle schools, elementary schools, charter schools, and private schools. With a daily responsibility to safeguard the well-being of more than 22,000 students and faculty members, the SROs are dedicated to providing a safe learning environment through their presence and proactive engagement with the school community.

One of the primary objectives of the SRU is to establish positive and meaningful relationships with students, faculty, and parents. By building trust and rapport, SROs are better able to address concerns, provide guidance, and serve as positive role models for young people. This proactive approach to community policing not only enhances safety within schools but also fosters a sense of partnership between law enforcement and the community.

In addition to their daily duties, the SRU is responsible for organizing and hosting the annual GPD Teen Police Academy. This program offers teenagers who are interested in pursuing a career in law enforcement the opportunity to gain firsthand experience and insight into the various facets of police work. Through interactive workshops, simulations, and presentations, participants are able to learn about the challenges and rewards of a career in law enforcement.

The SRO Unit's commitment to the safety and well-being of students extends beyond the school environment. SROs are actively involved in community outreach efforts, such as youth programs, community events, and educational presentations. By engaging with young people outside of school settings, SROs are able to build stronger relationships and contribute to a safer and more cohesive community.

Figure 7: Public School Locations by Type



Special Enforcement Team (SET)

The Special Enforcement Team (SET) is a proactive unit within the Greeley Police Department, specializing in the apprehension of high-risk offenders, warrant services, and targeting career criminals. Their primary focus is on preventing and addressing serious criminal activity, often collaborating with other units within the department and maintaining close relationships with various external agencies at the local, state, and federal levels. This collaborative approach allows SET to leverage a wide range of resources and expertise in their efforts to enhance public safety and combat crime.

In addition to their regular duties, SET plays a vital role in supporting various special events in the community, such as the Greeley Stampede and the Sex Offender Roundup. Their presence and support during these events help ensure the safety and security of attendees and participants, demonstrating their commitment to serving and protecting the community beyond their day-to-day operations. Through their involvement in these events, SET reinforces their role as a proactive and integral part of the department's overall strategy for maintaining public safety.

Traffic Unit

The Traffic Unit of the Greeley Police Department plays a crucial role in promoting road safety and managing traffic flow in the community. The primary objective of the department's police traffic management program is to ensure the safe and efficient movement of vehicles and pedestrians through effective enforcement of traffic laws and the delivery of related services. This proactive approach is aimed at reducing traffic collisions and the resulting fatalities and injuries.

The Traffic Unit is comprised of a dedicated team of professionals, including Sergeants and officers, who are trained and authorized to enforce traffic laws. These officers utilize a variety of vehicles, including motorcycles, marked police vehicles, and unmarked police vehicles, to monitor and enforce traffic regulations. Their presence on the roads serves as a deterrent to reckless driving and helps to maintain order and safety on Greeley's streets.

In addition to enforcement activities, the Traffic Unit also provides a range of services aimed at improving road safety. This includes conducting traffic safety education programs, participating in community outreach events, and collaborating with other agencies to address specific traffic-related issues. By engaging with the community and promoting awareness of traffic laws and safety measures, the Traffic Unit works to prevent accidents and save lives.

The Traffic Unit's efforts are guided by a commitment to professionalism, integrity, and public service. Their work is informed by data and analysis of traffic patterns and collision trends, allowing them to target enforcement efforts in areas where they are most needed. Through their dedication and diligence, the Traffic Unit plays a critical role in enhancing road safety and improving the quality of life for residents of Greeley.

Bomb Squad

The Greeley/Weld County Bomb Squad was established in 1973 and has since evolved into a highly specialized unit with six certified Explosive Ordnance Disposal (EOD) technicians and one para technician. Accredited by the F.B.I., the squad is renowned as a regional leader in bomb disposal, serving a vast area that encompasses Weld, Morgan, Logan, Washington, Yuma, Sedgwick, and Phillips counties. This expansive region spans over 13,000 square miles and is home to a population of 324,000, served by 36 law enforcement agencies.

A cornerstone of the squad's mission is to provide comprehensive training for first responders across the region. This training covers various aspects of dealing with explosives, including identification of homemade explosives, evacuation protocols, familiarization with bomb squad equipment and availability, and understanding the roles and responsibilities of first responders in handling suspicious packages. In the event of a terrorist threat or attack within the region, the Greeley/Weld bomb squad stands ready to respond and neutralize any explosive devices.

Beyond its critical role in responding to potential threats, the Greeley/Weld bomb squad is frequently called upon to support special events in the region. This includes providing security and explosive detection services for high-profile visits by dignitaries such as the President and Vice President of the United States, cabinet secretaries, and major party-political nominees. The squad's expertise and professionalism are integral to ensuring the safety and security of these events, highlighting its importance as a key asset in maintaining public safety and order in the region.

Fleet Management

The Fleet Management Program of the Greeley Police Department plays a vital role in ensuring that the department's officers and professional staff have access to safe, reliable, and efficient vehicles to perform their duties effectively. As a law enforcement agency, the Greeley Police Department relies heavily on its fleet of vehicles to respond to emergencies, conduct patrols, and carry out various other law enforcement activities. Therefore, the Fleet Management Program is essential in maintaining a fleet that meets the department's operational needs while adhering to budgetary constraints and environmental considerations.

One of the key objectives of the Fleet Management Program is to ensure the safety of officers and staff by providing them with well-maintained vehicles that are equipped with the necessary safety features and equipment. This includes regular maintenance checks, inspections, and repairs to ensure that each vehicle is in optimal working condition. Additionally, the program ensures that vehicles are equipped with the latest technology and equipment to enhance officer safety and effectiveness in the field.

Another important aspect of the Fleet Management Program is its focus on cost-effectiveness and efficiency. The program is responsible for managing the department's vehicle inventory, tracking usage, and optimizing vehicle allocation to minimize costs and maximize operational efficiency. This includes monitoring fuel consumption, maintenance costs, and vehicle lifespan to make informed decisions regarding fleet management and replacement.

Overall, the Fleet Management Program of the Greeley Police Department is a critical component of the department's operations. Through its focus on safety, cost-effectiveness, and environmental sustainability, the program ensures that officers and staff have access to a reliable fleet of vehicles that enables them to carry out their duties effectively and efficiently.

K9 Unit

The K9 Unit of the Greeley Police Department was established in 2010 and currently consists of three highly trained dogs. The unit places a strong emphasis on training and maintaining certifications to ensure its effectiveness in serving the community. Each K9 team dedicates a minimum of 40 hours per month to training, honing their skills in areas such as suspect apprehension and narcotics detection.

During deployments, the K9 Unit has proven to be an asset in locating and apprehending suspects, as well as detecting narcotics. This dual-purpose capability is a result of the dogs being certified in both narcotics detection and patrol work, including suspect apprehension. This certification ensures that the dogs and their handlers are well-equipped to handle a variety of situations in the field.

In addition to their operational duties, the K9 Unit is actively engaged in community outreach efforts. The unit regularly provides demonstrations to schools and community groups, showcasing the abilities of the dogs and their handlers. These demonstrations serve to educate the public about the role of K9 units in law enforcement and highlight the important work they do to keep officers and citizens safe.

The K9 Unit's commitment to training, certification, and community engagement reflects its dedication to excellence and professionalism. By maintaining high standards and actively participating in community outreach, the unit demonstrates its value as a critical resource in law enforcement. The K9 Unit plays a vital role in enhancing public safety and serving as a positive representation of the Greeley Police Department in the community.

Field Training Officers (FTO)

The Greeley Police Department's Field Training Program is a comprehensive 13-week initiative designed to familiarize recruit officers with the daily responsibilities of law enforcement. Throughout the program, recruit officers are closely supervised by certified Field Training Officers (FTOs) who provide guidance and support as they navigate various aspects of department operations. This hands-on approach not only equips recruit officers with the necessary skills to serve the community effectively but also offers them mentorship and support throughout the program's different phases.

Over the course of the Field Training Program, each new police officer undergoes more than 500 hours of field training before being authorized to patrol solo. This rigorous training regimen ensures that officers are well-prepared and equipped to handle the challenges they may face in the field, ultimately enhancing the department's ability to provide top-notch service to the community.

The program is also responsible for coordinating the training and mentoring of newly promoted Sergeants before they are assigned to a patrol shift. This aspect of the program ensures that even experienced officers transitioning into leadership roles receive the necessary guidance and support to excel in their new positions.

Critical Incident Response Team (CIRT)

The 19th Judicial District Critical Incident Response Team (CIRT) is a collaborative effort between GPD, multiple other law enforcement agencies, and the Weld County District Attorney's Office. This team of investigators is dedicated to thoroughly investigating incidents involving the use of deadly force by law enforcement officers or situations where a person dies while in custody within the 19th Judicial District.

CIRT is made up of personnel from various participating law enforcement agencies and the District Attorney's Office, ensuring a comprehensive and impartial investigation process. The Greeley Police Department plays a significant role in CIRT, providing two Commanders as the coordinators, two investigations Sergeants, two public information officers, two victim services unit coordinators, and several investigators to the team.

The purpose of CIRT is to conduct thorough, unbiased investigations into critical incidents involving law enforcement. This includes gathering evidence, interviewing witnesses, and reviewing relevant information to determine the facts of the case. By working collaboratively, CIRT ensures that investigations are conducted professionally and transparently, ultimately promoting accountability and public trust in the justice system.

Honor Guard

The Greeley Police Department's Honor Guard is a distinguished unit comprised of officers, detectives, and Sergeants. They exemplify precision in marching, adhere to strict flag standards, employ the U.S. Military Manual of Arms, and execute choreographed movements with finesse. Their primary objective is to bring a sense of professionalism, pride, respect, and tradition to all events they attend.

One of the key roles of the Honor Guard is to participate in memorial services for fallen police officers and other first responders. Their presence at these solemn occasions is a testament to their commitment to honoring the memory and sacrifice of their colleagues. Additionally, the Honor Guard is frequently called upon to represent the department at special events both within Colorado and in neighboring states.

The Honor Guard's dedication to precision and excellence is evident in their meticulous training and preparation for each event. They undergo rigorous practice sessions to ensure that their movements are executed flawlessly, reflecting their respect for the occasion and the individuals being honored. Their attention to detail and commitment to professionalism make them a revered presence at any event they attend.

In addition to their ceremonial duties, the Honor Guard also plays a role in community outreach and engagement. They serve as ambassadors for the department, fostering positive relationships with the community and promoting a sense of pride and respect for law enforcement. Through their participation in various events and ceremonies, the Honor Guard represents the values and principles of the Greeley Police Department with dignity and honor.

Lastly, the Greeley Police Department's Honor Guard is a distinguished unit that embodies the values of professionalism, pride, respect, and tradition. Their presence at memorial services and special events serves as a reminder of the sacrifices made by police officers and first responders. Through their precision and dedication, the Honor Guard upholds the highest standards of honor and service, reflecting the department's commitment to excellence.

Support Services Division—Administration

Professional Standards

The Office of Professional Standards within the Greeley Police Department serves as an independent entity responsible for upholding the agency's integrity and professionalism. Reporting directly to the Administrative Commander, the Office of Professional Standards oversees internal affairs, ensuring that all complaints are thoroughly and impartially investigated. The goal of internal affairs is to maintain the agency's integrity by ensuring objectivity, fairness, and justice through rigorous investigation and review processes.

All complaints alleging misconduct or policy violations by the Police Department, or its members, are taken seriously and investigated promptly. The department accepts complaints in person, in writing, by email, telephone, or other communication methods. Even anonymous complaints are accepted and investigated if they concern criminal violations of the law or major policy violations. This commitment to thorough investigation is aimed at protecting both citizens from police misconduct and Police Department employees from false allegations.

Investigations conducted by the Office of Professional Standards serve multiple purposes. They aim to protect the community by identifying and addressing instances of police misconduct. Simultaneously, these investigations help protect Police Department employees from unjust accusations. Moreover, these inquiries serve to identify and rectify any potentially flawed department policies, procedures, or practices. To assist in these investigations, all Greeley Police Officers are equipped with body-worn cameras, and video footage is reviewed as part of the investigative process.

In addition to investigating complaints, the Office of Professional Standards conducts routine audits throughout the year. These audits cover a range of departmental functions, including officer messages, evidence handling, narcotics scheduled for destruction, and special cash funds. These audits help ensure that departmental operations are conducted in accordance with established policies and procedures, further contributing to the agency's commitment to professionalism and accountability.

Public Information Office (PIO)

The Public Information Officer (PIO) holds a critical role within the Greeley Police Department, serving as the conduit between the department and the public. This professional staff position is responsible for ensuring the timely and accurate dissemination of information to both the public and the media. The PIO achieves this through various channels, including GPD's social media platforms, press releases, press conferences, and interviews with multiple media outlets. By effectively managing communication efforts, the PIO plays a crucial role in maintaining transparency and building trust within the community.

One of the primary responsibilities of the PIO is to collaborate with every unit within the department to identify suspects, notify the public of alerts, bulletins, and scams, and highlight the daily work of officers in the community. This requires a keen understanding of law enforcement operations and a proactive approach to information sharing. The PIO serves as a vital link between the department and the public, ensuring that important information is communicated in a timely and accurate manner.

In addition to managing day-to-day communication efforts, the PIO also plays a key role in crisis communication. In the event of a major incident or emergency, the PIO is responsible for coordinating communication efforts, providing updates to the public and the media, and managing the department's public image. This requires the ability to remain calm under pressure and to effectively communicate complex information in a clear and concise manner.

The PIO also serves as a spokesperson for the department, representing the GPD in interviews and public appearances. This requires strong communication skills and the ability to effectively convey the department's message to a wide range of audiences. The PIO must also maintain positive relationships with members of the media, serving as a reliable source of information and ensuring that the department's message is accurately portrayed.

Overall, the Public Information Officer plays a crucial role in promoting transparency, building trust, and maintaining positive relationships within the community. Their efforts help to ensure that the Greeley Police Department remains accountable to the public and that important information is communicated effectively and efficiently.

Personnel and Training/Recruitment

The Greeley Police Department encourages ongoing professional development and training for its officers to enhance their skills, knowledge, and effectiveness in serving the community. Officers have opportunities to attend specialized training courses, workshops, and seminars on topics such as crisis intervention, cultural competency, de-escalation techniques, and leadership development. By investing in the professional growth of its officers, the department ensures that its personnel remain well-equipped to address evolving challenges and meet the needs of the community effectively.

Overall, the officers of the Greeley Police Department are committed to upholding the highest standards of professionalism, integrity, and service as they carry out their duties to protect and serve the residents of Greeley. Through their dedication, skill, and compassion, Greeley police officers strive to make a positive difference in the lives of community members and contribute to building a safer, stronger, and more resilient community for all.

Because of this, training and recruitment are critical components of preparing officers to serve effectively within the Greeley Police Department. Here's a deeper look into their hiring processes:

1. **Application and Screening:** Prospective officers interested in joining the Greeley Police Department typically begin by submitting an application. This application is then reviewed by department recruiters who assess the candidate's qualifications, including educational background, work experience, and personal history. Candidates who meet the initial criteria may proceed to the next stage of the recruitment process.
2. **Written Examination:** Qualified candidates are required to take a written examination, which assesses their aptitude in areas such as reading comprehension, writing skills, and problem-solving abilities. The examination helps to identify candidates who possess the cognitive skills necessary for success in law enforcement.

3. **Physical Fitness Test:** Physical fitness is a crucial aspect of law enforcement, and candidates must demonstrate the physical capabilities necessary to perform the duties of a police officer. The physical fitness test typically includes assessments of strength, endurance, agility, and cardiovascular fitness, ensuring that candidates are physically prepared for the demands of the job.
4. **Background Investigation:** Candidates who pass the initial stages of the recruitment process undergo a thorough background investigation. This investigation examines the candidate's criminal history, employment history, financial background, and personal references to ensure they meet the department's standards of integrity, honesty, and reliability.
5. **Interview Process:** Qualified candidates are invited to participate in one or more interviews with department personnel, including sworn officers, supervisors, and command staff. These interviews assess the candidate's communication skills, problem-solving abilities, and suitability for a career in law enforcement.
6. **Psychological and Medical Evaluation:** Candidates who progress through the interview process undergo psychological and medical evaluations to assess their mental and physical fitness for duty. These evaluations help ensure that candidates are psychologically stable, emotionally resilient, and physically capable of performing the duties of a police officer.

Training Process:

1. **Police Academy:** Upon successful completion of the recruitment process, new recruits are typically sent to a police academy for basic training. The academy curriculum covers a wide range of topics, including constitutional law, criminal law, patrol procedures, firearms training, defensive tactics, emergency response, and community policing principles. Recruits receive intensive classroom instruction, practical exercises, and hands-on training to prepare them for the challenges they will face as police officers.

2. **Field Training Program:** After graduating from the police academy, new officers undergo a field training program, during which they are paired with experienced training officers for hands-on field training. This program is generally 13 weeks in length and provides recruits with real-world experience and mentorship as they apply their training in a field training/supervised setting. Field training officers evaluate the performance of recruits, provide feedback, and ensure that they are proficient in essential skills before they are assigned to patrol duties independently.
3. **Continuing Education and Professional Development:** Training is an ongoing process throughout an officer's career, and the Greeley Police Department emphasizes the importance of continuing education and professional development. Officers have opportunities to attend advanced training courses, workshops, and seminars on topics such as crisis intervention, cultural competency, investigative techniques, and leadership development. By investing in the ongoing training and development of its officers, the department ensures that its personnel remain skilled, knowledgeable, and effective in serving the community.

Overall, the recruitment and training processes of the Greeley Police Department are generally held every Wednesday and are designed to prepare all staff who embody the department's values of professionalism, integrity, and service. Through comprehensive training and ongoing support, officers are equipped with the skills, knowledge, and confidence they need to fulfill their duties and make a positive impact in the community they serve.

Police Records

The Greeley Police Department's Records Unit serves a crucial role in the department's operations, responsible for receiving, filing, and maintaining an extensive volume of police reports and associated documents generated annually by our officers and staff. In addition to these responsibilities, the unit manages a wide range of documents, including police reports, traffic citations, criminal summonses, state accident forms, and various other official records.

- **Receiving and Filing:** The Records Unit receives and processes a vast number of documents each year, ensuring that they are filed accurately and efficiently. This includes organizing and categorizing documents based on their type and content to facilitate easy retrieval when needed for investigative or administrative purposes.

- **Record Keeping:** The unit is responsible for maintaining detailed records of all documents received and processed, ensuring that they are stored securely and in compliance with relevant laws and regulations. This includes maintaining digital and physical records, as well as managing databases to track document status and history.
- **Document Handling:** In addition to transcribing police reports, the Records Unit handles a wide range of documents generated by officers in the course of their duties. This includes traffic citations, criminal summonses, state accident forms, and other official documents. The unit ensures that these documents are processed promptly and accurately to support the department's operations.
- **Compliance:** The Records Unit plays a crucial role in ensuring compliance with legal and regulatory requirements related to record keeping. This includes ensuring that documents are retained for the required period and that they are accessible for audits, investigations, and legal proceedings as needed.
- **Efficiency and Accuracy:** The Records Unit operates with a focus on efficiency and accuracy, recognizing the importance of timely and reliable record keeping in supporting the department's mission. The unit continuously evaluates and improves its processes to enhance efficiency and ensure the highest standards of accuracy and professionalism.

Property and Evidence

The Property and Evidence Unit of the Greeley Police Department plays a pivotal role in the handling and management of criminal evidence and found property. Staffed by a supervisor and evidence technicians, the unit is responsible for receiving, storing, and releasing items related to criminal cases, including narcotics, weapons, clothing, vehicles, and original documents. These items are stored securely until the resolution of the respective case. Further, the property and evidence unit conduct the following activities:

- **Receiving and Documentation:** The Property and Evidence Unit receives items of evidence and found property from officers and investigators. Each item is carefully documented, including detailed descriptions, photographs, and chain of custody information. This documentation is crucial for maintaining the integrity of the evidence and ensuring its admissibility in court.

- **Secure Storage:** Once received, items are stored securely in the unit's storage facilities. The unit follows strict protocols for storing different types of items, such as narcotics, weapons, and documents, to prevent contamination, tampering, or loss. The storage facilities are equipped with security measures, including access controls and surveillance, to ensure the safety and integrity of the stored items.
- **Release of Property:** The Property and Evidence Unit is responsible for releasing items of evidence and found property in accordance with legal requirements and departmental policies. This may involve releasing items to the rightful owners, their authorized representatives, or other law enforcement agencies. The unit maintains detailed records of all releases to ensure accountability and transparency.
- **Case Resolution:** Items stored by the unit are held until the resolution of the respective criminal case. This may include the conclusion of a trial, plea agreement, or other legal proceedings. Once the case is resolved, the unit coordinates the disposition of the items, which may include returning items to the rightful owners, destroying items, or transferring items to other agencies for further investigation.
- **Compliance and Accountability:** The Property and Evidence Unit operates in compliance with all relevant laws, regulations, and departmental policies. The unit maintains strict accountabilities for all items in its custody, conducting regular audits and inspections to ensure proper handling and storage practices are followed.

Support Services Division—Investigations

Weld County Drug Taskforce

The Weld County Drug Task Force is a multi-agency collaboration that brings together members of the Greeley Police Department, Weld County Sheriff's Office, and Evans Police Department. This task force is led by a Greeley Police Department Commander as the Project Director. Their role is specifically dedicated to combating high-volume drug trafficking within Weld County agencies and its surrounding communities/areas.

The task force comprises officers and detectives who are specially trained in drug interdiction and investigation techniques. These individuals work together to gather intelligence, conduct surveillance, and execute operations aimed at disrupting and dismantling drug trafficking networks operating in the region.

In addition to its enforcement efforts, the task force is also involved in community outreach and education initiatives. This includes working with schools, community groups, and other organizations to raise awareness about the dangers of drug abuse and to provide resources for those seeking help with addiction.

The Weld County Drug Task Force operates under the philosophy that a collaborative, multi-agency approach is essential for effectively addressing the complex and evolving challenges posed by drug trafficking. By pooling their resources and expertise, the task force is able to more effectively target and dismantle drug trafficking operations, ultimately making Weld County a safer place for its residents.

Person(s) and Property Crime Investigations

In addition to their regular patrol duties, officers of the Greeley Police Department may be assigned to specialized investigative units tasked with conducting in-depth criminal investigations. These detectives play a crucial role in the pursuit of justice by investigating a wide range of crimes, including homicides, robberies, sexual assaults, narcotic offenses, gang-related crimes, and property crimes. Their responsibilities include gathering evidence, interviewing witnesses, identifying victims and suspects, and ultimately working tirelessly to solve cases and apprehend offenders.

Detectives in specialized investigative units are highly trained professionals who bring a wealth of knowledge and expertise to their work. They employ a variety of investigative techniques and tools to gather and analyze evidence, including forensic analysis, surveillance, and interviews. Their goal is not only to solve individual cases but also to identify broader patterns of criminal activity and disrupt criminal networks.

Collaboration is a key aspect of investigative work, and detectives work closely with prosecutors and other law enforcement agencies to bring cases to resolution. This collaboration ensures that investigations are thorough and comprehensive, and that cases are prosecuted effectively. Detectives also work closely with victims and their families, providing support and guidance throughout the investigative process.

The work of investigative officers is demanding and often requires long hours and meticulous attention to detail. However, their efforts are essential in upholding the rule of law and ensuring the safety and security of the community. By pursuing justice for victims and holding offenders accountable, detectives in specialized investigative units play a vital role in maintaining public trust and confidence in the criminal justice system.

Crime Analysis Unit

The Greeley Police Department's Crime Analysis Unit is a specialized team responsible for analyzing crime data and providing valuable insights to assist in crime prevention, resource allocation, and strategic planning. Comprised of skilled analysts, this unit plays a crucial role in helping the department understand crime trends, patterns, and hotspots, allowing for more effective and targeted law enforcement efforts.

One of the primary functions of the Crime Analysis Unit is to analyze crime data to identify patterns and trends. Analysts review data from various sources, such as police reports, calls for service, and arrest records, to identify emerging crime patterns and hotspots. This information is used to inform operational strategies and resource allocation, ensuring that resources are deployed effectively to address the most pressing crime issues.

In addition to analyzing crime data, the Crime Analysis Unit also provides support to investigators and patrol officers. Analysts may assist in developing investigative leads, providing information on suspect behavior or crime patterns, and helping to prioritize cases based on their potential impact. This support helps to improve the efficiency and effectiveness of law enforcement efforts.

The Crime Analysis Unit also plays a role in crime prevention and community policing efforts. Analysts work closely with community members and organizations to identify crime prevention strategies and develop targeted interventions to address specific crime issues. By working collaboratively with the community, the unit helps to build trust and strengthen partnerships between law enforcement and the community.

Gang Investigations

The Greeley Police Department's Gang Unit plays a crucial role in tracking and investigating gang members, their activities, and major crimes linked to gangs. While their primary focus is on deterring gang activity and conducting gang-related investigations, the nature of their evening work schedules often leads them to take the lead in investigating serious crimes unrelated to gangs that occur during their shifts.

The Gang Unit is composed of specially trained detectives who use a combination of traditional investigative methods and modern technology to gather intelligence on gang activities. They work closely with other law enforcement agencies, community organizations, and the public to identify and disrupt gang-related criminal behavior.

In addition to their investigative work, the Gang Unit is also involved in community outreach efforts aimed at preventing gang involvement and violence. They work with schools, community centers, and other organizations to educate young people about the dangers of gangs and provide resources for those looking to leave gang life behind.

Despite the challenges they face, the Gang Unit is dedicated to making Greeley a safer place for everyone, all the while working with an estimated 500 documented gang members in the community. Their proactive approach to policing and their commitment to building positive relationships with the community are essential in their efforts to combat gang-related crime and improve public safety.

Sex Offender Management

The Greeley Police Department's Sex Offender Management program is a comprehensive initiative aimed at monitoring and supervising registered sex offenders within the community. This program is designed to ensure compliance with sex offender registration requirements, promote public safety, and reduce the risk of re-offense.

One of the key components of the Sex Offender Management program is the registration and tracking of sex offenders living within the jurisdiction. Sex offenders are required by law to register with local law enforcement agencies, providing detailed information about their current address, employment, and other relevant details. The Greeley Police Department works diligently to verify this information and maintain accurate records of registered sex offenders.

In addition to registration, the Sex Offender Management program includes regular monitoring and supervision of sex offenders. This may involve conducting home visits, checking in with offenders on a regular basis, and ensuring compliance with any court-ordered restrictions or conditions. The goal of these efforts is to prevent re-offense and protect the community from potential harm.

The Greeley Police Department also works closely with other agencies and community organizations to enhance sex offender management efforts. This may include collaboration with probation and parole departments, schools, and neighborhood watch groups to share information and coordinate monitoring efforts. By working together, these agencies can more effectively manage sex offenders and ensure the safety of the community.

Overall, the Sex Offender Management program of the Greeley Police Department is an essential component of the department's efforts to promote public safety and reduce the risk of sexual offenses. Through registration, monitoring, and collaboration with other agencies, the department is able to effectively manage sex offenders and protect the community from harm.

Liquor Licensing Enforcement

The Greeley Police Department's Liquor Licensing Enforcement program is a crucial component of ensuring compliance with liquor laws and regulations within the city. This program aims to promote responsible alcohol consumption, reduce alcohol-related crime and disorder, and protect the health and safety of residents.

One of the primary functions of the Liquor Licensing Enforcement program is to monitor establishments that serve or sell alcohol to ensure they are operating in accordance with state and local laws. This includes conducting regular inspections of liquor establishments to check for compliance with age restrictions, serving hours, and other licensing requirements. The program also investigates complaints related to liquor establishments and takes enforcement action when violations are found.

In addition to monitoring establishments, the Liquor Licensing Enforcement program works to educate liquor license holders and their employees about responsible alcohol service practices. This may include providing training on checking identification, recognizing signs of intoxication, and preventing underage drinking. By promoting responsible alcohol services, the program aims to reduce the risk of alcohol-related incidents and improve public safety.

The Greeley Police Department collaborates closely with the Colorado Department of Revenue's Liquor Enforcement Division to ensure effective enforcement of liquor laws. This partnership allows for coordinated efforts to address issues related to liquor licensing and enforcement and ensures consistent application of laws and regulations.

Overall, the Liquor Licensing Enforcement program plays a vital role in promoting responsible alcohol consumption and ensuring compliance with liquor laws. By monitoring establishments, educating license holders, and collaborating with state agencies, the program helps to create a safer and more responsible drinking environment in Greeley.

Other Police Service Components

Civil Service Commission

The Civil Service Commission in Greeley, Colorado, plays a crucial role in overseeing the recruitment, selection, and promotion of personnel within the city's police department and other municipal agencies. Here's an overview of the Civil Service Commission and its functions:

- **Purpose and Authority:** The Civil Service Commission was established under state law and city ordinances to ensure fair and impartial employment practices within the municipal government, including the police department. The commission operates independently from political influence and is responsible for administering civil service rules and regulations governing personnel matters, including hiring, promotion, discipline, and appeals.
- **Rule Development and Enforcement:** The Civil Service Commission develops and enforces rules and regulations governing the recruitment, selection, and promotion of personnel within the police department. These rules are designed to ensure that employment practices are based on merit, qualifications, and performance, rather than favoritism or political influence. The commission establishes minimum qualifications for positions, oversees the administration of examinations, and maintains eligibility lists of qualified candidates for hiring and promotion.
- **Examination Process:** The Civil Service Commission oversees the administration of examinations for candidates seeking employment or promotion within the police department. These examinations may include written tests, physical fitness tests, oral interviews, and other assessments to evaluate candidates' qualifications, skills, and suitability for positions within the department. The commission ensures that examination processes are fair, objective, and free from bias, providing equal opportunities for all candidates to compete for positions based on merit.
- **Eligibility Lists:** Following the administration of examinations, the Civil Service Commission maintains eligibility lists of qualified candidates for hiring and promotion within the police department. These lists rank candidates based on their examination scores and other criteria specified in civil service rules and regulations. Hiring and promotion decisions are made from these eligibility lists, ensuring that appointments are based on merit and qualifications.

- **Appeals Process:** The Civil Service Commission provides a mechanism for employees to appeal disciplinary actions, demotions, or terminations within the police department. Employees who believe they have been subject to unfair treatment or disciplinary action may file an appeal with the commission, which conducts hearings, reviews evidence, and renders decisions on appeals in accordance with civil service rules and regulations. The commission's decisions are final and binding, providing a means for employees to seek redress for grievances related to employment matters.

Overall, the Civil Service Commission in Greeley, Colorado, plays a vital role in ensuring fair and transparent employment practices within the police department. By upholding civil service rules and regulations, the commission promotes merit-based hiring and promotion, fosters accountability and integrity in personnel matters, and protects the rights of employees within the city's civil service system.

Greeley Police Officer's Association

Police unions, also known as law enforcement labor organizations or associations, represent the interests of police officers in matters related to wages, benefits, working conditions, and labor negotiations. Here are some common aspects of the Greeley Police Officer's Association:

- **Collective Bargaining:** One of the primary functions of the Greeley Police Officer's Association is to engage in collective bargaining with City of Greeley Administrators on behalf of its police officers. This negotiation process often covers issues such as salary levels, healthcare benefits, retirement plans, staffing levels, and disciplinary procedures.
- **Contract Negotiations:** The Greeley Police Officer's Association negotiates labor contracts and/or collective bargaining agreements (CBAs) that outline the terms and conditions of employment for police officers. These contracts typically address a wide range of issues, including wages, benefits, hours of work, overtime pay, promotion processes, grievance procedures, and workplace safety protocols.
- **Representation:** The Greeley Police Officer's Association provides representation and advocacy for their members in various employment-related matters, including disciplinary hearings, grievances, and disputes with management. Association representatives may accompany officers during meetings with supervisors or administrators, provide legal advice and assistance, and advocate for fair treatment and due process.

- **Member Services:** The Greeley Police Officer's Association offers various members' services and benefits to their members, including legal assistance, insurance programs, retirement planning resources, gym equipment/usage, and educational opportunities. These services are designed to support the well-being and professional development of police officers and their families.
- **Political Advocacy:** The Greeley Police Officer's Association may engage in political advocacy and lobbying efforts to influence public policy decisions, legislation, and regulations affecting law enforcement personnel and public safety issues. This may involve supporting or opposing candidates for political office, advocating for law enforcement priorities at the local, state, or federal level, and participating in community outreach and engagement activities.
- **Labor Relations:** The Greeley Police Officer's Association works to maintain positive labor-management relations and promote effective communication and collaboration between police officers and their employers. This may involve participating in labor-management committees, negotiating memorandum of understanding (MOU) agreements, and resolving disputes through arbitration or mediation processes.

Overall, the Greeley Police Officer's Association plays a crucial role in advocating for the interests and rights of their police officers, promoting fair and equitable employment practices, and ensuring the professionalism and effectiveness of law enforcement agencies. While specific details about the police union in Greeley, Colorado, may vary, these general functions and responsibilities are common to many police unions across the United States.

Fraternal Order of Police (FOP) Lodge #073

The FOP is the largest organization of sworn law enforcement officers in the United States. It represents the interests of law enforcement officers at the local, state, and national levels and provides various services and benefits to its members. Here are some common aspects of the Greeley Police Department's FOP Lodge #073's involvement within the Greeley Police Department:

- **Advocacy and Representation:** The FOP advocates for the interests of law enforcement officers on legislative, legal, and policy issues. It lobbies government officials at all levels to support legislation and policies that benefit law enforcement officers and their families. The FOP also provides legal representation and assistance to its members in matters such as disciplinary hearings, legal challenges, and labor negotiations.
- **Training and Education:** The FOP offers training and educational programs to its members to enhance their professional development and skills. These programs cover a wide range of topics, including law enforcement tactics, leadership development, mental health awareness, and community policing strategies.
- **Member Services and Benefits:** The FOP provides various services and benefits to its members, including insurance programs, legal defense funds, financial assistance, and scholarships. These benefits are designed to support the well-being and welfare of law enforcement officers and their families.
- **Community Engagement:** The FOP is actively involved in community outreach and engagement efforts to build positive relationships between law enforcement officers and the communities they serve. This may involve participating in community events, hosting outreach programs, and collaborating with local organizations to address community needs and concerns.
- **Political Action:** The FOP engages in political action and advocacy to support candidates for political office who prioritize the interests of law enforcement officers and public safety issues. It also works to oppose legislation and policies that may adversely affect law enforcement officers or hinder their ability to perform their duties effectively.
- **Support for Fallen Officers and Families:** The FOP provides support and assistance to the families of law enforcement officers who have been killed or injured in the line of duty. This may include financial assistance, counseling services, and other forms of support to help families cope with their loss or hardship.

Overall, the Fraternal Order of Police plays a significant role in advocating for the interests of law enforcement officers, providing support and resources to its members, and promoting professionalism and excellence within the Greeley Police Department.

Technology and Data

To enhance its operational capabilities and improve service delivery, the GPD leverages advanced technology and innovative solutions. This includes the use of data-driven strategies to identify crime trends and allocate resources effectively, as well as the deployment of body-worn cameras to enhance transparency and accountability.

Body-Worn Camera Program

The Greeley Police Department places a high priority on transparency and accountability in its operations. To demonstrate this, they have implemented a comprehensive body-worn camera (BWC) program for all officers. This initiative is overseen by the Professional Standards Unit, which is responsible for ensuring that the use of BWCs complies with department policies and procedures. The unit is comprised of both sworn and professional staff employees who work diligently to manage the BWC program and maintain the integrity of the footage captured by the cameras.

The use of BWCs by Greeley police officers is intended to enhance public trust and confidence in law enforcement by providing an objective record of interactions between officers and members of the community. These cameras serve as a valuable tool for documenting incidents, gathering evidence, and reviewing officer conduct. By capturing video and audio footage of encounters, BWCs help to ensure accountability and transparency in police activities. In addition to their role in enhancing transparency and accountability, BWCs also serve as a valuable training tool for officers. The footage captured by these cameras can be used for training purposes to review and analyze interactions, identify areas for improvement, and reinforce best practices. This proactive approach to training helps to ensure that officers are well-prepared to handle a variety of situations and conduct themselves professionally at all times.

The implementation of BWCs is part of the Greeley Police Department's ongoing commitment to professionalism and excellence in policing. The department recognizes the importance of leveraging technology to improve its operations and enhance public safety. The use of BWCs is just one example of how the department is embracing innovation to better serve the community and uphold the highest standards of integrity and accountability.

Patrol Drone Program

The Greeley Police Department's Drone Program represents a significant advancement in the department's ability to respond to calls for service quickly and safely, thereby enhancing the efficiency of police operations. Drones, or unmanned aerial vehicles (UAVs), provide a valuable tool for law enforcement agencies, offering a range of capabilities that can aid officers in various situations. From search and rescue missions to accident reconstruction and surveillance operations, drones have proven to be versatile assets that improve the effectiveness of police work.

One of the key benefits of the Drone Program is its ability to provide officers with real-time situational awareness. By deploying drones to the scene of an incident, officers can quickly assess the situation from a safe distance, allowing them to make informed decisions about how to proceed. This capability is particularly valuable in high-risk situations, such as hostage scenarios or active shooter situations, where the safety of officers and the public is paramount.

In addition to enhancing situational awareness, drones also improve the efficiency of police operations. Drones can cover large areas in a short amount of time, providing officers with a comprehensive view of the scene and helping them to locate suspects or missing persons quickly. This capability can significantly reduce the time and resources required to conduct search and rescue missions or locate suspects, allowing officers to respond more effectively to emergencies.

Furthermore, drones can be used to gather evidence and support investigations. Drones equipped with high-resolution cameras can capture detailed images and videos of crime scenes, accidents, or other incidents, providing valuable information that can be used in court. This capability not only helps to strengthen cases but also reduces the risk of contamination or destruction of evidence at the scene.

Addressing Mental Health

In Greeley, Colorado, the police department recognizes the importance of addressing mental health concerns within both the law enforcement community and the broader population. Here's an overview of the department's efforts in this area:

- **Training and Education:** The GPD provides specialized training to its officers on recognizing and responding to mental health crises effectively. This training includes techniques for de-escalation, crisis intervention, and understanding mental illness. By equipping officers with the knowledge and skills to handle these situations sensitively and safely, the department aims to minimize the risk of harm to individuals experiencing mental health crises and promote positive outcomes.
- **Collaboration with Mental Health Professionals:** The department collaborates closely with mental health professionals, social service agencies, and crisis intervention teams to provide support and resources to individuals in crisis. This collaboration can sometimes involve co-response models where mental health professionals accompany police officers on calls involving mental health issues or follow-up services provided by community-based organizations to ensure individuals receive the care and assistance they need.
- **Community Outreach and Education:** Greeley police officers engage in community outreach efforts to raise awareness about mental health issues, reduce stigma, and connect individuals with available resources. This may include participating in mental health fairs, hosting informational sessions, and partnering with local organizations to provide educational materials and support services to the community.
- **Peer Support Programs:** Recognizing the unique challenges faced by law enforcement personnel, the GPD offers peer support programs to officers experiencing stress, trauma, or mental health concerns. These programs provide a confidential and supportive environment for officers to seek assistance, share experiences, and access resources for mental health and wellness.
- **Crisis Intervention Teams (CIT):** Greeley police officers may receive specialized training to become part of Crisis Intervention Teams (CIT), which are dedicated units trained to respond to mental health crises effectively. CIT officers undergo extensive training in de-escalation techniques, crisis intervention strategies, and communication skills to safely resolve encounters involving individuals in crisis.
- **Mental Health Resources for the Community:** The Greeley Police Department works closely with local mental health agencies and organizations to connect community members with mental health resources and support services. This may include providing information about counseling services, crisis hotlines, support groups, and other resources available to individuals and families in need of assistance.

Overall, the GPD is committed to promoting mental health awareness, providing support to individuals in crisis, and fostering collaboration between law enforcement, mental health professionals, and the community. By addressing mental health concerns proactively and compassionately, the department strives to create a safer, healthier, and more resilient community for all residents.

Victim's Advocate Unit

The Greeley Police Department, in collaboration with several neighboring departments including Ault, Eaton, Evans, Garden City, Johnstown, Kersey, LaSalle, Milliken, Nunn, Severance, Platteville, and Windsor, offers support to individuals who have experienced physical, emotional, or financial harm due to criminal acts or non-criminal misfortunes. This dedicated unit is comprised of full-time, part-time, and extensively trained volunteer advocates who work tirelessly to assist victims in these communities. These advocates provide a holistic, victim-centered approach through immediate crisis response and ongoing support services.

Victim advocates play a critical role in helping individuals navigate the aftermath of traumatic events. They offer emotional support, provide information about available resources, and help victims understand their rights within the criminal justice system. Advocates also assist victims in accessing emergency shelter, medical care, and other essential services, ensuring they receive the care and support they need to begin the healing process.

One of the key responsibilities of victim advocates is to provide on-scene crisis response. This involves responding to calls for service alongside law enforcement officers to provide immediate support to victims. Advocates offer a compassionate presence, helping victims feel supported and empowered during what can be a very difficult time. Following the initial crisis response, advocates continue to work with victims to provide ongoing support and assistance as they navigate the aftermath of the incident.

Additionally, victim advocates play a crucial role in educating the community about victim rights and available resources. They work to raise awareness about the impact of crime and the importance of supporting victims in their recovery. By engaging with community members and organizations, advocates help create a more supportive and understanding community for victims of crime and trauma.

University of Northern Colorado Partnership

The University of Northern Colorado (UNC) and the Greeley Police Department (GPD) have established a strong and mutually beneficial relationship that serves to enhance campus safety and promote positive community engagement. This partnership is founded on a shared commitment to ensuring the well-being of students, faculty, staff, and residents in the Greeley community.

One of the key aspects of this relationship is the collaborative approach to addressing safety and security concerns on and around the UNC campus. GPD works closely with UNC's Department of Public Safety to coordinate efforts and implement strategies to prevent crime and respond effectively to incidents. This includes regular patrols of the campus area by GPD officers, as well as joint training exercises and information-sharing initiatives between GPD and UNC's security personnel.

The partnership between UNC and GPD extends beyond law enforcement to include community outreach and engagement efforts. Both organizations collaborate on initiatives such as crime prevention seminars, safety awareness campaigns, and community policing programs. These efforts serve to strengthen the bond between the university and the local community, fostering a sense of trust and cooperation.

Additionally, the relationship between UNC and GPD is characterized by a commitment to student success and well-being. GPD officers often participate in campus events and activities, providing a visible presence and promoting positive interactions with students. This proactive approach helps to create a safe and welcoming environment for all members of the UNC community. Overall, the partnership between the University of Northern Colorado and the Greeley Police Department is a model of effective collaboration and community policing.

Police Department Management

Managing a professional police organization is both a complicated and complex endeavor. A modern, future-facing department needs to address various elements, including maintaining a highly qualified workforce, addressing community expectations, ensuring timely and appropriate responses to calls for emergency service, and being sound fiscal stewards of taxpayer resources.

In addition to these organizational and operational challenges, managing a modern police department requires developing fundamental elements, of Mission, Vision, and Values, setting operational goals and objectives, identifying critical internal issues and challenges, providing internal and external communications, proper and timely record management and the essential information technology systems needed for the same. This section of the report examines the Greeley Police Department's efforts and achievements in these areas.

Foundational Elements

Mission, Vision, Values

The purpose of mission, vision, and value statements is to offer guidance to police officers as they conduct their duties and face unexpected challenges, as well as serve as a framework to guide the actions of administrators. These statements provide a framework for examining actions and decisions in the police department both internally and externally. Each has a distinct and important role in helping guide decision-making and establish cultural norms and aspirations. Before discussing the mission, vision, and values of the Greeley Police Department, we should clearly define each and discuss the value it offers to an organization.

An organization's mission statement communicates the purpose of the organization both internally to its membership and externally to those that it serves. It serves as a statement that defines the organization, communicates the core services and solutions the organization provides in society, and motivates the organization's membership towards near and midterm goals. It is essential a police mission statement succinctly distills the measure by which every decision of the agency should be gauged. Mission statements define who an organization is, and what they do, and the best mission statements focus on what is most important to the organization, emphasize outcomes, and focus on the people the organization serves.

In contrast, a vision statement provides insight into what an organization aspires to achieve or become in the future. Vision statements are important to an organization because they are inspirational and motivational, but they also provide essential direction and chart out where the organization is moving towards. In doing so, they help to guide current and future decisions by all members of the organization. They should be concise, unambiguous, aspirational, but realistic and inspirational.

Value statements reflect the core principles and ethics of an organization. These values serve to both inform and guide decisions and behaviors of the organization's membership and signal to the community what the organization views as important. Value statements should shape day-to-day culture and establish standards of conduct while being timeless, memorable, actionable, and achievable.

The Greeley Police Department has developed a Mission Statement and Core Values which it has prominently included on its departmental website, in annual reports and in its published strategic plan (last revised in 2023). In our research, the last external publication of a vision statement appears in the department's 2018 strategic plan.

Greeley Police Department Mission Statement

The mission of the Greeley Police Department is to proudly work with citizens to protect our community.

Furthermore, the Greeley Police Department's listed values on their outward-facing website are not the same as those in the 2023 revision of the strategic plan.¹ While not wholly incongruent with each other, the different values are listed below.

Greeley Police Department Core Values (and Definitions) 2023 Strategic Plan

- Applied Wisdom—"We believe that our individual and collective life experiences have given us the tools to make good judgements in addressing the issues we face. We commit to being lifelong learners."
- Excellence—"We will perform our duties with distinction and to the best of our ability. We will strive to improve our abilities to be innovative and set a standard for others."

¹ The Greeley Police Department adopted the City of Greeley values with Chief Adam Turks permanent appointment as Chief of Police in June of 2022. This difference may be an inadvertent artifact from the previous administration, but merits addressing.

- Accountability—"We recognize the profound importance that trustworthy and dependable public servants have to the viability of a community and humbly accept the challenge. Each employee is empowered to rise above circumstances to achieve the service goals set before us."
- Stewardship—"We commit to the efficient and effective use of the resources we are provided. We will leave it better than we found it."
- Principled Relationships—"We strive to develop, strengthen, and honor caring relationships in such a way to challenge ourselves and others to be their best selves. Nothing is ultimately created by oneself. We will practice the Golden Rule."
- Integrity—"We acknowledge that we must carry out our duties with authenticity, fairness, straight-forwardness, and transparency in order to honor all who are entrusting us to serve them every day."

The values listed on the website are fewer, more succinct, and are not defined further.

Greeley Police Department Values—Website

- Trusted
- Customer Focused
- Diverse
- Problem Solvers
- Collaborators

Goals

Organizational goals are targets that executives set to guide the members' efforts and define the expected outcomes. Setting and defining goals for an organization can help to motivate members, ensure they are working towards shared outcomes, help keep members accountable, quantify success, and help with organizational morale by offering a sense of fulfillment and achievement. For organizational goals to be effective, they must be specific, measurable, and time-bound. Furthermore, organizational goals should be realistically achievable and relevant to the core mission, vision, and values of the organization.

Often, challenges and the strategies to overcome them, can be conflated with organizational goals. While goals prompt organizational growth and development through aspirational achievement, challenges represent that which must be proven or overcome, often to simply maintain the status quo or avoid a retrograde state.

The Greeley Police Department's Strategic Plan, 2023 revision, addresses specific challenges for the organization in the near through long term future and outlines "action steps" to address these challenges but does not offer specific goals. However, the department website does list specific goals for the organization, they are:

- Improve Traffic Safety
- Pursue Violent Offenders and Gang Members
- Continue Working with Human Services Organizations to Address the Public Safety Impacts of Homelessness and Mental Health
- Provide Excellent Police Service
- Recruit and Retain the Very Best

Internal Assessment of Critical Issues

The Chief's Office, the Chief of Police and both Deputy Chiefs, highlighted three critical internal issues when they were interviewed: recruitment and retention of personnel; keeping pace with the anticipated growth of the region; best practices in structure and supervision in key units with specific concern for investigations and records.

Internal Assessment of Future Challenges

During the stakeholder interview process, several key issues were raised relative to internal organizational challenges. Several of these challenges can be clustered broadly under the umbrella of personnel matter. The challenge most frequently identified was about appropriate staffing and supervision, especially relative to the growth and expansion of the city. Related to this staffing challenge, both the professional and sworn staff indicated concerns about workload and the compounding factors as staffing challenges in recruitment and retention persist (a challenge in the policing industry in general.)²

Tangentially related to the challenge of staffing is the unofficial accretion of additional duties, collateral duties not described in their job titles or "covering" for other job classifications. Examples offered by stakeholders of this was the amount of Information Technology work that has fallen on sworn members in the department (and created potential single points of failure in the process) and Animal Control Officers and Community Service Officers being trained to cover the work of their counterparts.

² New PERF survey shows police agencies are losing officers faster than they can hire, Police Executive Research Forum (PERF), April 1, 2023, <https://www.policeforum.org/staffing2023>.

Lastly, challenges related to supervision and career development were expressed. Professional staff noted positions with no clear promotional opportunity or supervisor position related to their classification. An example of this is the Animal Control Officers, a distinct discipline within the police department, who report to a patrol Sergeant that did not previously serve as or necessarily have experience as an animal control officer. Community Service Officers are similarly constrained in their career development and supervision. Conversely, it was noted that there are instances of personnel having job classifications that held positional authority (and compensation) not relative to the work performed. The most salient example of this is the work performed by the Assistant Records Manager, who essentially performs the work of a records supervisor. The current staffing of the records supervisors appears within the span of control of the current records manager.

Communications

It is important for leaders to be mindful of the importance of effective communication within the communities they serve. Often, the focus of analyzing police communications focuses on the capability and capacity to communicate with external stakeholders, while the internal community of the police department, its sworn and professional staff, are often overlooked. Effective communication with both internal and external stakeholders is essential to delivering effective police services rooted in serving the community and guiding the collective team of the police department.

Internal Communication

Internal communications are those shared with sworn personnel, professional staff, volunteers, labor organizations, and fraternal organizations related to the department. The effectiveness of internal communication, imparting not just the vision, values and goals but creating a culture with a clear and meaningful purpose is vital to a healthy and high-functioning police department. Effective leaders understand that communication goes beyond simply conveying information but also includes ways to connect with and form bonds with their personnel. Effective internal communication will ensure the dissemination of critical operational information but will also motivate, inspire, set standards, develop others through actions, and empower personnel to make critical decisions and lead upward with critical information. As such, the way in which communication is both broadcast and received is crucial to internal cohesion of a police department.

Internal communication within the Greeley Police Department is accomplished in several ways, both through structured, formal processes and informal means. Informal communication can be difficult to capture and articulate making the formal structures of communication best captured in this report. However, it would be imprudent to disregard the impact of informal communication on organizational attitudes, behavior, and effective management and leadership.

Amongst the formal structures are regularly scheduled meetings, led by senior officers to those immediately junior to them in the organization. The Chief of Police and his Deputy Chiefs have formal bi-weekly meetings with the Commanders or the department as a structured means of regular communication. Sergeants also meet bi-weekly with the meeting being "led by a Commander."³ This is the formal, scheduled, in-person meetings to ensure regular communication.

The most immediate and obvious formalized process are daily shift briefings for sworn personnel in the patrol division. During our site visit in January 2024, AP Triton's team was able to observe these briefings. While structured towards the sworn members of the patrol division, detectives from investigations and professional staff personnel were also in attendance. These roll call briefings ensure critical operational information is conveyed and afford a forum to discuss matters amongst the "watch," to include debriefing incidents, commending positive performance, and voicing questions or concerns from line level personnel. It was unclear outside the patrol division, especially with professional staff, if similar roll call/team meetings occur with the same frequency or engagement as the patrol meetings.

In addition to roll call briefings, members of the Chief's Office leveraging quarterly training as an opportunity to connect with line level personnel more directly.

³ AP Triton Data Table 4, *Management Elements*, completed by the Greeley Police Department October 31, 2023.

While the roll call briefings serve as an opportunity for lateral communication, informational bulletins serve to communicate across “watch” lines and divisions at a peer-to-peer level. Email communication was the only electronic means to convey information laterally within the organization. Given frequent CJIS information concerns, email is likely not the best medium for operationally important communication. While the email system may meet CJIS requirements, the ability to forward emails (unintentionally or otherwise) to external, non-CJIS compliant addresses remains as vulnerability as does the inadvertent release of information via public records request of emails. Links to internal servers that are not accessible greatly reduces this risk and ensures clear tracking history of who is accessing CJIS sensitive information.

Recommendation:

GPD may consider using a secure system, accessible by MDC and station computers only, to host critical bulletin information. Bulletins should be sorted and prioritized by geographic area of responsibility to pass information between patrol shifts. Emails should only contain links to this system that are accessible from an MDC or terminal only.

Other internal stakeholder meetings are scheduled “as needed” per the Chief’s Office. The Chief of Police regularly communicates with the City Manager and addresses the elected officials as needed and directed.

The formal communication structure of GPD is linear and hierarchal in nature. While this is common in many police departments and governmental organizations, it does have distinct benefits and shortcomings. In a hierarchical structure, communication often flows from the top down, with each level of management communicating with the level below it. In a hierarchical structure, managers hold significant power and decision-making authority and there is often a clear chain of command, with each employee having a well-defined set of responsibilities and tasks. These clear lines of communication and authority allow for concise direction and defined areas of responsibilities and a focus on results. This management and communication style is effective when outcomes can be predicted because of known starting conditions, and personnel performing their roles (and only their roles) efficiently. Inherent in this style of communication is an absence of personnel feeling empowered to upwardly communicate critical information towards meeting organizational purpose. Hierarchal communication structures also can encourage isolated and siloed thinking, an inappropriate centralization of power and a sense of bureaucratic “red tape,” especially for junior and line level personnel.

Recommendation:

GPD should consider adopting a more decentralized or “flattened” organization to encourage cross communication, decrease “siloeing”, and create a “one team” purpose driven culture.

External Communications

Formal communication with the public is accomplished primarily through social media platforms, including Facebook and Twitter, and through intermittent information provided in the City of Greeley's newsletter. While not all followers of the department's social media may reside within the jurisdiction of GPD, it can be presumed the majority do. The Greeley Police Department has approximately 45,000 followers, roughly equivalent to 40% of the city's population.

While the COVID-19 pandemic has disrupted some community engagement activities, and the Greeley Police Department continues to rebuild these efforts, GPD has historically participated in events such as National Night Out and hosted Citizen Police Academies.

The Chief's Office has recognized the need to create direct conduits of communication with representatives of historically marginalized and underserved communities. In many parts of the United States, especially amongst historically marginalized and underserved communities, there is a struggle to bridge and maintain trust and legitimacy between police and the communities they serve. The challenges of the information age have exacerbated this struggle and seeking ways to ensure the community both feels and actual has voice and connection to their police department are essential. The Greeley Police Department made deliberate efforts in communication with these challenges in mind. Significant among these efforts is the Chief's Office “Latino Advisory Committee.” It is worth mentioning the “Hispanic or Latino” population represents 39.9% of the population of Greeley per the U.S. Census.⁴

⁴ United States Census Bureau, *Quick Facts Greeley City, Colorado*, population estimates as of July 1, 2023, <https://www.census.gov/quickfacts/greeleycitycolorado>.

Reporting and Recordkeeping

Proper record keeping is crucial for a police department's success. Collecting complete and accurate information is not only an essential function for criminal investigations but is crucial to properly managing the limited resources of the department and meeting reporting requirements for state and federal agencies.

The Greeley Police Department utilizes Central Square Record Management Systems (RMS) as the electronic repository of police reports (incident and crime reports). As covered elsewhere in this report, the transition to Central Square as the Greeley Police Department's RMS is a relatively recent move. In addition to using Central Square as the police report RMS system, GPD relies upon SharePoint as a functional Intranet repository for other police information. Hard copies of essential files are maintained in secure storage. Additionally, all electronic files are backed up regularly by City Information Technology staff.

Recommendation:

GPD should work with City Information Technology staff ensure there is a strict, regular, and frequent schedule for file backups to a secure server or offsite solution.⁵

Financial reports for the Greeley Police Department are not produced for regular internal consumption. While reports can be generated, as needed, for management and executive decisions. Financial reports are produced as a product of the budget process annually for both internal and external consumption.

Management reports, reflecting the "state of public safety" are produced as needed to address the City Council. The Greeley Police Department does produce an annual report which is published and accessible on their website. This report provides overviews of the work of specific units and divisions and provides aggregated crime data but not calls for service, or other service demand metrics.

⁵ Following the drafting of this report, additional information was provided regarding Weld County RMS and City of Greeley police server back-up protocols. GPD should ensure this schedule is documented and adhered to with checks to ensure the back-ups are functional.

Records of internal investigations (and other corrective actions) are retained in accordance with law and managed via Benchmark Analytics software. This software is a credential access-controlled system that limits and tracks access to documents and files. Greeley Police Department was planning a migration to IPro's Blue Team software to maintain internal investigations files and documents (this migration will have occurred by the time this report is published). IPro Blue Team has similar credentialed access control and document access tracking. IPro databases can be located on existing SQL servers owned by the department/city. Backup and redundancy practices of these essential files will be managed by the City of Greeley Information Technologies Department, outside the direct control of the Greeley Police Department.

The Greeley Police Department, as is the industry standard, conducts background investigations of its employees prior to employment. Because of the sensitive nature of work in a police department, the depth and length of these pre-employment investigations are extensive. These investigations often include extensive criminal and police contact investigation, personal reference, employment history, financial reviews, and many other dimensions designed to gauge moral character, ability to handle stress, work habits, interactions with others, and intellectual abilities. Physical fitness exams, medical exams, psychological exams, and written and oral assessments are also components of the background process. These records can be insightful in understanding the hiring decisions for both high and low-performing employees. The Greeley Police Department via the City of Greeley's Human Resources retains these pre-employment backgrounds documents for the length of an employee's service plus 10 years following separation.

Training of police professionals, regardless of the role they have within the department, is essential and has become an area of increased liability for police departments and cities. Training records should cover not only the courses attended by police personnel but should also retain hours of training by specific skill and discipline and have lesson plans and other teaching material for any course attended. These training records should also reflect the mechanism for testing and certifying knowledge and skill retention as well as if a student passed the established standards and, if necessary, underwent remedial training. Training records should include a mechanism for flagging personnel for refresher training of essential and perishable skills as set by state guidelines (24 total hours of training with 12 hours in the "perishable skills" arrest control, driving, and firearms, annually for sworn personnel) and other training deemed essential by department and City leadership.⁶ Police departments wishing to have highly skilled employees and take preventative measures against lawsuits should work to exceed training requirements mandated by the state and ensure they have robust, well archived, and documented training records. Additionally, the emerging standard in the police industry is to conduct a training needs assessment which in turn guides a training plan that is published annually. Given the complexity but criticality of maintaining and managing training records and plans, many police departments have moved to electronic management of these documents. An electronic management system enables further analytics to be conducted on employee performance, training trends and organizational needs. Training Records for the Greeley Police Department are maintained as "hard files" by the department training unit. Methodology for selecting and developing training beyond state requirements does not appear to be captured in any readily retrievable assessment, plan, or record. Currently, GPD conducts 110 hours of training per year that includes state mandated perishable skills training and additional subjects. However, GPD is dependent upon the state training record system for maintaining and auditing personnel training. It is the industry standard to maintain a locally controlled training record system for full accessibility, comprehensive records and redundancy of any state records.

Documents related to vehicle maintenance and facility maintenance are kept by the City of Greeley's Fleet Maintenance and City Facilities, respectively. While these documents are critical to managing key police infrastructure, having another City department manage these documents is within industry standard.

⁶ Colorado Peace Officers Standards and Training, *Mandated Training: In-Service Continuing Education Program (Rule 28)*, online at <https://post.colorado.gov/training/mandated-training#:~:text=Every%20year%2C%20each%20Peace%20Officer,in%20each%20perishable%20skill%20category.>

Document Control and Security

The Greeley Police Department utilizes multiple computer-based systems for document storage as well as manual record keeping. Several of these systems are stand-alone, non-interfacing systems. Document security is accomplished through password-protected computer terminal access or access-controlled facilities relative to electronic or physical documents, respectively.

Police reports (incidents and investigations) represent the most sensitive documents controlled by GPD and must be managed in compliance with law and maintained in Criminal Justice Information Services (CJIS) compliant systems. Internal access to police reports is tracked by access and user identification as a function of Central Square RMS and can only be accessed through an identification and password-controlled terminal. GPD utilizes a web-based system to request police reports (incidents and investigations); the public has no direct access to police reports and can only request copies of reports through a secure website portal. All requests are reviewed, and any documents released, are done in accordance with the law and redacted appropriately. This approach ensures electronic tracking of requests and the release of only appropriate information.

The majority of non-police report documents are primarily managed through SharePoint. While SharePoint may be perceived as having less stringent control mechanisms to internal access than many RMS systems, access requires granting permission and activity is tracked by user (login) credentials, time, and file interaction.

Physical copies of reports and certain documents, as mentioned above, are maintained by the police department or at other city facilities. Police facilities are controlled access facilities offering a degree of access tracking.

Information Technology Systems

The Greeley Police Department relies upon the City of Greeley's Information Technology (IT) for its computer, hardware, and software needs. While reliance upon a separate department for IT services for a police department is a common arrangement in many municipalities, this is usually paired with a senior member of the IT Department physically being colocated with the police department. This sort of arrangement allows for more direct access of end users to IT professionals and in turn, IT staff can see the challenges of hardware and software unique to the public safety environment. This is not the arrangement in the GPD. GPD relies upon sworn and professional staff personnel to become subject matter experts to augment the knowledge and skills of the City's IT staff and provide context and feedback on projects.

Essential telephone services are provided through both traditional "landlines" and cellular services. Landlines are needed for various desks within the police department and as needed. In addition to landline services, each sworn member, Animal Control Officer, Public Safety Technician and other select professional staff are issued cellular phones. Service is provided through Verizon Wireless with the public safety "priority and preemption" option. This is one of the leading cellular service solutions in the police industry. Both the widespread issue of cellular phones and the service provider are consistent with national best practices.

The IT hardware of the Greeley Police Department (computers, phones, tablets, peripherals, etc.) is suitable for both the work performed and industry expectations of security. While they represent suitable solutions are present, the GPD should be mindful of the ever-increasing speed of the effective lifespan of hardware and software in the information age. Furthermore, staying abreast of how industry standard bearers are leveraging technology to mitigate and address police challenges should be a priority for the department. While normally a significant focus of police IT hardware is on mobile display computers (MDC), the computers in police vehicles, particularly the report writing capabilities for officers, it should be noted that this is a lower priority concern for the GPD. While officers may elect to write their own reports, all police reports may be dictated and transcribed by Records Division staff. While this has potential time management advantages for uniformed personnel, this is not standard or even common in the industry and is personnel time intensive for the Records Unit.

Financial Overview

Financial Review

The initiation of assessments of law enforcement agencies often are driven by a desire to identify if the resources allocated to the communities' policing functions are sufficient and in line with industry standards and comparators. It is reasonable to want to know if a police department is funded appropriately. Unfortunately, in the field of law enforcement, there are no uniform standards regarding input measures; outcome metrics for individual departments are the most useful to evaluate sufficiency of funding, rather than look for measures that hold relevancy across compared communities. There is significant variability in policing agencies' funding streams, both in terms of magnitude and variation; the scope of services provided to the public; and the communities' characteristics. Each community has unique demands, drivers, and expectations of their policing services.

According to the U.S. Census Bureau, there are 19,483 "incorporated places" (aka cities and towns, as of 2023)⁷ in the United States with just under 18,000 police agencies⁸ in the United States of America, and these include municipal police departments, county sheriff's offices, state police and federal law enforcement agencies. However, there are no established and uniformly accepted national "law enforcement" standards for services offered, ratio of officers per citizen or percentage or increment of the unit of governments' budget allocated to their police services. Generally, the dimensions of policing that lend to comparator metrics and that can be framed into best practices or industry standards include response times to priority calls for services, spans of control for supervisors, and caseload and case closure rates.

⁷ U.S. Census Bureau, *City and Town Population Totals 2020-2023*, derived from data tables accessible at <https://www2.census.gov/programs-surveys/popest/tables/2020-2023/cities/totals/SUB-IP-EST2023-POP.xlsx>

⁸ U.S. Department of Justice, *Policing 101*, accessible at https://www.justice.gov/d9/policing_101_content.pdf

Illustrating the variance in percentage of a city's budget dedicated to police services is Springfield, Missouri, which spends roughly 50.7% of their city budget on police, and Rochester, NY, which spends 6.5% of their budget on police (per the *Annual Survey of State and Local Government Finances*, U.S. Census Bureau for 2017⁹). The percentages do not provide insight into if the police departments are right-sized, overfunded, or underfunded per their communities' expectations. Using a per capita expense examination, from the same data source, renders the picture no clearer. Cleveland, Ohio, allocates approximately \$772 on police services per resident, and West Valley, Utah, only \$207 on police services per resident. The most germane question relative to budget sufficiency should be, does the community receive the services they desire relative to the local tradeoff in expenditures on other desired services. West Valley, Utah has a lower overall crime rate than Cleveland, Ohio (but a higher violent crime rate per capita), but narrower police services and a very different services demographics. Even in examining three other significant cities in a geographic line with Greeley, Colorado Springs, Denver, and Cheyenne, Wyoming, we see percentages of city budgets allocated to police services of 34%, 17%, and 26%, respectively, with per capita ratios of officer per community member of 1:434, 1:217, and 1:337, respectively as well (per the Vera Institute for Justice¹⁰). Based on this, Denver, with the lowest percentage of total city budget has the highest ratio of officers per community member but based upon this data alone, it cannot be clearly determined if that meets the community's needs and governmental tradeoffs.

Metrics that are useful to determine the sufficiency of resource allocation to policing agencies are those which reflect service outcomes in relation to established service level targets. These metrics include response times, case closure rates, community satisfaction with interactions and services, and proactive community policing. Having the 'north star' of established service targets enables organizational leadership to then determine proper resources needed to meet the targets.

Recommendation:

City of Greeley establish some 'north star' service metrics and targets for GPD in order to evaluate if the department is performing at desired service level and is sufficiently resourced. This could occur during a focused Strategic Planning effort or engaging an SME consulting firm to develop the performance standards.

⁹ U.S. Census Bureau, *Annual Survey of State and Local Government Finances*, 2017.

¹⁰ Vera Institute for Justice, *What Policing Costs: A Look at Spending in America's Biggest Cities*, accessible at <https://www.vera.org/publications/what-policing-costs-in-americas-biggest-cities>.

City of Greeley Financial Considerations

The City of Greeley utilizes an accounting system typical of most municipalities, counties, states, and special districts. This system, known as “fund accounting,” allows government agencies to manage their financial transactions according to the type of service being provided or expenditure being made, as well as to comply with legal mandates for financial reporting. It also allows similar services to be combined into one “fund” but be accounted for separately through individual departments.

An example of this is a city’s General Fund that collects revenues from sources not otherwise designated to a specific program and disburses these funds to departments providing most of the governmental services, such as fire, police, human resources, and community development.

This study will focus on receipts and disbursements from the City of Greeley’s General Fund, Equitable Sharing, and Public Safety Fund, but will consider the impact of revenues from other funds that are pertinent to police services.

The City of Greeley prepares a one-year operating budget and other various capital improvement plans based on a calendar year. Unused appropriations expire at the end of each budget cycle unless funds have been encumbered. The City Council may amend the budget at any time during the period. The adoption of the budget provides the legal authorization of the City’s departments to expend the revenues received by the City.

The City has developed a comprehensive plan for capital improvements and a vehicle and equipment replacement program, which are based on departmental priorities and are essential to the long-range financial and operational stability of the City. Additionally, the City conducts annual development growth modeling and produces the *Annual Growth and Development Projections Report* which provides useful data for general economic forecasting.

This program coordinates with the financial planning process to provide funding for the capital expenditures in a manner that does not adversely influence the finances of the City. Citywide expenditures include streets, utility projects, vehicles, buildings, land, other facilities, and other major equipment.

City of Greeley Financial Position

The assets and deferred outflows of resources of the City of Greeley exceeded its liabilities and deferred inflows at the close of 2022 by \$1,267,000,339. Of this amount, \$285,328,867 represents an unrestricted net position, which may be used to meet the City's ongoing obligations to citizens and creditors. At the end of the fiscal year, the City's governmental funds reported combined ending fund balances of \$167,110,748, an increase of \$50,299,169 in comparison over the prior year. Of the fund balance, 34.7% is unassigned, which is available for spending at the government's discretion; unassigned fund balance represents the spendable portion of fund balance that has not been restricted, committed, or assigned to specific purposes.

At the close of the fiscal year, unrestricted fund balance (the total of the committed, assigned, and unassigned components of fund balance) for the general fund was \$81,419,725 or approximately 65.8% of the total general fund expenditures and this included transfers.

The City's total unrestricted cash and investments increased by \$75,217,323 during 2023. The City's governmental activities increased by \$38,794,704, attributable to the timing of construction of capital projects and remaining fund balances from 2021. Total cash and investments for the City's business-type activities increased by \$44,280,791.

The City's Fund Balance over the 5-Year Forecast reflects General Fund expenditures at \$180 million in FY 2024, declining to \$160 million in 2025, and increasing back to \$180 million in FY 2028. The General Fund revenues are projected to be lower than expenditures in FY 2024 but revenue and expenditures balance in FY 2025 through FY 2028.

Financial Projections

City of Greeley

The City of Greeley has included a summarized five-year forecast in its 2024 budget presentation. The projection forecasts a conservative revenue growth averaging approximately 5% annually and an expenditure annual growth rate of approximately 4% after the inflated 2024 budget. The forecasts continue to focus on the Council's long-term vision for the City's economic and social growth initiatives.

Government entities are unlike for-profit enterprises in that they cannot readily create or modify revenue streams in the face of rapid changes in economic conditions. It is prudent for government entities to maintain reserve balances to allow time for budget adjustments to be made in order to realign spending with available revenues. The City of Greeley's General Fund annual year-end reserve balance is calculated at approximately 15% of annual expenditures, which is in line with their established financial policies.

In 2010, the City Council adopted a fund balance and working capital balance policy for the General, Sewer, Water, and Stormwater funds. On November 1, 2016, the reserve policy was updated and adopted by the City Council to adjust for extraordinary expenditures. The policy dictates that the General fund unrestricted fund balance shall be two months of operating expenditures, plus operating transfers out, less any extraordinary expenditure items, calculated as the end of the most recent fiscal year. Specific to Sewer, Water, and Stormwater funds working capital balances shall be maintained at 25% of operating expenses less depreciation at the end of the most recent fiscal year. The use of the fund balance or working capital must be appropriated by City Council.

Figure 8: City of Greeley General Fund Forecast

Description	Budgeted 2024	2025	2026	2027	2028
Revenues	155,442,001	163,763,599	167,925,064	176,653,819	184,388,096
Expenditures	178,604,641	162,048,990	169,173,242	175,828,950	181,923,510
Surplus (Deficit):	(23,162,640)	1,714,609	(1,248,178)	824,869	2,464,586
Beginning Reserves	46,567,215	23,404,575	25,119,184	23,871,006	24,695,875
Ending Reserves	23,404,575	25,119,184	23,871,006	24,695,875	27,160,461

General Fund Revenues

For analytical purposes and where the information is readily discernable, AP Triton divides revenues into two categories: recurring and non-recurring, or more basically stated as one-time and ongoing. Recurring revenues are those that are typically set by legislation or resolution, and which are easily quantified. Non-recurring revenues are those sources such as grant income, sales of surplus assets, insurance recoveries, loan or lease proceeds, and other sources for which an amount is not readily estimated.

A significant amount of information was available from the City's website and was reviewed to develop a financial trend analysis for the five-year period from 2019 through the estimates for 2023. This review of the historical information of total General Fund revenues revealed an increase from \$116,328,958 in 2019 to an estimated \$139,162,308 in 2023, a 19.6% overall increase or an annualized increase of approximately 4.9%. The City's total taxable assessed value increased from \$1,171,589,720 in 2018 to \$1,684,861,780 in 2021, an approximate 44% increase. General Fund property tax and telephone tax revenues increased from \$11,698,109 in 2019 to an estimated \$21,480,000 in 2023, an 83.6% overall increase.

The City has created numerous separate funds to segregate and allocate various sources of revenue. These individual funds transfer a portion of their revenues to the General Fund to provide resources for general government activities. Examples of transfers from funds with significant revenues include the Sales and Use Tax Fund, Water Funds, and the Public Safety Fund.

The most significant individual revenue source for the City is its sales and use tax. Sales and use tax revenues are segregated into a separate fund (Sales and Use Tax Fund) to account for the City's revenue from its 3.46% collection rate. The use of the tax revenue is governed by the terms of various revenue bonds issued by the City. A portion of the sales tax revenue is earmarked for public safety, and the Police Department receives some portion of that transfer. Detailed information for prior years regarding the transfers in was not available from the City's website.

Over 50% of the City's General Fund revenue is derived from sales tax. Property and telephone taxes contribute an additional 17% to the total receipts. The impact of the COVID-19 pandemic was reflected in a decline in sales tax revenues in 2020, notable in the review of recent years' financial history.

Other operating revenues include receipts from permits, fines, and forfeitures, intergovernmental revenues, charges for services, and miscellaneous receipts.

The following figure shows the consistent growth of revenues (with the negative impact on sales tax from the COVID-19 pandemic in 2020) to the City of Greeley.

Figure 9: City of Greeley Historical General Fund Revenues¹¹

Description	2019	2020	2021	2022	2023 Est.
Charges for Services	10,616,233	7,504,041	8,902,664	12,785,730	11,538,874
Fines & Forfeitures	2,042,323	2,219,293	1,960,403	1,436,732	1,188,191
Intergovernmental Revenue	12,304,605	14,126,655	18,146,149	6,601,972	10,110,984
Licenses and Permits	3,144,835	2,036,244	3,446,662	5,386,551	2,577,379
Property and Phone Taxes	11,698,109	14,540,807	17,567,140	16,979,733	21,480,000
Other Revenues	7,700,962	4,222,188	6,415,647	11,076,988	4,313,746
Operating Revenues:	47,507,067	44,649,228	56,438,665	54,267,706	51,209,174
Sales and Use Tax Fund	—	—	66,710,610	77,290,084	76,490,195
Public Safety Fund	—	—	2,385,568	2,356,467	2,768,785
Water Fund	—	—	3,632,204	2,892,210	3,410,742
Other Funds	—	—	2,197,356	4,699,265	5,283,312
Total Transfers In:	68,821,891	64,730,741	74,925,738	87,238,026	87,953,034
Recurring Revenues:	116,328,958	109,379,969	131,364,403	141,505,732	139,162,208

General Fund Expenditures

The General Fund appropriations provide for General Government activities, Public Safety, Public Works, Community Development, Culture, Recreation and Parks, General Administrative, Non-Departmental expenses. Public Safety, including the Police and Fire Departments, is the most significant of the categories. Expenditures included in these City Departments/Divisions include salaries and benefits, services, supplies, and other costs. As would be expected, expenditures for public safety functions of Fire and Police represent 38% of the total General Fund expenses.

The City Council created a long-term vision in 2022 that was used to develop a five-year work plan identifying the priorities of each department to achieve the Council's vision. Future budgets focus expenditures on that goal.

The following figure provides summarized costs by major category.

¹¹ City of Greeley Annual Budgets for the respective years 2020–2024.

Figure 10: City of Greeley Historical General Fund Expenses¹²

Description	2019	2020	2021	2022	2023 Est.
City Attorney	1,601,653	1,810,297	2,169,224	2,127,366	2,938,909
City Clerk	859,225	718,453	913,897	955,377	1,331,531
City Manager's Office	1,444,434	1,502,844	1,745,573	2,385,364	6,610,049
Communications	1,532,948	1,609,971	1,765,440	2,255,323	3,074,256
Community Development	4,959,415	5,362,799	5,739,252	5,777,204	6,924,536
Culture/Parks & Recreation	18,078,428	15,283,192	16,892,505	19,205,945	23,856,272
Econ. Health & Housing	560,566	572,783	621,656	493,371	709,915
Finance	2,530,498	2,738,228	3,008,147	4,137,629	5,698,859
Fire	18,273,171	19,540,478	20,474,746	22,604,249	24,687,078
Human Resources	1,184,765	1,328,977	1,651,690	2,425,005	3,022,068
Information Technology	—	—	—	2,175,568	1,639,812
Municipal Court	1,048,533	1,006,472	974,440	1,041,719	1,594,909
Non-Departmental	18,945,290	16,078,888	10,652,114	23,473,127	28,046,568
Police	28,564,179	31,263,952	31,734,923	32,820,197	35,564,229
Public Works	11,122,376	8,317,288	10,169,392	13,258,196	11,950,283
Total Recurring Expenses:	110,705,481	107,134,622	108,512,999	135,135,640	157,649,274

Greeley Police Department

The Greeley Police Department receives funding through an appropriation from the General Fund as well as appropriations from the Public Safety Fund (sales tax), Equitable Sharing Fund, and the Fleet Replacement and Equipment Replacement Funds, which are reflected as 'Transfers in' in budget documents. Fines and forfeiture, licenses and permits, and intergovernmental revenues are included in General Fund revenue, are shown in the department's budget as reducing the cost to the City's General Fund revenues.

¹² Ibid.

Greeley Police Department Financial Overview

The 2024 Adopted Budget for Greeley Police Department increased by 9.70%, or \$3,584,229, with the increase occurring in the Operations Division and Support Services, in increments of \$2.08 million and \$1.50 million, respectively. The additional allocated funds support sworn personnel, an administrative Commander in the Support Services Division, and ongoing administrative needs of the organization to meet evolved community policing standards, legislation, and administrative changes.

Special Revenue Funds that support Greeley Police Department include the Equitable Sharing Fund, the Public Safety Fund, NEAHR Grant Fund.

The 2024 Operating Budget proposed for GPD reflects an overall increase of 10% from 2023 funding and expenditure levels. Resources related to Charges for Services, Fines & Forfeiture, Intergovernmental Revenues do not align with a consistent rate of escalation year over year and tend to be 'lumpy,' which is reflected in the 2024 GPD Proposed Budget. Charges for Services are budgeted at 34% of the prior year, Fines & Forfeiture are reflected at a nearly 600% increase from the prior year, Intergovernmental Revenues are reflected at 142% of the prior year, and Transfers In are budgeted at 152% of the prior year. Expenditures for Salaries & Benefits and Supplies and Services should escalate with inflationary factors year over year, remaining consistent absent operational or programmatic changes that may affect resources. Personnel costs are budgeted in 2024 at 113% of the prior year, and Supplies and Services at 118% of the prior year. However, Capital expenditures are generally somewhat inconsistent year over year, indicative of the nature of the use of Capital funding for projects, and this is reflected in GPD's Capital budgeting historically. From 2020, the annual Capital budget for the department has ranged from \$88,803 in 2022 to \$1.7 million in 2023. The Capital budget for 2024 is \$215,393.

The five-year lookback for GPD's Operating Budget indicates that in the years which governmental organizations were addressing and managing through the COVID-19 pandemic, resources were restricted. Citywide funding reflects COVID-19 impacts, in that 2022 spending was down from FY 2020, which had been reduced by 21% from FY19.¹³ In the years 2020–2022, the Department's Operating Budget was relatively flat with an increase of 5% over those three years, where in 'normal' years, one would expect to see an increase of 15% or greater. However, in 2023, the years of suppressed inflation were addressed with an overall increase of the budget by 12%, which addressed the years of curtailment and restored funding for personnel and capital expenditures. The 2024 Proposed Budget of \$40,530,558 is one percentage point lower than the scenario in which GPD's Operating Budget experienced a 7% escalation annually over the five-year look-back period.

Figure 11: GPD Five-Year Budget vs. Actuals

GREELEY POLICE 5-YEAR BUDGET VS ACTUALS	2020 Actuals	2021 Actuals	2022 Actuals	2023 Revised Budget	2023 YTD Est	2024 Proposed Budget
Resources						
Charges for Services	\$208,614	\$1,312,395	\$326,227	\$251,000	\$251,000	\$84,750
Fines & Forfeiture	\$144,810	\$135,244	\$95,620	\$151,000	\$151,000	\$901,000
Intergovernmental Revenue	\$1,664,432	\$813,842	\$733,815	\$778,292	\$778,292	\$1,106,934
Licenses & Permits	\$186,104	\$216,310	\$212,818	\$189,000	\$189,000	\$194,250
Miscellaneous Revenue	\$85,765	\$120,219	\$218,885	\$20,000	\$20,000	\$20,200
Transfers in*	\$63,838	\$66,001	\$1,092,810	\$283,000	\$283,000	\$431,000
Use of Fund Balance	\$28,911,389	\$29,470,355	\$30,281,480	\$35,274,037	\$35,274,037	\$37,792,424
Total Resources	\$31,264,952	\$32,134,366	\$32,961,655	\$36,946,329	\$36,946,329	\$40,530,558
Expenditures						
Salaries & Benefits	\$24,685,249	\$24,665,112	\$24,448,094	\$26,030,147	\$26,030,147	\$29,435,322
Supplies & Services	\$6,393,825	\$6,988,185	\$8,424,758	\$9,203,358	\$9,203,358	\$10,879,843
Capital	\$185,878	\$106,540	\$88,803	\$1,712,824	\$1,712,824	\$215,393
Transfers out	—	\$374,529	—	—	—	—
Total Expenditures	\$31,264,952	\$32,134,366	\$32,961,655	\$36,946,329	\$36,946,329	\$40,530,558
*2023 Adopted Budget document began to identify transfers in by fund, but for consistency, the table reflects them cumulatively.						

¹³ 2022 City of Greeley Annual Comprehensive Financial Report.

The department operates through two divisions—the Services Division and the Operations Division, which are the main budget areas within the Police Department section of the General Fund.

Figure 12: GPD Five-Year Capital Plan (Fund 332, 2024–2028)

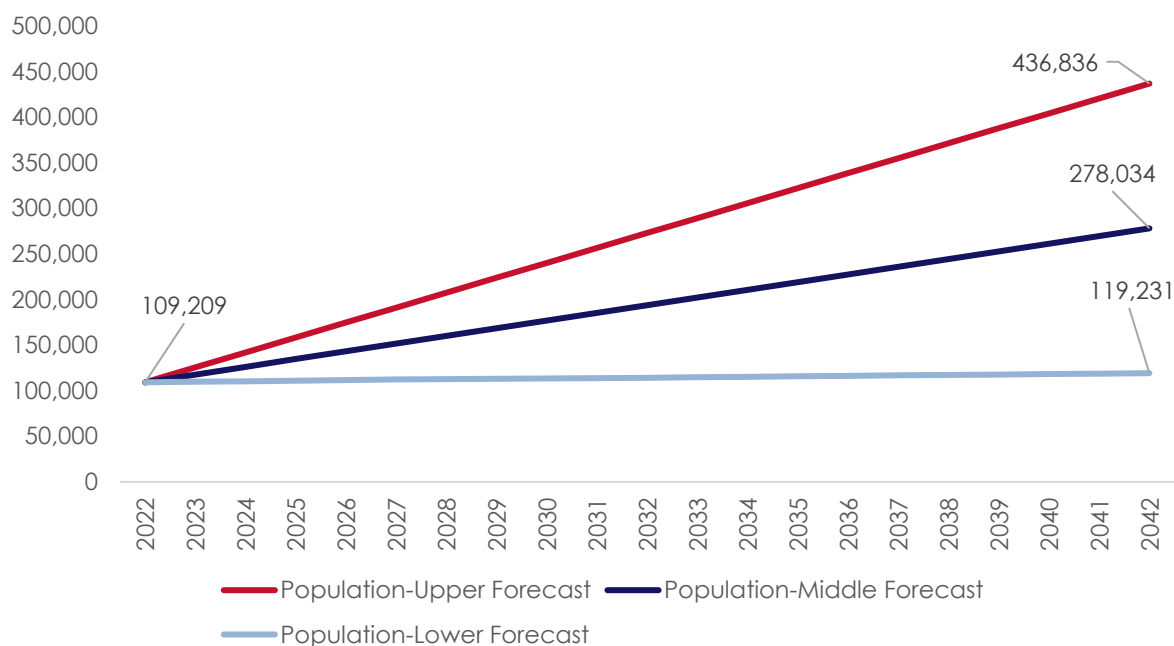
	2022 Actuals	2023 Original Budget	2023 Revised Budget	2024 Proposed Budget	2025	2026	2027	2028	2024– 2028 Total
Beginning Available Cash Balance	630,980	933,487	933,487	845,777	1,214,487	1,596,460	1,991,783	2,401,233	
Resources									
Development Fees	315,953	123,690	123,690	358,310	369,773	381,323	393,650	405,850	1,908,906
Investment Earnings	5,039	10,000	10,000	12,000	14,000	16,000	18,000	20,000	80,000
Total Resources	320,992	133,690	133,690	370,310	383,773	397,323	411,650	425,850	1,988,906
Expenditures (by Project)									
Police Facility Expansion & Capital Eqmt	18,257	—	—	—	—	—	—	—	—
Investment Charges	229	1,400	1,400	1,600	1,800	2,000	2,200	2,400	10,000
Police Equipment	—	—	220,000	—	—	—	—	—	—
Total Expenditures	18,486	1,400	221,400	1,600	1,800	2,000	2,200	2,400	10,000
Ending Available Cash Balance	933,486	1,065,777	845,777	1,214,487	1,596,460	1,991,783	2,401,233	2,824,683	

Capital expenditures for the benefit of GPD operations are included in the GPD budget but are shown as being spent through the appropriate replacement fund. Longer term Capital investments for GPD are reflected in the City's Capital Plan, which forecasts out five years. GPD does not have significant capital project funding in the 2024–2028 Capital Plan with \$10,000 planned for the Police Facility Expansion and Capital Equipment and Police Equipment projects. It may be that the City is anticipating receipt of new resources to fund the Capital projects, such as grant funding, and at the time funding is committed, the Capital Plan will be adjusted.

Population Growth, Service Demands, and Impacts on Resources

The projected growth of Greeley's population includes the currently known factors and variables that affect population change; however, the City Manager has estimated a 300% growth of the City in 20 years (2022–2042). Another projection metric that the City has employed is a 1.8% growth rate annually for their economic and housing development modeling as reflected in the Annual Growth and Development Projections Report. Lastly, historical growth rates often can serve to predict future growth rates, with some confidence, however the experience over the prior five-year look back includes COVID-19 impacts, which reflect changes to migration and settlement patterns nationally. No method can project future growth change with precision, but cumulatively they can serve to provide a range of possible growth and change to Greeley's population.

Using the City Manager's growth estimate, the growth in population is shown on the red line in the following figure. The average of the City Manager's projection and the 10-year moving average is plotted as the middle line in blue.

Figure 13: Greeley Population Forecast, 2022–2042

With the anticipation that Greeley will continue to grow, the City will need to adjust services, staffing, and personnel appropriately. For the Police Department, population growth will mean increased calls and demands for services as well as potentially new and different services. Assuming that the city intends to provide the same or better levels of service as the population grows, a commensurate increase in resources will be needed. The expectation is that increased population will result in increased revenues to the City, in the form of sales tax, property tax, and business and development taxes, permits, and fee revenues.

Recommendation:

To appropriately plan for impacts of the increasing population, the City should hire services or staff to perform professional economic modeling to ensure that the growth in the tax base and current revenue streams will be sufficient to fund increasing costs of expanded City services; if a disconnect is identified, the City can make more agile and timely adjustments.

Recommendation:

While the numbers shown in the forecasts are necessarily imprecise, they should be used as a launching point for more rigorous analysis and projection, identifying potential future demand and resource needs. They should be paired with ongoing adaptations to the projections and incorporation of more complex modeling that accounts for variables outside of the scope of this report.

The 2020 U.S. Census placed Greeley's person per household rate at 2.74. The City's population is projected to be 122,161 by 2027. Population estimates are projected using Census Data from 1980 through 2020, at a calculated historical growth rate of 1.81%.

There are an estimated 40,759 households in Greeley through December 31, 2022. In 2022, Greeley led residential building construction in Northern Colorado, a 126% increase over its 2021 new unit production and double its nearest other city's count. Projections based upon a scenario that balances between historical population growth and the City Manager's estimated population growth over 40-year timeframe produce a population projection growth of 154% from 2022 through 2029, or an increase of nearly 60,000 additional people residing in the City of Greeley. This is a gross estimate that averages multiple estimates. In referring to any of the methods of projecting growth, including a historical lookback at actual growth over the period of 2015–2022, it is reasonable to assume that Greeley will experience significant and increasing growth in the future, and the City will need to prepare for the commensurate growth rate for the City services, including the staffing levels of the Police Department.

Capital Facilities & Police Department Vehicles

Police vehicles and capital facilities are indispensable elements in the operational framework of any law enforcement agency, particularly the Greeley Police Department. These assets play a pivotal role in ensuring the department's ability to function effectively and serve its community efficiently. From enhancing response times to providing a visible presence, the significance of police vehicles and capital facilities cannot be overstated.

Firstly, police vehicles are essential for maintaining public safety and order. They serve as the primary means of transportation for both police officers and professional staff, enabling them to respond promptly to emergencies, calls for service, and critical incidents. Rapid response times can mean the difference between life and death in critical situations, highlighting the critical role of police vehicles in ensuring public safety.

Moreover, police vehicles are instrumental in conducting patrols and deterring criminal activity. The visibility of patrol cars in neighborhoods and high-crime areas can act as a deterrent, reducing the likelihood of criminal incidents. This proactive approach to policing helps create a sense of security and reassurance amongst residents, fostering community trust and cooperation.

Secondly, capital facilities, such as police stations and headquarters, are crucial for the effective functioning of a police department. These facilities serve as command centers for law enforcement operations, housing essential resources, including communication systems, evidence storage, and administrative offices. Without these particular facilities, the Greeley Police department's ability to coordinate responses, manage resources, and conduct investigations would be severely compromised.

Additionally, capital facilities provide a physical presence in the community, demonstrating the department's commitment to serving and protecting its residents. Police stations serve as accessible locations where community members can seek assistance, report crimes, and engage with law enforcement personnel. This accessibility is vital for building strong relationships between the police and the community, which are essential for effective policing.

In conclusion, police vehicles and capital facilities are indispensable assets for the Greeley Police Department to function properly and serve the community effectively. These assets enable officers and professional staff to respond swiftly to emergencies, patrol neighborhoods, and deter criminal activity. Lastly, these capital facilities provide the infrastructure necessary for coordinating operations, storing evidence, and engaging with the community.

In January 2024, the AP Triton Project Team toured the Greeley Police Department facilities and spoke with staff regarding the functionality of their fleet, police headquarters, and Annex (Secondary) Building. Further, AP Triton asked the Greeley Police Department to rate the condition of its police headquarters and annex building using the criteria from the following rating scales.

Figure 14: Facilities Rating Scale

Excellent	Like new condition. No visible structural defects. The facility is clean and well maintained. Interior layout is conducive to function with no unnecessary impediments. No significant defect history. Building design and construction match the building's purposes. Age is typically less than 10 years.
Good	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear of the building interior. Roof and apparatus apron are in good working order, absent any significant full-thickness cracks or crumbling of apron surface or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.
Fair	The building appears to be structurally sound with weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear, but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance, but with no critical defects. Age is typically 30 years or more.
Poor	The building appears to be cosmetically weathered and worn with potentially structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling of concrete on apron may exist. The roof has evidence of leaking and/or multiple repairs. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and/or major defects are evident. May not be well suited to its intended purpose. Age is typically greater than 40 years.

Greeley Police Department Headquarters

The following pages describe the features of each of the Greeley Police Department facilities.

Figure 15: Greeley Police Department Headquarters

Location:		Greeley Police Department Headquarters (PRIMARY) Building					
Address/Physical Location:		2875 W. 10 th Street Greeley Colorado 80634					
		General Description: Phenomenal facility; however, not much room for growth.					
Structure							
Date of Original Construction		March 2006 through March 2007					
Seismic Protection		None					
Auxiliary Power		Yes—Cummins Model DFEK-5778002 500 Kw diesel generator. Both police buildings have approximately 75% backup power coverage from this generator.					
General Condition		Good					
ADA Compliant		Yes—construction was done in compliance with ADA requirements at the time of construction.					
Total Square Footage		49,922					
Facilities Available							
Detention Cells		0	Pods	0	Dorms	3	Single/Max
		Secure, custody rated detention rooms.					
Maximum Staffing Capability		158					
Incarcerated Person Capacity		3 (short-term holding only) DUI processing etc.					

Location:	Greeley Police Department Headquarters (PRIMARY) Building
Address/Physical Location:	2875 W. 10th Street Greeley Colorado 80634
Resource Storage	Yes, Most sections/units have designated storage within their work areas for supplies and day to day needs. The following areas have either substantial cabinetry, closets, or rooms for storage needs: Level 1: Patrol General: Each patrol-based officer (Sworn/Professional) has an assigned large "cubby" storage for gear bags, as well as a lateral file drawer for equipment. Patrol Special Ops consisting of SRO unit, traffic unit, the Neighborhood Action Team (NAT) as well as their supervisors; Various supplies and equipment. Level 2: Investigations, Victim's Services, Front Desk/CSO, Training, Chief's Suite, Professional Standards, Technical Investigations. Bulk or long-term storage is provided in the secondary building.
Dispatch	No—Weld County Services Dispatch
Emergency Operations Center	No
Boating Operations Storage	No
SAR Operations Storage	No
SWAT Resources Storage	No—See secondary building information
Food Storage	Yes—cabinetry and refrigeration in multiple kitchen areas
Sleeping Quarters	Yes—Level 1: 6 Beds total, 4 men's and 2 women's
Evidence Storage	Yes—2 short term, small item drops one on each floor
Forensics Lab	No
Report Writing Stations	Yes—There are eight individual workstations on level 1 that support patrol operations. Each equipped with PC, phone, desk surface (standing desk), and various other resources are available.
Exercise/Workout Facilities	Yes—Fully equipped, 1400 sq. ft. gym with modern, diversified equipment owned and serviced by the Greeley Police Officer's Association.
Kitchen Facilities	Yes—Level 1: Full-service kitchen plus ice/water dispenser, plumbed coffee bar Level 2: Kitchen no stove, plumbed coffee bar, ice machine, sink. In addition, the following areas have kitchenettes and/or plumbed coffee: investigations, victim services, Chief's suite. Building total: 5

Location:	Greeley Police Department Headquarters (PRIMARY) Building				
Address/Physical Location:	2875 W. 10th Street Greeley Colorado 80634				
Individual Lockers Assigned	Yes—Individual lockers for sworn, and patrol based professional (CSO) employees. Each locker is HVAC ventilated and equipped with electrical outlets. The lockers have separate "boot drawers." The lockers are integrated into men's and women's locker rooms with access to bathroom and shower facilities. Two, day use rooms each with typical lockers can be used by any employee. Additional standard type lockers or "wardrobe" office furniture lockers are used throughout different work areas.				
Bathroom/Shower Facilities	Yes—Level 1: custody/detention- toilet (1) sink (1), report writing room- toilet (1) sink (1); 2 day use rooms toilet (2), shower (2), sink (2); hallway- toilet (1), sink (1); Women's locker room – toilet (3), shower (3), sink (3); Men's locker room- toilet (2), urinal (2), shower (4) sinks (4) Level 2: custody/detention (interview suite) toilet (1), sink (1); Hallway/Women's- toilet (4), sink (3), Hallway/Men's- toilet (2), urinal (2), sink (3); Victim's Assistance- toilet (1), sink (1); Public Lobby- toilet (2), sink (2); Chief's suite- toilet (1), sink (1) Building Totals: Toilet (21), Urinal (4), Sinks (23) showers (9)				
Training/Meeting Rooms	Yes—Level 1: Patrol special ops (1) meeting room. Multi-use skills-based training room (1) Level 2: Large multi-use training/meeting/community room (1). This room can be divided into two separate training/meeting rooms. Investigations (2); Victim's Services (1); Chief's suite (1); main hallway (2); Professional Standards (1) Note: This area was converted from workstations to a meeting area. Building Totals: 10 (size ranges from 6 to 80-person (approximate) capacity)				
Washer/Dryer	Yes—sally port				
Interview Rooms	7	Custodial	4	"Soft"	Juvenile
	Y	Recorded	Y	Video	Monitored

Location:	Greeley Police Department Headquarters (PRIMARY) Building		
Address/Physical Location:	2875 W. 10 th Street Greeley Colorado 80634		
		Level 1: custody/detention rooms can be used for interviews (3), video and audio recording capabilities. Monitored if subject is being held. Level 2: Investigations- hard/custodial interview rooms (4), soft (2), all rooms are video, and audio recorded, monitored if subject is unattended; Polygraph room (1)- Part of investigations interview suite, video and audio recorded. Victim Services- interview rooms for special victims/children/families (2) video and audio-recording. Professional Standards (1) audio and video recorder. Building Totals: 13 interview rooms	
Armory		Yes—Weapons storage area. Patrol rifle and shotgun storage with various supplies and BWC docking stations	
Police Records and Storage		Yes—Police records were not part of the original building design since it was a joint operation with the county at the time of construction. When that relationship ended, existing offices and workstations had to be removed to create a functional records area.	
Safety & Security			
Station Sprinklered		Yes—water fire suppression throughout building, halon fire suppression-main IT server room on level 1	
Smoke Detection		Yes—within ductwork and some ceiling mounted.	
Decontamination		Yes—Decon shower and eyewash station sally port	
Security System		Yes—The police department Headquarters is equipped with full electronic key card access control for the rear parking lot and the building. Within the building, access is controlled by assignment or a need to access. The secure parking lot (shared with secondary building) is secured by access-controlled gates and brick wall to protect against unauthorized entry. There is full video coverage of the exterior of the buildings and critical areas inside.	
Apparatus Exhaust System		Unknown	
Total Daily Staffing:	80 (Approx)	Fluctuates based on date/time(s)	

Other areas of note within Headquarters Building:

- Two office areas are designated for outside agency personnel, such as Human Resources, the City Attorney, and/or other agencies that are temporary duty to the Greeley Police Department.
- The Greeley Police Department houses a full-time co-responder program, where two (2) clinicians are housed full-time within the headquarters building.
- The department has a short term "soft" holding room (not locked) for the short-term holding of juvenile offenders.

Figure 16: Greeley Police Department Support (ANNEX) Building

Location:		Greeley Police Department Support (ANNEX) Building					
Address/Physical Location:		810 30 th Ave Greeley, CO 80634					
		General Description: Well built facility with large amounts of storage for a number of police department units and specialty vehicles. However, there is not much room for growth.					
Structure							
Date of Original Construction		March 2006 through March 2007					
Seismic Protection		None					
Auxiliary Power		Yes—Cummins Model DFEK-5778002 500 Kw diesel generator. Both police buildings have approximately 75% backup power coverage from this generator.					
General Condition		Good					
ADA Compliant		Yes—construction was done in compliance with ADA requirements at the time of construction.					
Total Square Footage		29,041					
Facilities Available							
Detention Cells- No		0	Pods	0	Dorms	0	Single/Max
Maximum Staffing Capability		12 full time employees with available workstations					
Incarcerated Person Capacity		None					
Resource Storage		Yes—The secondary building was designed to provide bulk storage areas for each of the work units that require it. The storage areas are individually keyed chain linked fence areas within the building. Open shelving is provided: Records, Traffic, SRO, Victim's Services, IT, investigations are examples of units needing this additional storage. Furthermore, additional storage was designed for specialty units discussed below.					
Dispatch		No					
Emergency Operations Center		No					
Boating Operations Storage		No					
SAR Operations Storage		No					

Location:	Greeley Police Department Support (ANNEX) Building
Address/Physical Location:	810 30th Ave Greeley, CO 80634
SWAT and Bomb Resources Storage	Yes—A significant portion of the secondary building is dedicated to storage for the SWAT and Bomb units. Within this area there are multiple storage options. Designated parking (indoor floor space) for multiple SWAT and bomb specialty vehicles. Additionally, there is a secure chain link storage area for equipment and supplies. Each team member has an additional secure locker dedicated to SWAT/Bomb gear. There is a room designed to hold bulk ammunition and other supplies/items requiring a high level of security.
Food Storage	No
Sleeping Quarters	No
Evidence Storage	Yes—Approximately 16,000 sf of the secondary building is dedicated to evidence-related work. Actual evidence storage is accomplished mainly using high-density rolling shelving units. There are separate storage rooms for narcotics and firearms and valuables such as cash and jewelry. Furthermore, the evidence area has a designated large item storage area, pending auction/destruction storage, and refrigerated/freezer storage. Video surveillance provided throughout.
Forensics Lab	No
Report Writing Stations	There are 4 workstations located within the non-secure officer evidence processing area. These are primarily used for entering evidence but double as workstations as well. They have computers and phones.
Exercise/Workout Facilities	No
Kitchen Facilities	No
Individual Lockers Assigned	Yes—Each of the units that operate out of this secondary building have personal lockers assigned to them. This includes Animal Control, Evidence, Quartermaster, the SWAT Team, and Bomb Squad.
Bathroom/Shower Facilities	Yes—Evidence employee bathroom- toilet (1), sink (1); general use- toilet (1), sink (1); general use-toilet (1), sink (1), SWAT/Bomb area general use-toilet (2), sink (2), shower (2) Building totals: toilet (5), sink (5), shower (2)
Training/Meeting Rooms	Yes—Evidence (1); SWAT/Bomb (1) Building total (2)

Location:		Greeley Police Department Support (ANNEX) Building					
Address/Physical Location:		810 30 th Ave Greeley, CO 80634					
Washer/Dryer		Yes—washer and dryer in SWAT/BOMB area					
Interview Rooms- No	0	Custodial	0	"Soft"	0	Juvenile	
	0	Recorded	0	Video	0	Monitored	
Armory		Yes—The armory is in the SWAT area. It is a full-service facility with workbench/room ventilation. Allows for safe cleaning and maintenance of weapons.					
Police Records and Storage		No records staff but records bulk storage.					
Safety & Security							
Station Sprinklered		Yes—water fire suppression throughout building.					
Smoke Detection		Yes—within ductwork and some ceiling mounted.					
Decon & Biological Disposal		Yes—Decontamination shower and eye wash in evidence (1), vehicle processing bays (2), SWAT/Bomb area (1)					
Security System		Yes—The police department secondary building is equipped with full electronic key card access control for the parking lot and the building. Within the building, access is controlled by assignment or a need to access. The secure parking lot (shared with headquarters building) is secured by an access-controlled gate and brick wall to protect against unauthorized access. Full video coverage of the exterior of the buildings and critical areas inside.					
Apparatus Exhaust System		Unknown					
Total Daily Staffing:		4 (Approx)					

Other areas, facilities, or items of note in the Secondary building:

- Evidence area:
 - Vehicle processing bays (2); indoor, fully equipped for advanced evidence processing of cars or large items.
 - Six HVAC-controlled dry bio-dry closets for air drying and venting wet evidence.
 - Drop-down ventilation for small item evidence processing.
 - Separate public lobby
 - Evidence return room.
 - Attorney evidence viewing room.

- Inside vehicle maintenance bay allows for self-service maintenance and cleaning of department vehicles as well as storage of related items and supplies.
- Facilities maintenance and storage area.
- Approximately 1,200 sf of quartermaster storage area for everything from taser cartridges to sanitizing supplies.
- Police bicycle storage and maintenance shop.
- Separate Biohazard holding room with outside access for proper disposal.
- Animal Control unit with employee desk/workstations, vehicle storage, HVAC conditioned area for short-term holding of animals taken when Animal Control Officers (ACO) are not on duty.
- Tech fabrication room: Area for the department's techs to be able to safely conduct work such as soldering and other modifications.

Summary of the Greeley Police Station/Headquarters and Annex Building

The following figure summarizes some of the primary features of the Greeley Police Department's two primary buildings:

Figure 17: Combined Features of Greeley Police Department Buildings

Station	Square Footage	Vehicle Bays	Daily Staffing	General Condition	Station Age
Headquarters	49,922	1	80	Excellent	17 years
Annex Building	29,041	6	4	Excellent	17 years
Totals:	78,963	6	32	Averages:	17 years

Discussion of Greeley Police Department Station/Headquarters and Annex Building

As shown in the preceding figure, the combined average age of Greeley's Police Headquarters and Annex Building is 17 years. Both of GPD's buildings appear in "Good" condition. Anecdotally, many industry experts agree that police stations more than 50 years old should be replaced. Using this information, the lifespan of both the GPD Headquarters and the Annex Building have another 33 years before considerations to replace, remodel, and/or retrofitting discussions shall be approached.

Police Department Capital Equipment & Vehicles Inventory

The Greeley Police Department places a paramount importance on the reliability and functionality of its capital equipment and emergency response vehicles. These assets serve as critical components in swiftly and safely transporting police officers, professional staff, and necessary equipment to incidents requiring immediate attention. Ensuring the proper maintenance and equipping of these vehicles is imperative to guarantee the uninterrupted delivery of emergency services.

Police vehicles utilized for emergency response must not only be reliable but also properly equipped to support the department's operational needs. From advanced communication systems to specialized equipment, these vehicles must be outfitted to facilitate efficient and effective emergency responses. Any compromise in the functionality of these vehicles could severely impede the department's ability to deliver vital emergency services to the community.

Moreover, the maintenance and upkeep of police vehicles and capital equipment are paramount to their overall functionality and reliability. Regular inspections, servicing, and adherence to maintenance schedules are essential to prevent breakdowns and ensure optimal performance. The Greeley Police Department recognizes the critical role these assets play in their operations and is committed to maintaining them at the highest standards to uphold its mission of serving and protecting the community.

As a part of this study, AP Triton requested that the Greeley Police Department provide a complete inventory of its fleet (specialty apparatus, vehicles, command and support vehicles, specialty units, etc.). For each vehicle listed, GPD was asked to rate its condition utilizing the criteria described in the next figure.

Figure 18: Fleet Rating Criteria

Components	Points Assignment Criteria	
Age:	One point is assigned for every year of chronological age, based on the date the unit was originally placed into service.	
Miles/Hours:	One point is assigned for every 10,000 miles or 1,000 hours.	
Service:	1, 3, or 5 points are assigned based on the service type received (e.g., a patrol sedan would be given a 5 since it is classified as heavy-duty service).	
Condition:	This category considers body condition, rust, interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the assignment of points.	
Reliability:	Points are assigned as 1, 3, or 5, depending on the frequency that a vehicle is in for repair (e.g., a 5 would be assigned to a vehicle in the shop two or more times per month on average, while a 1 would be assigned if in the shop on average once every three months or less.)	
Point Ranges	Rating	Condition Description
Under 3 points	Condition I	Excellent
4–5 points	Condition II	Good
6–7 points	Condition III	Fair (consider replacement)
8 points or higher	Condition IV	Poor (immediate replacement)

The next figures list the inventory of the Greeley Police Department's current frontline Patrol Vehicles, Command Vehicles, Professional Staff Vehicles, and other Specialty Vehicles.

Figure 19: GPD Frontline Fleet Inventory (2024)

Type	Manufacturer	Year	Condition	Assigned Station
VAN	Dodge	2001	III	Evidence
SUV E	Chevrolet	2015	IV	Patrol
SUV E	Chevrolet	2015	IV	Patrol
SUV E	Chevrolet	2015	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2017	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2018	IV	Traffic
SUV E	Chevrolet	2021	I	Patrol
SUV E	Chevrolet	2021	II	Patrol
SUV E	Chevrolet	2021	II	Patrol
SUV E	Chevrolet	2021	II	Patrol
SUV E	Chevrolet	2021	II	Patrol
SUV E	Chevrolet	2021	II	Patrol
SUV E	Chevrolet	2021	II	Patrol
SUV E	Chevrolet	2021	I	Patrol

Type	Manufacturer	Year	Condition	Assigned Station
VAN	Ford	2019	I	Crime Van
SUV E	Chevrolet	2021	II	Patrol
SUV E	Ford	2021	I	Patrol
SUV E	Ford	2021	I	Patrol
MOTO	Harley Davidson	2021	I	Traffic
SEDAN	Chevrolet	2009	IV	Detective
SEDAN	Chevrolet	2012	III	Detective
SEDAN	Chevrolet	2013	III	Detective
SEDAN	Chevrolet	2013	III	Detective
VAN E	Dodge	2014	III	Nat Van
VAN E	Dodge	2014	IV	Patrol CSO
SEDAN	Ford	2014	III	Detective
SEDAN	Ford	2014	IV	Detective
SEDAN	Ford	2014	III	Detective
SEDAN	Ford	2014	IV	Crime Lab
SEDAN	Ford	2015	I	Detective
SEDAN	Ford	2016	I	Detective
SUV	Chevrolet	2016	III	Training
1/2 TON TRUCK	Chevrolet	2016	IV	Detective
SUV E	Chevrolet	2017	I	Detective
SUV E	Ford	2022	I	Patrol
1/2 TON TRUCK	Ford	2022	I	Patrol
MOTO	Harley Davidson	2022	I	Traffic
MOTO	Harley Davidson	2022	I	Traffic
MOTO	Harley Davidson	2022	I	Traffic
1/2 TON TRUCK	Chevrolet	2019	I	Detective
SUV E	Chevrolet	2019	I	Detective
1/2 TON TRUCK	Chevrolet	2019	II	Patrol CSO
1/2 TON TRUCK	Chevrolet	2020	II	Patrol CSO
S02	Ford	2020	I	Detective
1/2 TON TRUCK	Chevrolet	2020	I	Patrol Set
1/2 TON TRUCK	Chevrolet	2021	I	Patrol CSO

Type	Manufacturer	Year	Condition	Assigned Station
SUV E	Chevrolet	2018	IV	Patrol
SUV E	Chevrolet	2019	IV	Patrol
SUV E	Chevrolet	2019	III	Patrol
SUV E	Chevrolet	2019	III	Patrol
SUV E	Chevrolet	2019	III	Patrol
SUV E	Chevrolet	2019	IV	Patrol
SUV E	Chevrolet	2019	II	Traffic
SUV E	Chevrolet	2019	IV	Crashed/Totaled
SUV E	Chevrolet	2020	II	Traffic
SUV E	Chevrolet	2020	II	K9
SUV E	Chevrolet	2020	IV	K9
SUV E	Chevrolet	2020	II	Patrol
SUV E	Chevrolet	2020	II	Patrol
SUV E	Chevrolet	2020	II	Patrol
SUV E	Chevrolet	2020	II	Patrol
SUV E	Chevrolet	2020	II	Patrol
SUV E	Ford	2023	I	Patrol
SUV E	Ford	2023	I	Patrol
SUV E	Ford	2023	I	Patrol
SUV E	Ford	2023	I	Patrol
MOTO	Harley Davidson	2019	I	Traffic
MOTO	Harley Davidson	2019	I	Traffic
MOTO	Harley Davidson	2020	I	Traffic
MOTO	Harley Davidson	2020	I	Traffic
3/4 TON TRUCK	Chevrolet	2020	III	Patrol Aco
3/4 TON TRUCK	Chevrolet	2019	IV	Patrol Aco
1/2 TON TRUCK	Chevrolet	2014	IV	Traffic
SUV	Chevrolet	2016	IV	
SUV	Chevrolet	2017	IV	

In the previous figure, 27 frontline vehicles rank excellent, 17 rank good, 12 are in fair condition and should be considered for replacement. An astounding, 33 of these vehicles (majority) are in poor condition and shall be immediately replaced.

Figure 20: GPD Supervisor and Command Vehicle Inventory (2024)

Assigned To	Manufacturer	Year	Condition	Status	Assigned Location
Deputy Chief	Chevy/Tahoe	2016	IV	Frontline	Patrol
Commander	Chevy/Tahoe	2017	III	Frontline	Patrol
Patrol Sgt	Chevy/Tahoe	2015	IV	Frontline	Patrol Sgt
Commander	Chevy/Tahoe	2014	II	Frontline	Patrol Cmd
Commander	Chevy/Tahoe	2014	II	Frontline	Patrol Cmd
Chief	Chevy/Tahoe	2016	II	Frontline	Chief
Commander	Chevy/Tahoe	2016	II	Frontline	Patrol Cmd
Patrol Sgt	Chevy/Tahoe	2017	IV	Frontline	Patrol Sgt
Patrol Sgt	Chevy/Tahoe	2017	IV	Frontline	Patrol Sgt
Patrol Sgt	Chevy/Tahoe	2018	III	Frontline	Patrol Sgt
Detective Sgt	Chevy/Tahoe	2021	I	Frontline	Detective Sgt
Patrol Sgt	Chevy/Tahoe	2020	II	Frontline	Patrol Sgt
Patrol Sgt	Chevy/Tahoe	2020	II	Frontline	Patrol Sgt
Detective Sgt	Chevy/Impala	2012	IV	Frontline	Detective Sgt
Detective Sgt	Chevy/Impala	2013	IV	Frontline	Detective Sgt
IA Sgt	Ford Fusion	2014	IV	Frontline	IA
Detective Sgt	Ford Fusion	2014	IV	Frontline	Detective Sgt
Admin Commander	Chevy Equinox	2017	II	Frontline	Admin Commander

In the previous figure, one supervisor and command vehicle rank excellent, seven rank good, two are fair and should be considered for replacement. An astoundingly eight of these vehicles (the majority) are in poor condition and shall be immediately replaced.

Figure 21: GPD Specialty Operations and Other Vehicles Inventory (2024)

Assignment	Description	Year	Condition	Assignment Locations
Bomb Squad	Hurds Trailer	1992	III	Bomb Squad
Evidence	Dodge 1500 Van	2001	III	Evidence
SWAT	GMC 3500 Box Truck	1997	IV	Swat Box Truck
Bomb Squad	Ford F550	2006	III	Bomb Squad
LPR Trailer	Ru2 Fast	2006	III	General
16' Trailer	Trailer	2000	I	General
Bomb Robot Trailer	Haulmark	2005	IV	42' Bomb Robot Trailer
General Use Trailer	Haulmark	2002	III	17' Enclosed Trailer
Bomb Squad	International Fire Truck	1991	IV	Bomb Squad
SWAT Sniper	Chevy Tahoe	2014	IV	Swat Snipers
Crime Scene Van	Ford Transit 350	2019	I	CSI
SWAT Camin	MRAP	2004	IV	Swat Rescue
Freightliner	Swat "Rhino"	2007	IV	Swat Response Vehicle

In the previous figure, two specialty and other operations vehicles rank excellent, zero rank good, five are fair and should be considered for replacement. Lastly, six of these vehicles (the majority) are in poor condition and shall be immediately replaced.

Photographs of each fleet vehicle and specialty equipment follow.

Figure 22: Patrol Tahoe



Figure 23: Patrol Explorer



Figure 24: CSO Truck**Figure 25: Patrol Van Assigned to the Neighborhood Action Team (NAT)**

Figure 26: Animal Control**Figure 27: Training Unit**

Figure 28: F-550 Assigned to The Bomb Squad



Figure 29: Trailer Assigned to the Traffic Unit for Commercial Vehicle Inspections



Figure 30: Investigations Truck



Figure 31: Investigations Truck



Figure 32: Professional Services (CSO) Truck (Smaller Version Of Previous Photo)**Figure 33: General Use Trailer**

Figure 34: Mine Resistant Ambush/Armored Protection (MRAP) Vehicle



Figure 35: SWAT Assigned Vehicle



Figure 36: Robot Trailer—Bomb Squad**Figure 37: Firetruck—Assigned to Bomb Squad**

Figure 38: Armored Rescue Vehicle—SWAT



Figure 39: Traffic Unity Motorcycle—Harley Davidson



Figure 40: Containment Vessel—Bomb Squad**Figure 41: Tahoe—Assigned to the Chief, Deputy Chief(s), and Commanders**

Figure 42: Ford Explorer(s) Assigned to Deputy Chief(s) And Commander(s)



Figure 43: Crime Scene Investigations (CSI) Vehicle



Figure 44: All Terrain Utility/Vehicle (ATU)**Figure 45: Detective Vehicle 1**

Figure 46: Detective Vehicle 2**Figure 47: Detective Vehicle 3**

Vehicle/Fleet Maintenance & Replacement Planning

No piece of mechanical equipment nor vehicle can be expected to last indefinitely. As vehicles and equipment age, repairs become more frequent and complex. Parts may become more difficult to obtain, and downtime for repair and maintenance increases.

Since law enforcement, emergency response(s), and calls for service response(s) prove critical to the City of Greeley community, downtime is one of the most frequently identified reasons for vehicle/fleet replacement. As a result, most municipal police departments develop replacement plans, due to the sometimes-overwhelming expense of continued maintenance sometimes exceeding the cost of vehicle replacement.

Recommendation:

Based on the assessment, it is recommended that the City of Greeley prioritize upgrading a significant portion of its fleet to meet current operational demands and enhance efficiency.

City of Greeley Vehicle and Equipment Maintenance Practices

The City of Greeley's Fleet Maintenance Department is a division of the Public Works Department and is responsible for most of the maintenance of GPD's frontline vehicles, command, and equipment vehicles. Preventive maintenance checks are done regularly, and maintenance records are maintained for all apparatus and vehicles.

The current team of emergency vehicle technicians do not possess certification as Emergency Vehicle Technicians (EVT); the standard has not been previously required by the City. However, vendors providing these services do possess EVT certifications. This situation indicates a potential area for improvement in aligning internal qualifications with industry standards to ensure consistent service quality and to potentially enhance the City's accountability and capability in maintaining its emergency fleet.

The City maintains an updated repository of vehicle and apparatus maintenance manuals for all automotive units and newly purchased apparatus. This practice supports the proper maintenance and servicing of vehicles, ensuring that technicians have access to the necessary documentation to perform their tasks according to manufacturer specifications and safety standards.

Preventative maintenance checks are regularly conducted on police units, highlighting a proactive approach to maintaining this segment of the City's emergency fleet. This practice helps in early detection of potential issues, reduces downtime, and extends the service life of the vehicles.

The City diligently maintains records for all maintenance activities, both internal and external, across all equipment and vehicles. This comprehensive record-keeping facilitates efficient management of maintenance schedules, budgeting, and planning. It also plays a crucial role in compliance and auditing processes, providing transparent and accessible data that can be crucial during evaluations or in response to public inquiries.

Recommendation:

GPD should work with City Fleet Services to adopt EVT certification for all in-house technicians to ensure standardize skill sets, improve maintenance quality, and align with best practices.

Section II: SERVICE DEMAND & INCIDENT PERFORMANCE

Service Demand & Incident Staffing Performance

This section will give the Greeley Police Department (GPD) a general understanding of relevant demand for service and performance information across the main divisions of the agency. The section begins with a brief discussion of the data sources and work used in this analysis.

Next, general community-generated demand for service is analyzed, as demonstrated by calls for service records from the Computer Aided Dispatch system for the five years of data in the report, 2019–2023. This includes a forecast of demand for service through 2042. The report then focuses specifically on the Patrol, Investigations, and Professional Services Sections with available performance metrics.

The Patrol Section begins with an analysis of patrol-oriented community-generated calls for service across the five years of available data. Following general demand, the Patrol Division's performance is analyzed across call handling time, response time and effective response time. Building off this, the next subsection analyzes current and optimal staffing levels based on demand for the most recent year—2023.

The Investigations Section begins with an analysis of workload demand, as gauged by annual NIBRS crime counts and number of cases worked. Performance is analyzed as case clearance-suspension ratio and time to case resolution.

Lastly, the Professional Services Section describes current workload and performance across the Records, Evidence, and Training and Personnel Units of GPD.

Statistics Discussion

Navigating the intricacies of emergency incident response demands a judicious blend of statistical and technological methodologies. Historical misjudgments have underscored the gravity of evaluations, as they directly impact deployment and operational decisions. This analysis seeks to quantify and dissect available information, serving as a foundation for GPD to enhance performance. However, leaders must recognize the inherent limitations of relying solely on statistical studies; prudent judgment, coupled with proven analytics, should guide choices.

Within this section, an array of statistical and data analytical tools were used. Categories, central tendencies, and regression analyses collectively weave a narrative of historical demand and performance, revealing trends that leaders can leverage, both positive and negative.

Research Information

The information within this section was developed from various sources provided by GPD and independent research. Detailed data was provided between January 1, 2019, and December 31, 2023, using a variety of computer-based sources and internal tracking tools. This timeframe is significant because of the influence on demand for services due to the COVID-19 pandemic, and this will be explored further throughout the report. Sources are listed below:

- Spillman Computer Aided Dispatch System, 1/1/2019 to 10/31/2022
- Central Square Computer Aided Dispatch System, 11/1/2022 to 12/31/2023
- Spillman Radio Log System, 1/1/2019 to 10/31/2022
- Central Square Radio Log System 11/1/2022 to 12/31/2023
- Spillman Records Management System, 1/1/2019 to 10/31/2022
- Central Square Records Management System, 11/1/2022 to 12/31/2023
- Oracle Human Resources Management System, 1/1/2023 to 12/31/2023
- In-House Annual Department/Shift Scheduling Records, 2019 to 2023
- In-House Performance Records, 2019 to 2023
- Historical Patrol Staffing Reports from 2019 and 2020
- Ad Hoc responses via email and interview from GPD's Crime Analyst
- Independent research sources are cited in footnotes throughout the section

The Computer Aided Dispatch systems generate records of Calls for Service (CFS). Maintained by the Weld County Public Safety Communications Department, records are generated when notification is received of an incident demanding Law Enforcement presence, including when it is self-initiated by an officer. As covered in the following paragraphs, records span the Spillman and Central Square systems, the records contain information such as the sector of the call, call type, priority and how the call was received by dispatch.

The Radio Log systems generate records of the timing of an officer's individual response to a call for service. The officer is responsible for communicating his or her status in the process of responding to a call for service, including when they are en route, on the scene of a call, and when the call has been cleared.

The Records Management Systems generate records associated with cases officers working on an ongoing basis. For this report, the records contain information like the case number, the date it was assigned and the status of the case.

The data provided by the Human Resources system included the average number of leave hours per member of the department.

The shift scheduling records provided the identification numbers of each employee assigned to each unit (patrol, investigations) on an annual basis.

Annual performance records were provided for the Records, Evidence, and Training and Personnel Units in the form of counts of each unit's output.

Historical patrol staffing studies were provided and used for estimating time spent on calls for service processing reports and evidence.

Other information and data points contained in this section were provided by the GPD Crime Analyst via email and interview and derived from independent research. Sources are cited throughout the section when applicable.

Data was delivered in numerous separate files with different data structures. Oftentimes, ambiguous, or incomplete data files necessitated multiple deliveries of a single dataset to ensure complete and accurate data. Several data requests were unmet, either due to fiscal constraints, incomplete responses, or lack of availability in an accessible form. At times, technical issues seem to have confounded the ability to secure necessary and complete data; data connection issues, access to decommissioned database, and reliance on data sources external to GPD. Finally, some datasets are not tracked on a regular basis in an accessible form. This necessitated the truncation of several lines of analysis that would have been potentially illuminating in this report.

The quantity of data sources was multiplied by GPD, and Weld County, moving from a data tracking system provided by Spillman Technologies, Inc. to one provided by Central Square Technologies in November 2022.

The sources listed were combined utilizing proven data engineering techniques into one database. Significant effort was required to shape and engineer the information provided into a useful data set.

Data Engineering Findings

Over 30 data files, emails, and interview responses were combined into six data sets: Calls for Service paired with timestamps derived from radio logs, records of NIBRS crimes reported, records of cases investigated, annual scheduling and unit assignments, historical human resource data, and other performance and timing metrics.

The combined total number of records from the two calls for service systems was 525,425. One duplicate between the two systems was discarded. The most current record was kept, for a data loss of one record or 0.00019%. This dataset, with further filters applied, was used for the "Community Generated Demand for Service" section that follows.

Timing data was provided in 7,722,537 Radio Log records. Radio log data was provided in two forms. The Spillman Radio Logs were provided as raw, unprocessed entries. The Central Square radio logs were preprocessed, grouped by Call ID and Responding Officer ID, with values for the Dispatched time (labeled "Time Assigned" in processed data), En Route time, On Scene time, and Call Cleared time derived from the raw records (not provided).

After processing and filtering for applicable radio log entries and pairing them with the 525,424 CFS records using internal ID numbers, 2,512,678 radio log records were kept. Of the 525,424 calls, 10,136 were unmatched, for a total of 515,288 retained calls.

The calls for service data paired with the timing data from the radio logs was used in the "Patrol Division" section of the report. Further filtering and manipulation of the data is covered in that section. Records of NIBRS crimes also spanned the two systems. A total of 85,854 were provided across the two systems. Because NIBRS data potentially provides multiple crime occurrences within one incident, extraneous details were removed from the set, keeping only the code for the crime, the incident date and the internal GPD case number. This resulted in 4,784 duplicates being removed. Further, data was filtered for only Group A crimes, those most serious.¹⁴ This brought the count down to 75,203. No data was lost from this set due to missing values.

¹⁴ Visit <https://le.fbi.gov/file-repository/nibrs-user-manual-063023.pdf/view> for comprehensive information on NIBRS crime types.

Records of cases investigated, maintained by GPD's Investigations Units, were sourced from the Central Square and Spillman systems as well. A total of 10,537 records were provided, accounting for 10,515 unique cases. Two records in the Spillman Case data contained null values for the Case Number and were dropped from the analysis for a loss of 0.01%.

Any further manipulation of the NIBRS and Case data is explained in the Investigations Section of this report.

The rest of the data, from the Weld County Human Resources system, the annual shift scheduling spreadsheets, in-house performance tracking, historical patrol staffing reports, and any Ad hoc answers provided by GPD/Weld County staff were taken as clean, preprocessed data, often aggregated to the final point needed for analysis (e.g., annual leave averages per member from HR data).

Community-Generated Demand for Service

To give a general baseline of the demand for Greeley Police Department's services, this subsection contains an analysis of all Community Generated Calls for Service over the five-year period. To qualify as a pertinent Call for Service, the following must be true:

1. The Sector assigned to the call by the Emergency Dispatch System must be within GPD's jurisdiction: labeled GPA, GPB, GPC or GPD in the Spillman CAD data, or GP1, GP3, GP4 or GP5 in the Central Square CAD data.¹⁵
2. The call must have been assigned to a GPD unit, determined by matching the CAD call record with a radio log record by the unique CAD call identifier.
3. The unit must have been dispatched by one of the following values indicating that it was community-generated, not self-initiated:¹⁶
 - a. 911 Line
 - b. Alarm
 - c. Citizen Report/In Person
 - d. E-mail
 - e. Safe 2 Tell
 - f. Administrative
 - g. Telephone

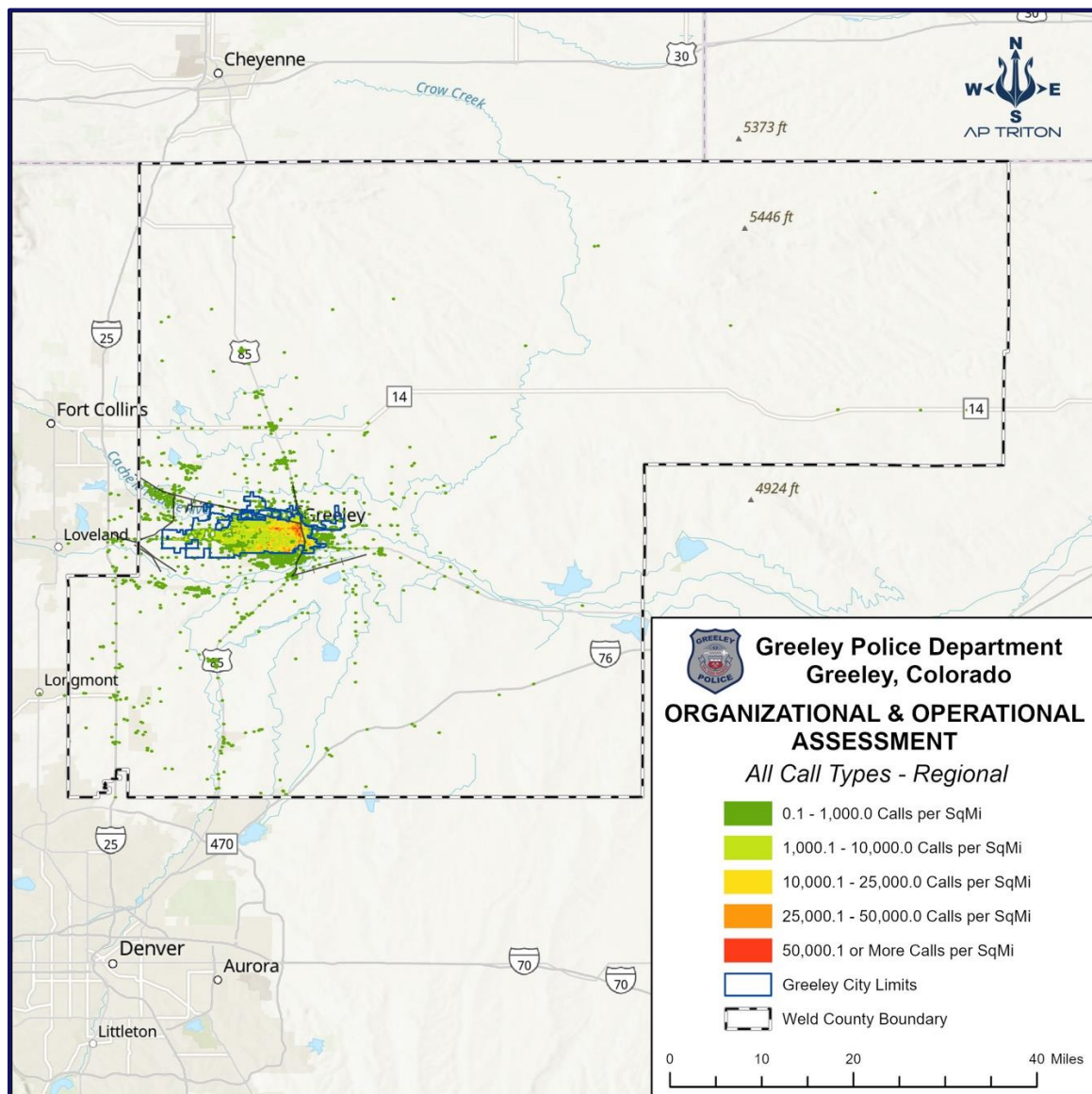
¹⁵ Sectors align across the systems sequentially: GPA/GP1, GPB/GP3, GPC/GP4, GPD/GP5. GP2 was not programmed as a value into the Central Square System.

¹⁶ For further explanation of how calls are initiated in the Computer Aided Dispatch system, see Appendix C.

- h. Teletype/State TT/NLETS
- i. Text To 911/Text-Do Not Use
- j. Web Report

Using this methodology, the data extracted and combined from the Spillman CAD system, and the Central Square CAD system comprise 274,714 independent calls. This data is grouped, aggregated, and plotted over time using a variety of methods in the following subsections.

Figure 48: Service Demand Heatmap—All Call Types (Regional)



As illustrated by Figure 48, "Service Demand Heatmap—All Call Types (Regional)," Greeley is the hub of community driven calls for service for the entire region. While Greeley is clearly the largest and most significant community in the county, it also carries a commensurate demand for police services. Figure 49, shows the density of all call types throughout the City of Greeley.

Figure 49: Service Demand Heatmap—All Call Types

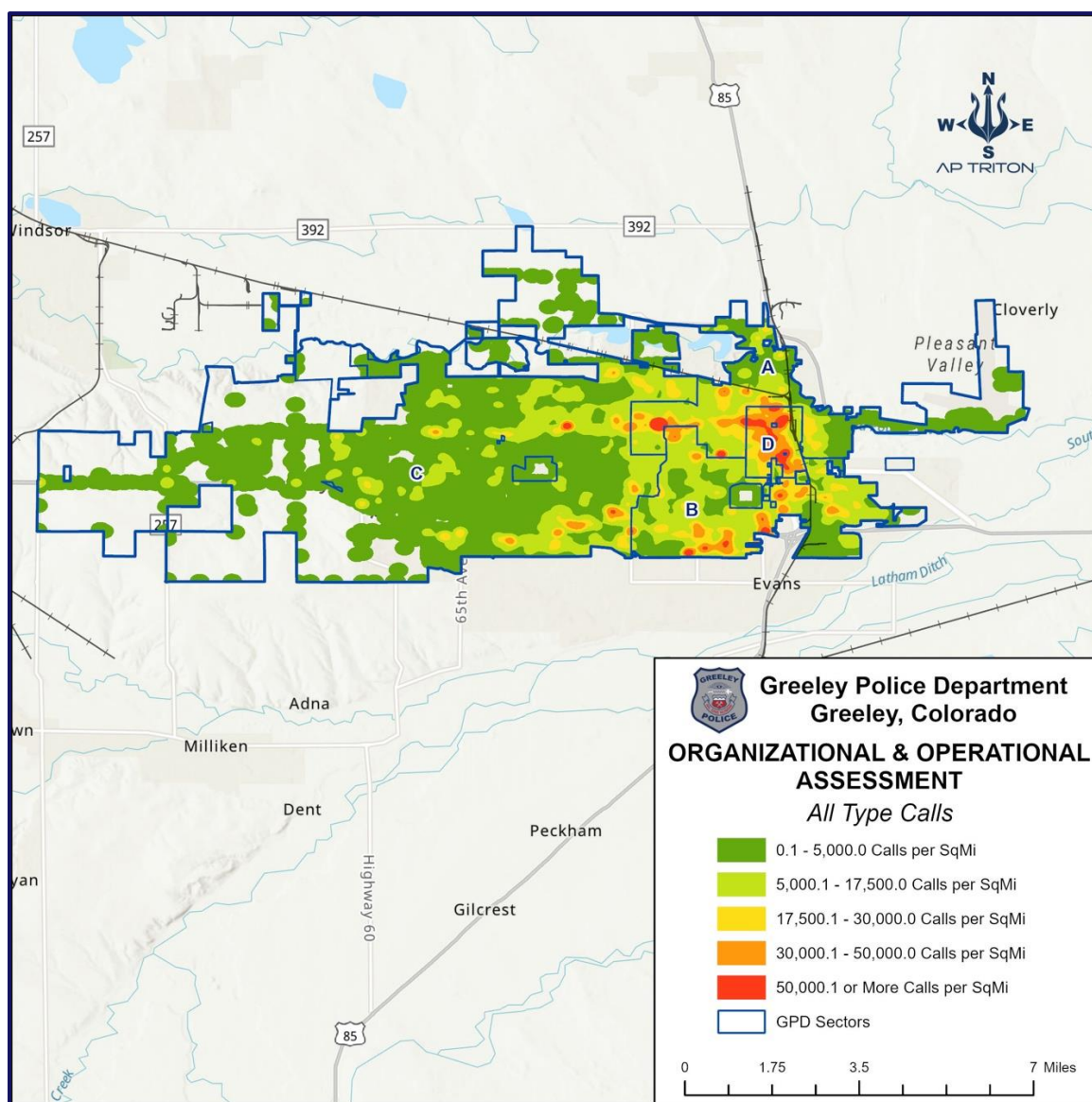
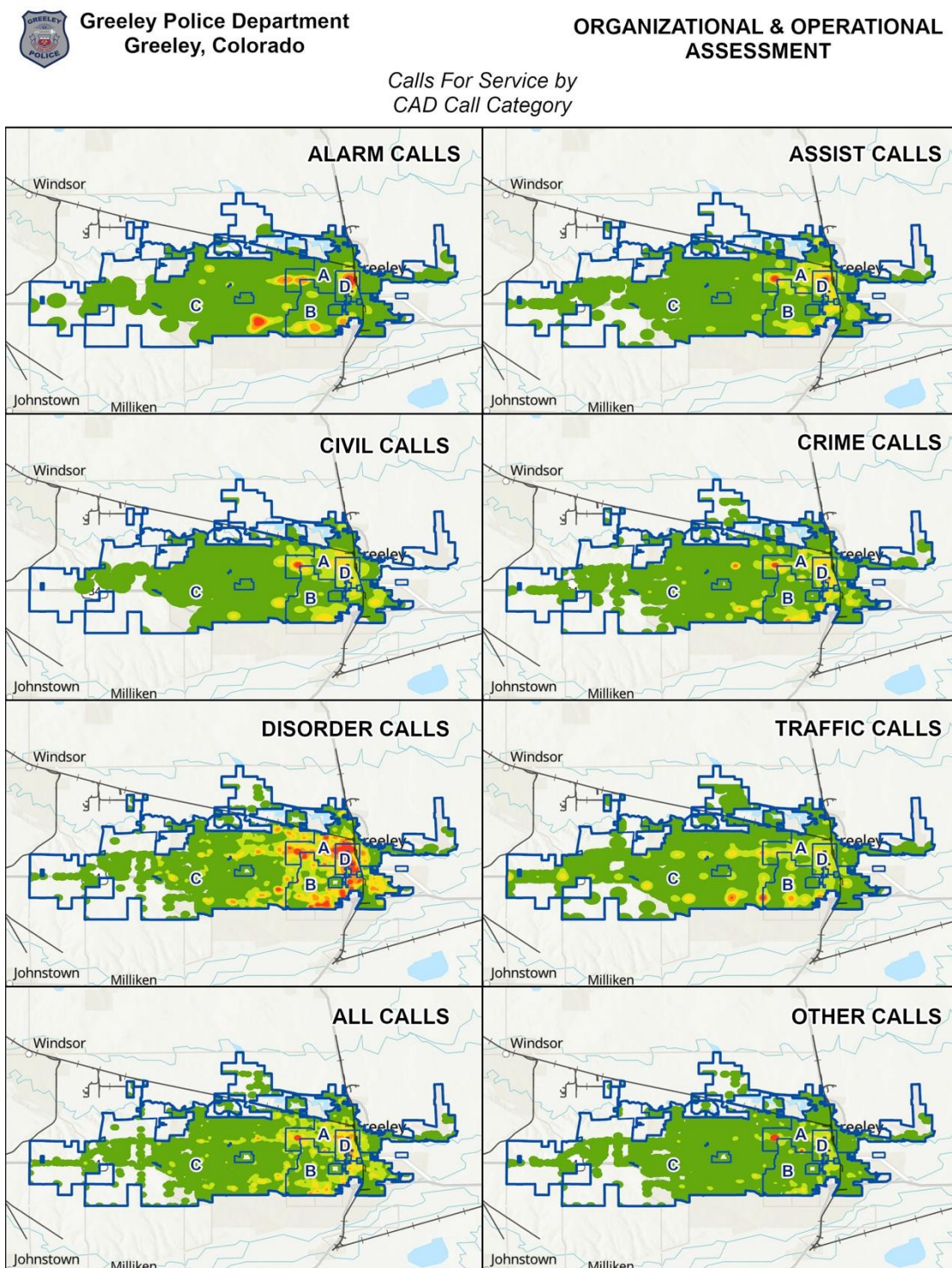
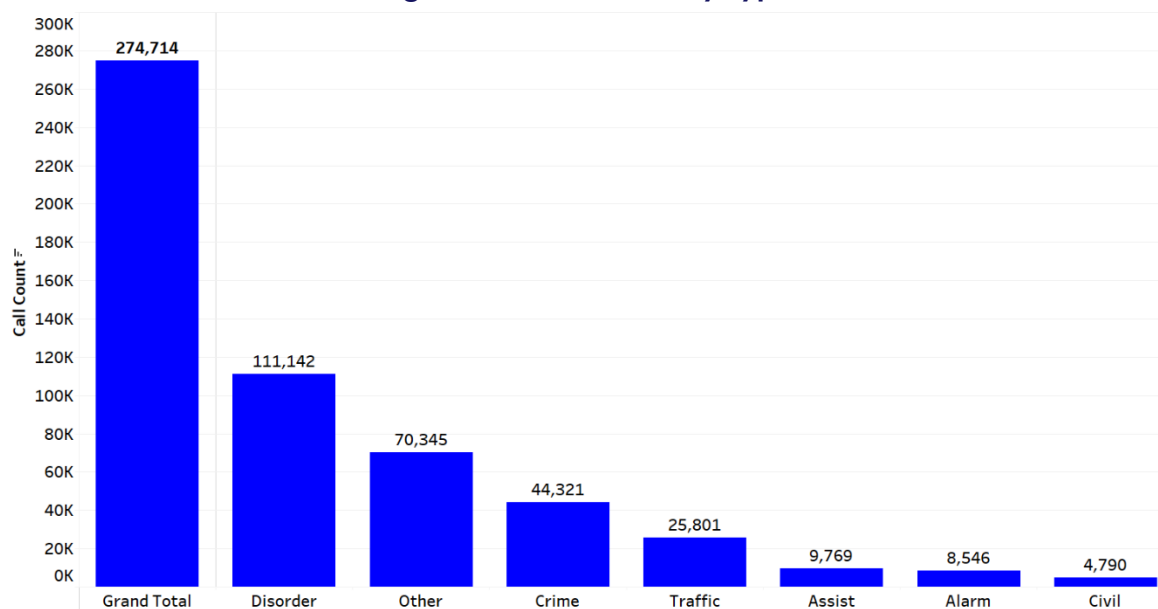


Figure 50: Crime & Incident Occurrence by Category

The Calls for Service, derived from the two systems, are defined as 206 separate types, ranging from “Airplane Crash” to “ZZ TRAFFIC ACCIDENT – DUI.”¹⁷ Looking to industry leaders in data transparency, the Portland Police Bureau’s model of categorization was found reflective of other agencies as well.¹⁸ Using this model, the call types have been further grouped into seven categories. The following figure shows a distinct count of the calls by type for the entire five years.

Figure 51: Call Count by Type



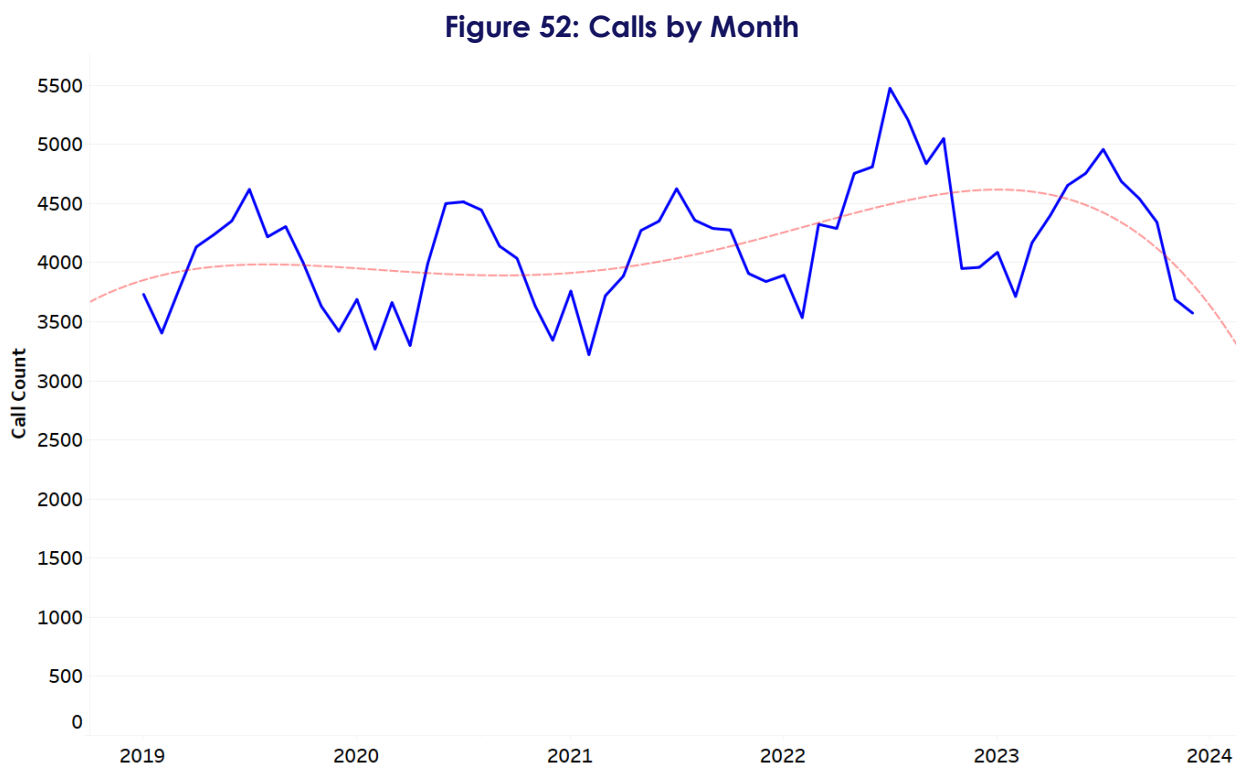
Most calls are disorder-related, dealing with unwanted persons, suspicious incidents, wellbeing checks, and the like. The second most prevalent call type, “Other,” is composed of meetings, follow-ups, requests for supervisors, and other causes that are conventionally of less concern to the community. The following figures break the counts of these categories out by month and year to determine any trend in community demand.

¹⁷ See Appendix C for a list of the 206 call types across the CAD systems.

¹⁸ <https://www.portland.gov/police/open-data/police-dispatched-calls>. Please note that an eighth category, “Community Policing” is also in Portland Police Bureau’s definition, but GPD never engaged in a Community Generated community policing type call.

Call Category Trends Over Five-Year Period

The following figure displays the total distinct count of community-generated calls plotted by month over the five-year period. The calls are then broken into the categories introduced above Alarms, Assists, Civil, Crimes, Disorder, Other, and Traffic.

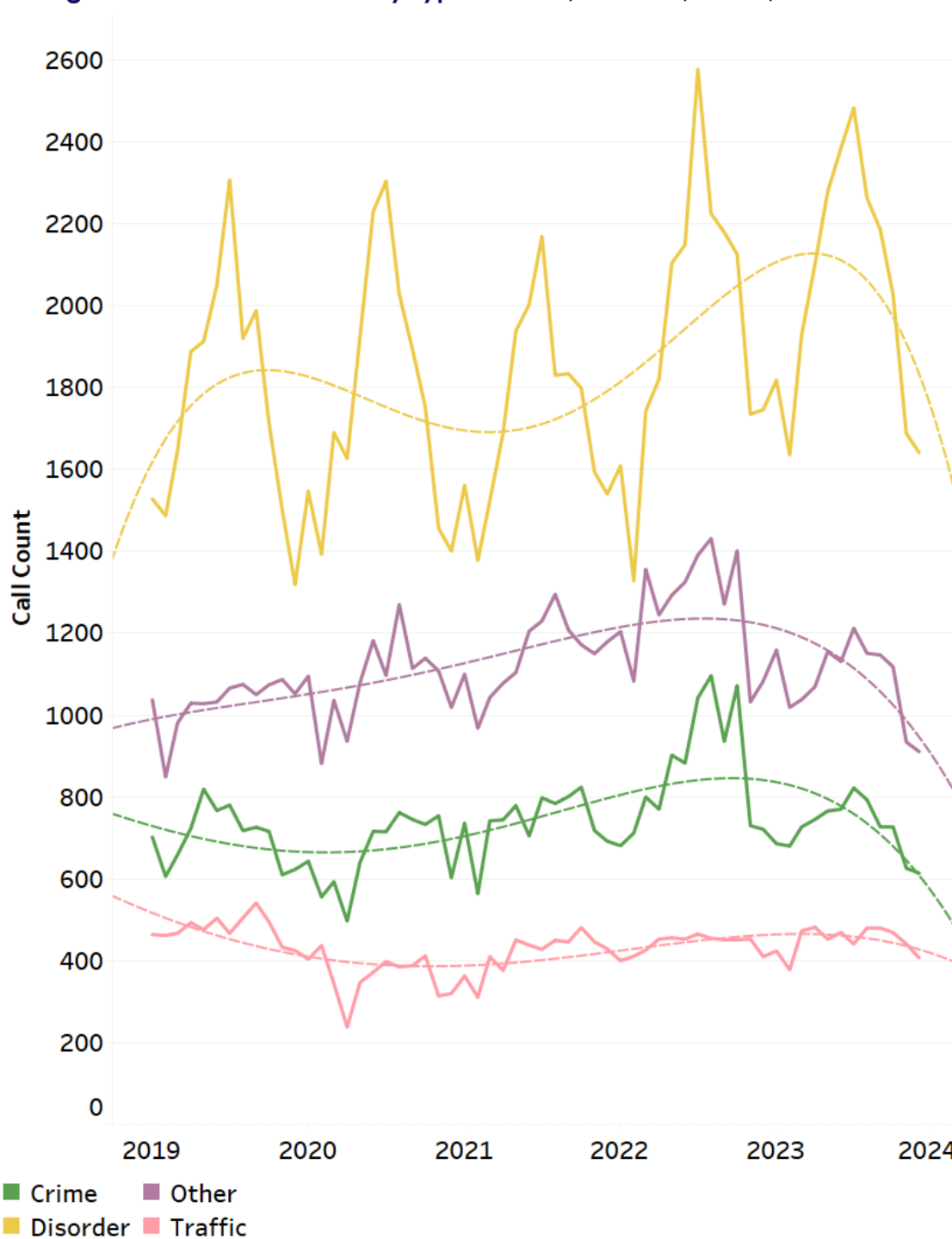


Shown in the previous figure, the total community-generated calls for service per month shows a seasonal wave, with peaks in the summer months and valleys in the winter months. However, the righthand hump in the trendline is higher, demonstrating a rise in overall demand. The dip in the middle can be attributed to a decrease in activity associated with the pandemic years. The overall trend is subtle enough that it is likely the result of Greeley's rebound from the pandemic and slight population growth, covered further in the "Forecasting Future Community Generated Demand for Service" section.

The figure shows seasonality typical of a law enforcement agency, with peaks in the summer months and dips in the winter months. This is attributable to increased community activity during warmer weather, with more citizen interaction leading to more opportunities for the need for police presence.

Figures 51 and 53, show the total calls for service broken out by the categories above. The first contains Disorder, Other, Crime, and Traffic call types, and the second contains Alarms, Assists, and Civil call types.

Figure 53: Calls for Service by Type—Crime, Disorder, Traffic, and Other



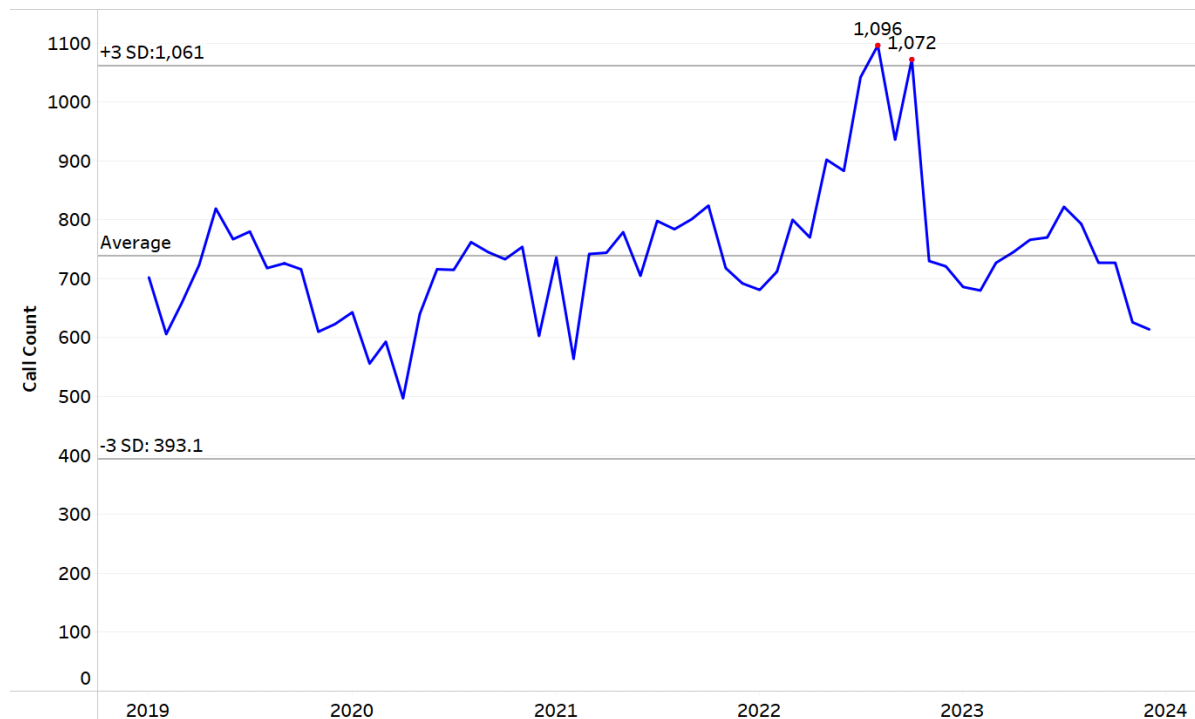
Disorder

Disorder-related calls for service are shown in yellow in Figure 51. It is the most frequent of the call types. It shows the most drastic swings in seasonality, with a low of 1,328 in February 2022 steeply climbing back to a high of 2,577 in July 2022. After the general dip from the pandemic, it shows an upward trend when seasonality is not factored considered.¹⁹ This is most likely due to a rebound from the pandemic and Greeley's annual population growth.

Crime

Crime-related Calls for Service are shown in blue in Figure 51. They had a slight upward trend, with a dip during the pandemic. The peak, 1,096 in August 2022, was surrounded by a high period between May and November 2022. The following figure displays a Statistical Control Chart of the data, bounding the line by Upper and Lower Control Limits.

Figure 54: Statistical Control of Crime-related Calls



¹⁹ Seasonality has not been removed from this analysis statistically, this is a visual analysis.

The figure shows that the months of August and October 2022 had crime rates that were outside of control limits: more than three standard deviations of the average. A single observation less than three standard deviation from the average can be attributed to run-of-the-mill processes. There is a 0.3% chance that either of these spikes occurred by chance, it is exceedingly unlikely that two spikes would occur in such a short time frame without an attributable cause. As seen in the "Investigations Section," the August and October spikes are reflected in the NIBRS-reported crimes against property as well. No immediate explanation for the two outlying spikes in community-generated demand is apparent from the data.

Recommendation:

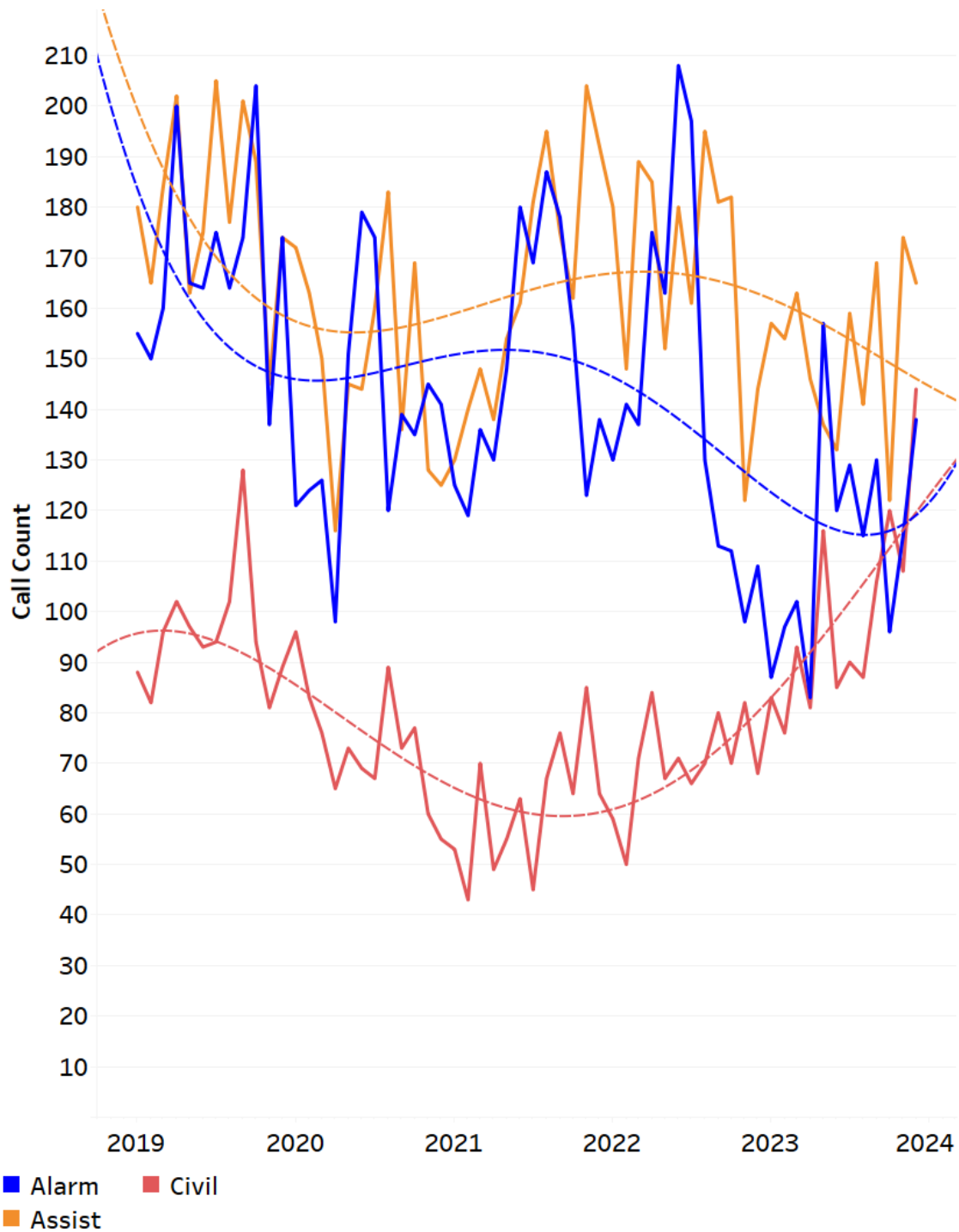
Crime related community-generated calls for service spiked in August and October 2022. Because no immediate explanation is apparent from the data, and this may warrant further investigation. Multiple dramatic spikes in community-generated demand make it highly improbable that there is no explanatory factor. The cause of these spikes should be investigated and determined to allow GPD to anticipate and counteract future spikes prior to their occurrence.

Other

Other-related call types are shown in purple in Figure 51. They, too, show a slight upward trend, but this appears to be an artifact of the change in CAD systems: "Request for Supervisor" was previously untracked in the Spillman CAD system, and "Follow Up Attempts," which plummeted during the pandemic, are not present in the Central Square system.

Traffic

Community-generated traffic-related calls for service are shown in pink in Figure 51. Given that these are community-generated calls for service, a great deal of them are responses to traffic accidents, not classic traffic enforcement. The numbers show a predictable dip and rebound during the pandemic. The month after the pandemic onset, April 2020, was particularly dramatic, falling to less than half of the previous high in September 2019. This point falls outside the three Standard Deviations test, as described in the "Crime" subsection previously, the cause being an immediate reduction in activity during the initial shock of the pandemic.

Figure 55: Calls for Service by Type—Alarm, Assist, and Civil

Alarms

Alarm-related calls for service are shown in blue in Figure 53. Demand for response to alarms has clearly dropped over the years, reaching its height at 208 per month in June 2022 and falling to its lowest point at 83 per month in April 2023. While some of this drop could be attributed to the pandemic, the count has not begun to rebound as the total calls for service has. This continued drop is potentially a result of the changeover between Spillman and Central Square data systems, though that is not immediately apparent from the data used in this report.

Assist

Assist-related calls for service are shown in orange in Figure 53. Assistance to other agencies shows a relatively flat trendline, descending slightly. The peak of 205 calls per month occurring in July 2019 and the low of 116 occurring in April 2020. This category appears less sensitive to any pandemic related changes, which may be because assisting other agencies, such as responding to the occurrence of fires and medical emergencies, were less likely to fluctuate.

Civil

Civil-related calls for service are shown in red in Figure 53. The figure shows that Civil-related calls fell very dramatically during the pandemic years, from a peak pre-pandemic of 128 per month in September 2019 to a low of 43 in February 2021. They have rebounded just as dramatically to 144 in December 2023, and now show a clear upward trend. The climb is so dramatic that the counts appear to be a confutation of the seasonal trend and continue to climb in the winter months of 2022 and 2023. Civil calls are often composed of mental health related responses: suicide attempts, mental health crises, runaway juveniles, and missing persons. For complete list of call types categorized as Civil calls, please see Appendix C.

Recommendation:

To arm GPD's officers and staff with the necessary tools to respond to the continued rise of civil calls, which often involve heightened emotional states from subject parties, mental health specific training may need to be added or expanded to GPD's regular training. The adequacy of current mental health training should be assessed, and if absent or lacking should be implemented or expanded.

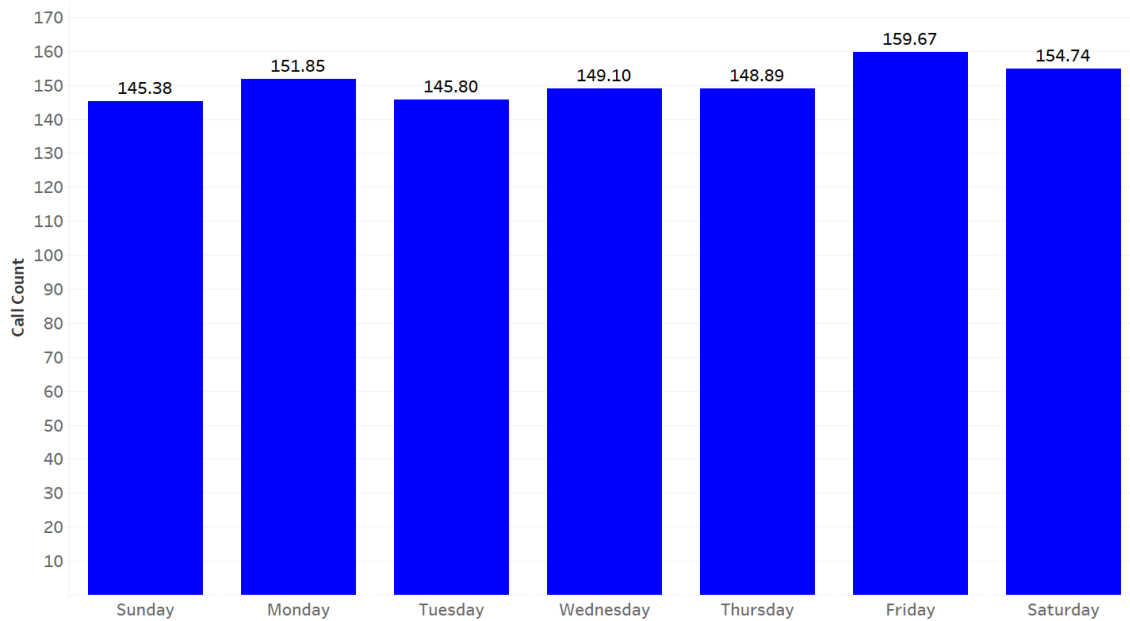
Calls for Service by Days of Week and Times

To get a better sense of workload on a day-to-day level, the number of community generated calls for service per hour daily are shown in the heatmap that follows, averaged per year over the five-year period.

Figure 56: Community Generated Calls Heat Map

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	6.605	3.848	3.368	3.275	3.382	3.654	5.357
1:00	5.463	3.021	2.730	2.996	2.715	3.179	4.864
2:00	4.655	2.622	2.182	2.128	2.464	2.553	3.725
3:00	3.396	2.192	2.120	1.990	2.094	2.255	3.113
4:00	2.668	2.095	1.893	1.948	1.990	2.072	2.346
5:00	2.338	2.511	2.297	2.183	2.324	2.575	2.373
6:00	2.357	2.737	2.798	3.069	3.072	3.094	2.675
7:00	3.100	4.459	4.690	4.962	4.911	4.875	3.506
8:00	4.261	6.723	6.367	6.719	6.601	6.419	5.201
9:00	5.605	7.469	6.973	7.388	7.442	7.496	6.732
10:00	6.604	8.458	8.042	7.636	7.600	7.808	7.391
11:00	7.481	8.762	8.008	8.594	8.251	8.515	8.073
12:00	7.688	9.327	9.050	9.015	8.815	8.969	8.356
13:00	7.714	9.281	8.558	8.820	8.659	8.819	8.540
14:00	7.992	9.642	9.038	9.000	8.985	9.612	8.303
15:00	7.754	10.185	10.092	9.912	9.646	10.415	8.487
16:00	8.350	10.419	10.827	10.333	10.358	10.888	8.502
17:00	8.492	9.719	9.946	10.115	9.865	10.223	8.379
18:00	8.696	9.088	9.038	9.015	8.738	9.181	8.257
19:00	8.205	8.019	7.412	8.315	8.269	8.642	8.061
20:00	8.281	7.238	7.435	7.441	7.568	8.365	8.552
21:00	7.719	6.795	6.333	6.782	6.741	8.139	9.180
22:00	6.615	5.484	5.246	5.615	6.151	7.635	8.739
23:00	5.109	4.125	4.016	4.449	4.733	6.259	7.674

This shows a typical distribution, with calls peaking during the week between 16:00 and 18:00 as people leave work. Calls are lowest from 04:00 to 05:00 in the early morning. Calls are also more evenly distributed into the evening on Saturday, but taper off later, towards midnight. The following figure displays the frequency of calls by day of the week and shows relatively little variation from day to day. This shows that demand for service does not seem to warrant overloading officers and staff on any day of the week.

Figure 57: Demand for Service by Day of the Week

Forecasting Future Community Generated Demand for Service

The following figure displays Greeley, Colorado's most recently available annual population (2022) and community generated calls for service as defined above for that year. The third value is the calls per 1,000 population, which can be used with a population forecast to predict future demand for GPD's services.

Figure 58: Baseline Population Data

	2022
Population²⁰	109,209
Community Generated Calls for Service	58,788
Sworn Staff	147
Calls per 1,000 Service Population	538.3

²⁰ Population and Growth rates sourced from Greeley, Colorado Population 2024 (worldpopulationreview.com).

While the years covered in this report (2019 to 2023) make estimating population growth based on prior years less accurate because of the COVID-19 pandemic's impact on domestic migration, the resulting trendline can still be an informative for context.²¹ Using the prior 10 periods of data, 2013 through 2022, a moving average of the population growth was applied through 2042 and graphed in grey in Figure 57.

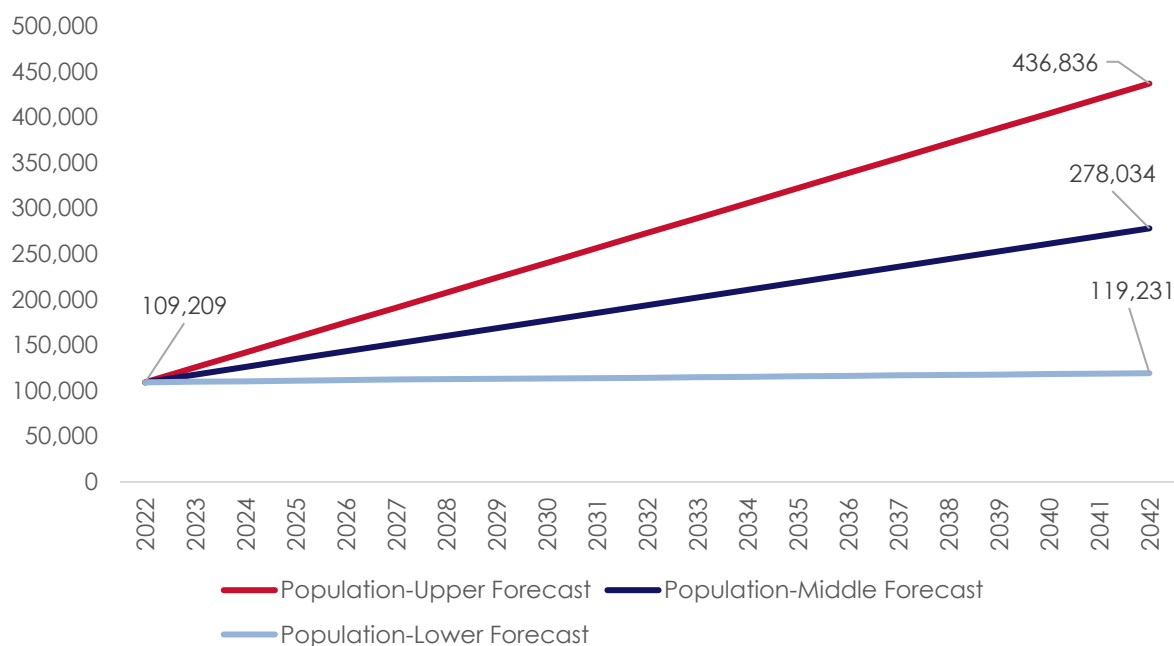
Greeley is in a unique position in the Western United States to have relatively abundant access to water resources. As stated by a Greeley City Manager in February 2024, Greeley is on the cusp of a growth boom, potentially growing by 300% within the next 20 years. This statement is somewhat corroborated by a recent Article in the Colorado Sentinel³, which states that Greeley purchased water rights to a nearby aquifer and has water supply secured for generations to come.²² Economic opportunity plays a factor as well; an article from WallSt.com cites Greeley's massive potential for growth due to this, forecasting personal income to grow from \$57,002 annually in 2022 to \$332,905 by 2060.²³

Figure 57 shows the population growth using the City Manager's growth estimate, which is shown on the red line. The average of the City Manager's projection and the 10-year moving average is plotted as the middle line in blue.

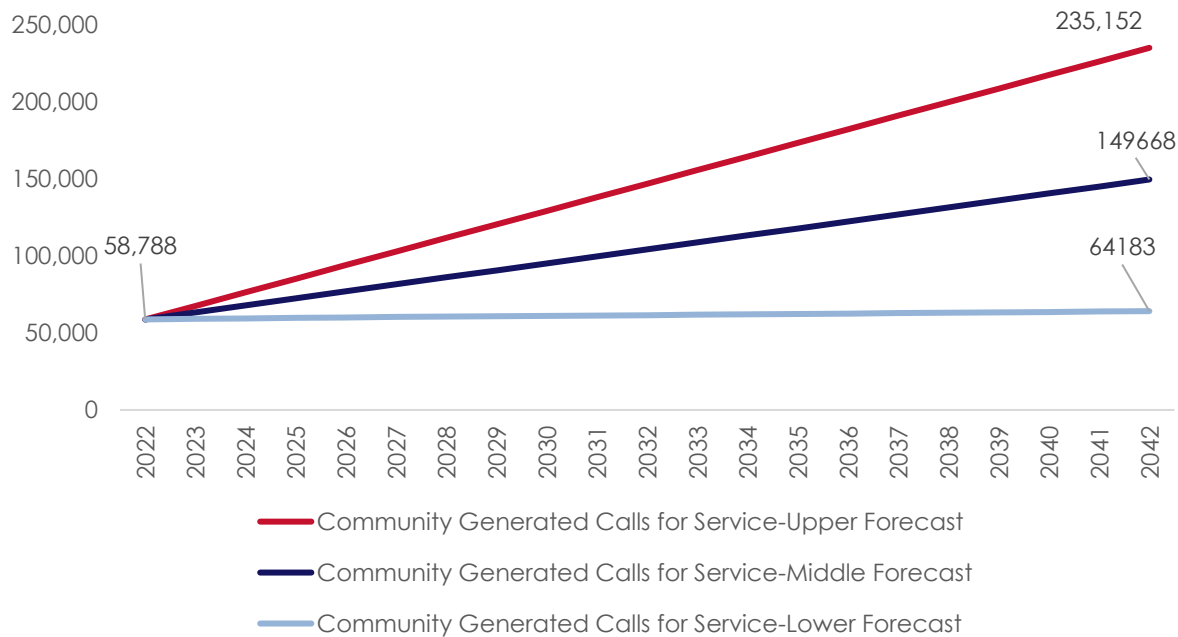
²¹ Two Years into Pandemic, Domestic Migration Trends Shifted (census.gov).

²² <https://sentinelcolorado.com/1gridhome/booming-greeley-asks-where-will-water-come-from/>.

²³ Greeley, CO Will be Among the Fastest Growing Cities by 2060 - 24/7 Wall St. (247wallst.com).

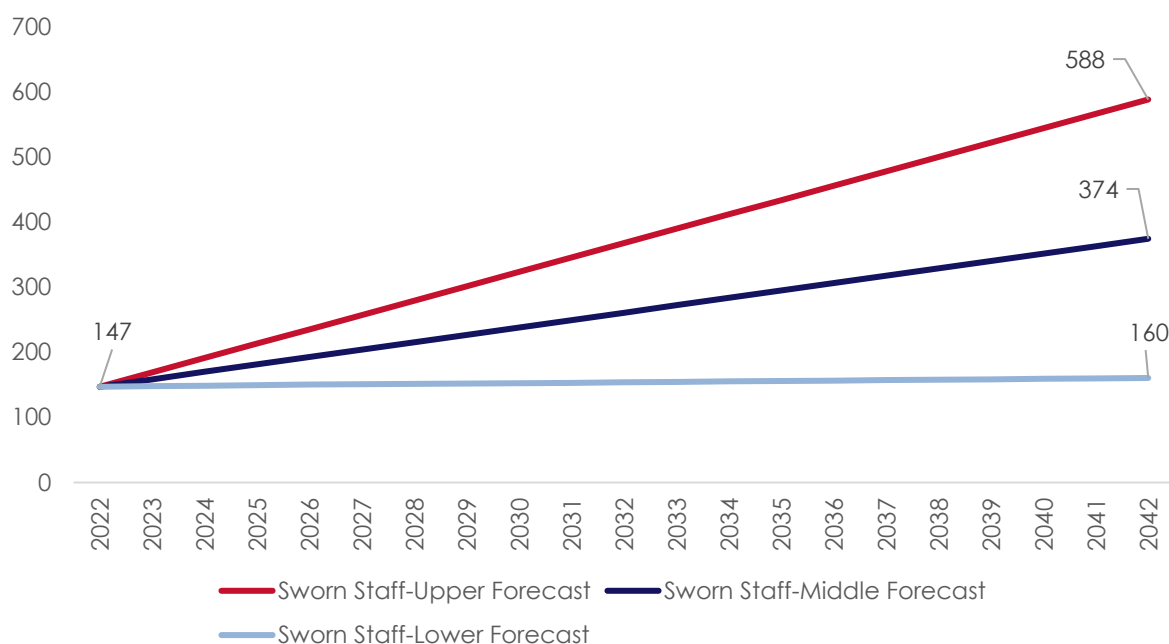
Figure 59: Greeley Population Forecast, 2022 to 2042

Using the ratio of calls for service per person, the projected growth in community-generated calls for service for the three scenarios is shown in Figure 58.

Figure 60: Greeley Community-Generated CFS Forecast, 2022 to 2042

To satisfy community needs for the growth in population and service demand, the number of sworn officers needs to be increased proportionally. Figure 59 shows commensurate growth in sworn staff for the three scenarios.

Figure 61: Greeley Sworn Officer Count Forecast, 2022 to 2042



The three scenarios presented above offer a wide range of possibilities for GPD's future needs and staffing levels. They offer GPD's management and command staff a starting place for future strategic planning. Using these numbers, GPD's strategic decision makers can be better prepared for a potential future growth boom and the accompanying growth in demand for services.

Recommendation:

While the numbers shown in the forecasts are necessarily imprecise, they should be used as a launching point for more rigorous analysis and projection, identifying potential future demand and resource needs. They should be paired with ongoing adaptations to the projections and incorporation of more complex modeling that accounts for variables outside of the scope of this report.

Patrol Division

The bulk of the community-generated calls for service, analyzed previously, were fielded by Greeley PD's Patrol Division. This section of the report analyzes the demand on the Patrol Division over the five-year period. Then the Patrol Division's performance is analyzed across three metrics: call handling time, response time and effective response time. The total workload demand and the current unit staffing levels are then analyzed to determine staffing availability and proactive capabilities.

Community-Generated Workload

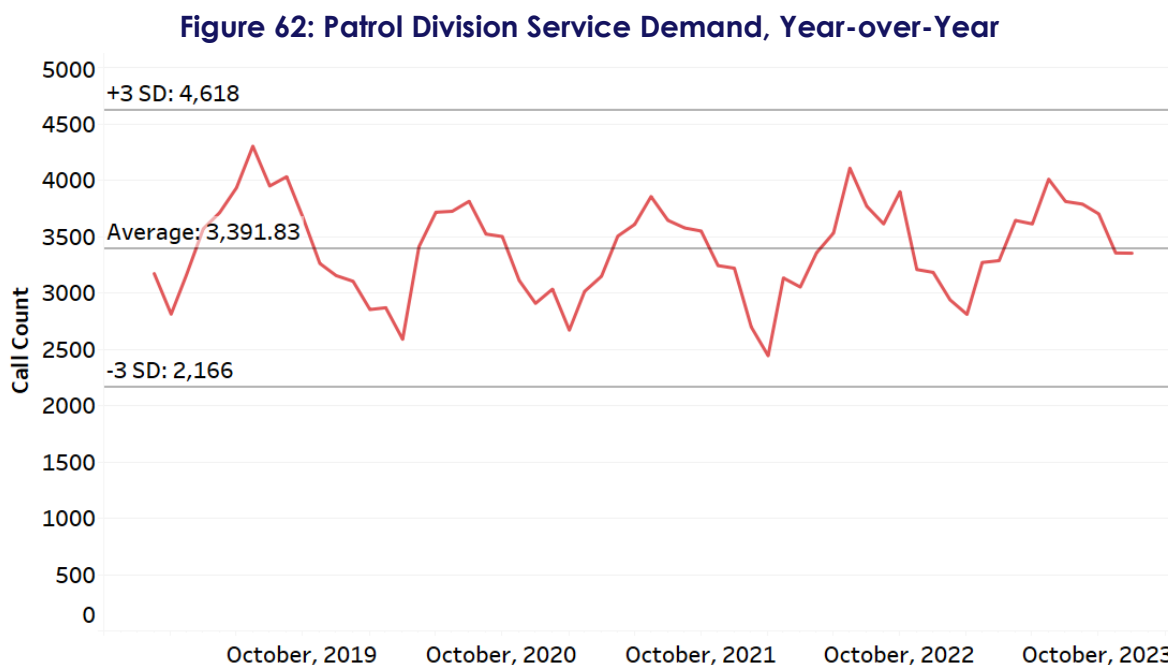
For the purposes of this report, the Patrol Division of the Greeley Police Department is defined as all Sergeants and Officers assigned to the Operations Division and not currently working a special assignment. Drawn from the annual Department Overviews, this is all Sergeants and officers assigned to either Platoon A or Platoon B, and excludes those assigned to Traffic, the Neighborhood Action Team, or any other special assignment as their primary responsibility. Ancillary responsibilities, such as K9 and SWAT responsibilities, for example, do not exclude an officer from the Patrol Division. Standard to a police department, the bulk of Greeley Police Department's workload falls on the Patrol Division. To select only Patrol specific calls, the following specifications must be met:

- The incident must be a unique occurrence.
- The incident must have been initiated by the CAD system in the applicable period (1/1/2019–12/31/2023).
- At least one GPD Patrol Unit member must be assigned to the call.
- The incident must have been community-generated, as described in the "Community-Generated Demand for Service" Section.
- The incident must not have been removed from the dataset because of any of the reasons listed in the data discussion section of this report.

These filters result in 203,510 calls for service with 352,219 unique responses. Counts, central tendencies (average and median) and ratios of these calls are subdivided and analyzed over the five-year period of 2019 to 2023 in a variety of ways in the following sections.

Demand, Year-over-Year

The average calls for service by month for the five-year period are shown in a statistical control following figure.



As can be seen from the graph above, community-generated calls for service remained relatively stable across the time period observed, with the pinnacle a 4,303 in July 2022 and the nadir at 2,443 in February 2022; an 1,860-call spread. The graph does show the expected seasonality associated with crime: the peaks on the line are associated with summer months, and the valleys are associated with winter months. The University of Northern Colorado (UNC) runs from September to May, increasing the service population of the city by about 9,000. While UNC has its own police force, college students may not spend all their time in UNCPD jurisdiction. The increase in population of almost 10% to Greeley's 110,000 residents is not enough to change the seasonal trend noted previously.

Calls for Service by Hour and Day of the Week

In addition to looking at the call for service data across years, the average count by day of calls for service, split by hour is shown in the following figure. Again, these are numbers for the five-year period.

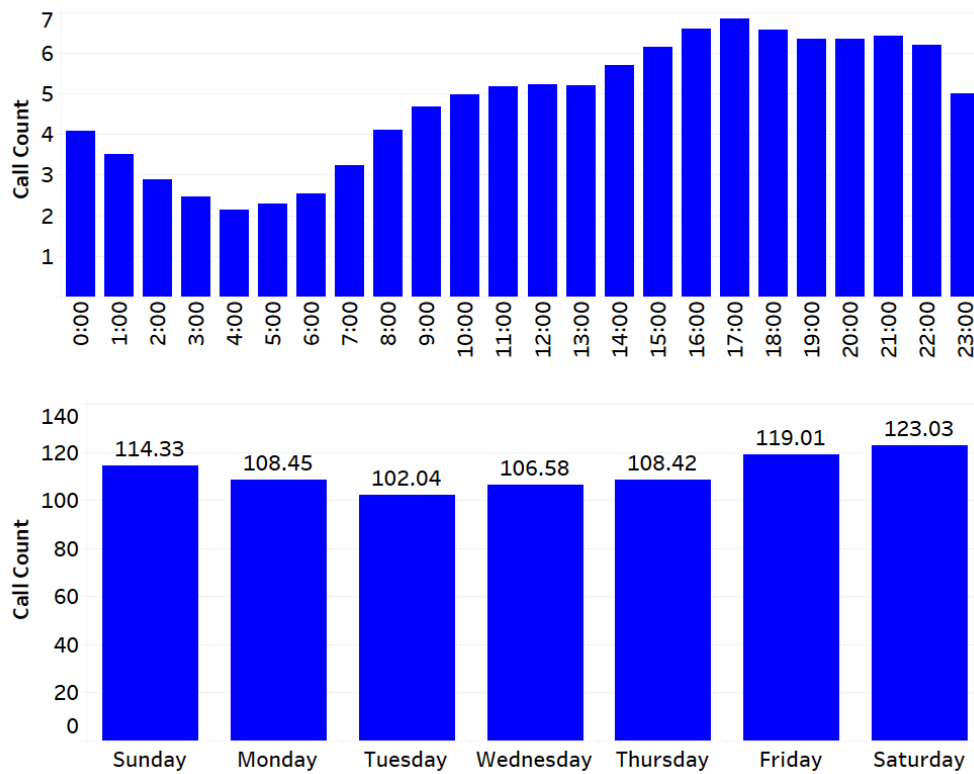
Figure 63: Patrol Division Calls for Service by Hour and Day of the Week

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	6.37	3.64	3.28	3.18	3.27	3.56	5.14
1:00	5.29	2.94	2.66	2.92	2.66	3.09	4.72
2:00	4.52	2.57	2.14	2.06	2.42	2.50	3.64
3:00	3.31	2.17	2.09	1.97	2.05	2.23	3.05
4:00	2.60	2.09	1.88	1.93	1.98	2.02	2.32
5:00	2.26	2.42	2.22	2.11	2.27	2.47	2.32
6:00	2.21	2.46	2.43	2.69	2.74	2.71	2.44
7:00	2.63	3.25	3.33	3.66	3.46	3.52	2.78
8:00	3.24	4.46	4.07	4.51	4.36	4.33	3.75
9:00	4.13	4.78	4.46	4.81	4.69	5.00	4.87
10:00	4.81	5.28	4.68	4.74	4.85	5.21	5.33
11:00	4.98	5.36	4.74	5.19	5.12	5.51	5.35
12:00	4.97	5.19	4.89	5.19	5.36	5.47	5.51
13:00	4.95	5.40	4.76	5.09	5.17	5.32	5.81
14:00	5.47	5.83	5.40	5.62	5.64	6.22	5.66
15:00	5.21	6.33	6.23	6.24	6.23	6.75	6.01
16:00	5.80	6.70	6.84	6.57	6.60	7.50	6.20
17:00	6.30	6.80	6.99	7.01	6.97	7.40	6.49
18:00	6.64	6.61	6.48	6.50	6.37	6.82	6.51
19:00	6.53	6.05	5.65	6.41	6.60	6.76	6.42
20:00	6.80	5.85	5.88	5.86	6.10	6.86	7.06
21:00	6.52	5.91	5.53	5.92	5.93	7.02	8.17
22:00	6.23	5.30	5.03	5.40	5.82	7.20	8.34
23:00	4.92	4.00	3.86	4.30	4.55	5.97	7.35

As to be expected, calls trend up in the late afternoon and are at their lowest around 04:00. Calls peak around 21:00 to 23:00 on Saturdays, signaling an opportunity for increased police staffing.

The following figure shows the call frequency across hours of the day and days of the week for the five years of data in the report.

Figure 64: Patrol Division Calls for Service by Hour and Day of the Week

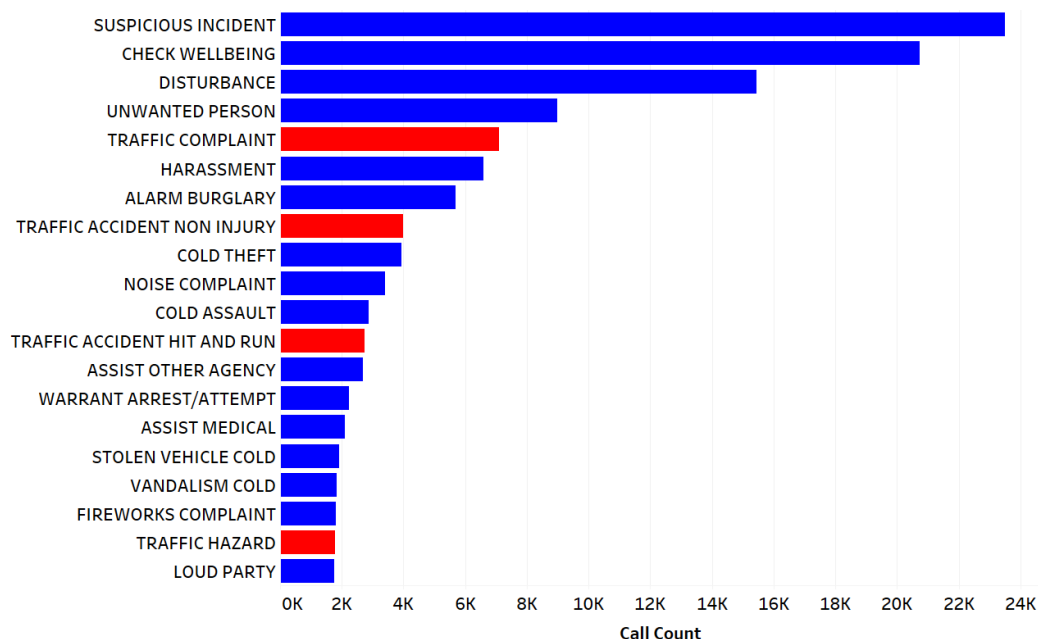


The figure shows a typical distribution of community-generated calls for service per hour for a law enforcement agency. There was a fairly even distribution of calls across days of the week, with a difference of approximately 20 community-generated calls per day between the day of highest demand, Friday, and the lightest day, Tuesday.

Patrol Division Demand by Type

Currently, Law Enforcement calls for services run the gamut from animal control to welfare checks. Excluding “Meeting” and “Follow Up” types, the following figure displays the top twenty community generated Calls for Service assigned to patrol:

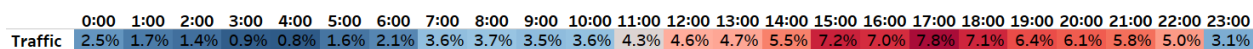
Figure 65: Patrol Division by Call Type



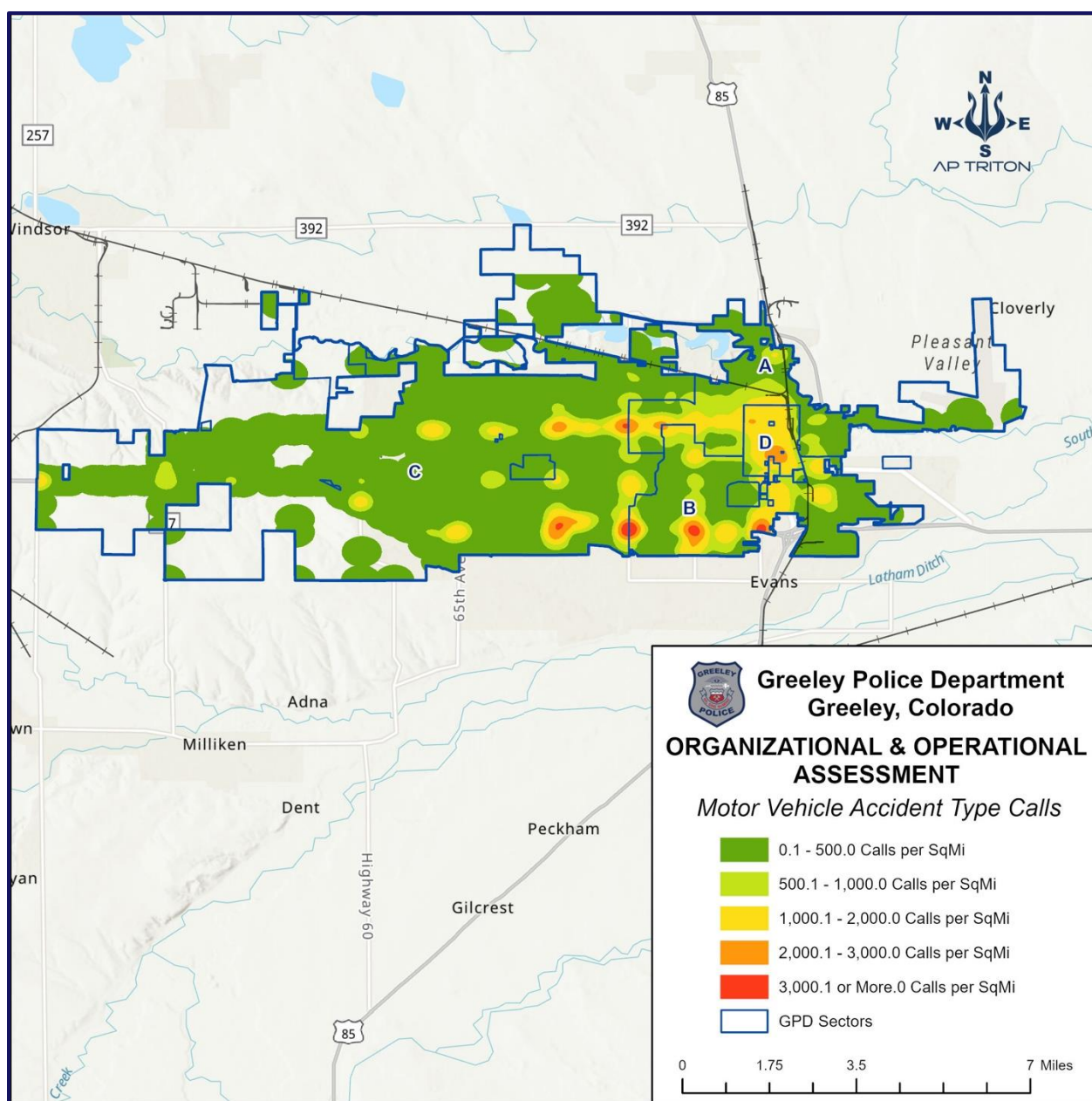
The call types are typical to a patrol officer's responsibility.

Highlighted in red are the call types associated with traffic calls. The visual in the following figure shows the time of day associated with traffic call types by percent distribution:

Figure 66: Traffic Calls by Hour of the Day



Clearly the traffic calls are concentrated after 16:00, which is the end of the traffic unit shift, burdening general patrol officers. Additional, Figure 65 illustrates the density of motor vehicle accidents/crashes (MVA), and unlike other heatmaps that show a density of activity in the downtown core, MVAs stretch into the developing residential areas of the westside of the city.

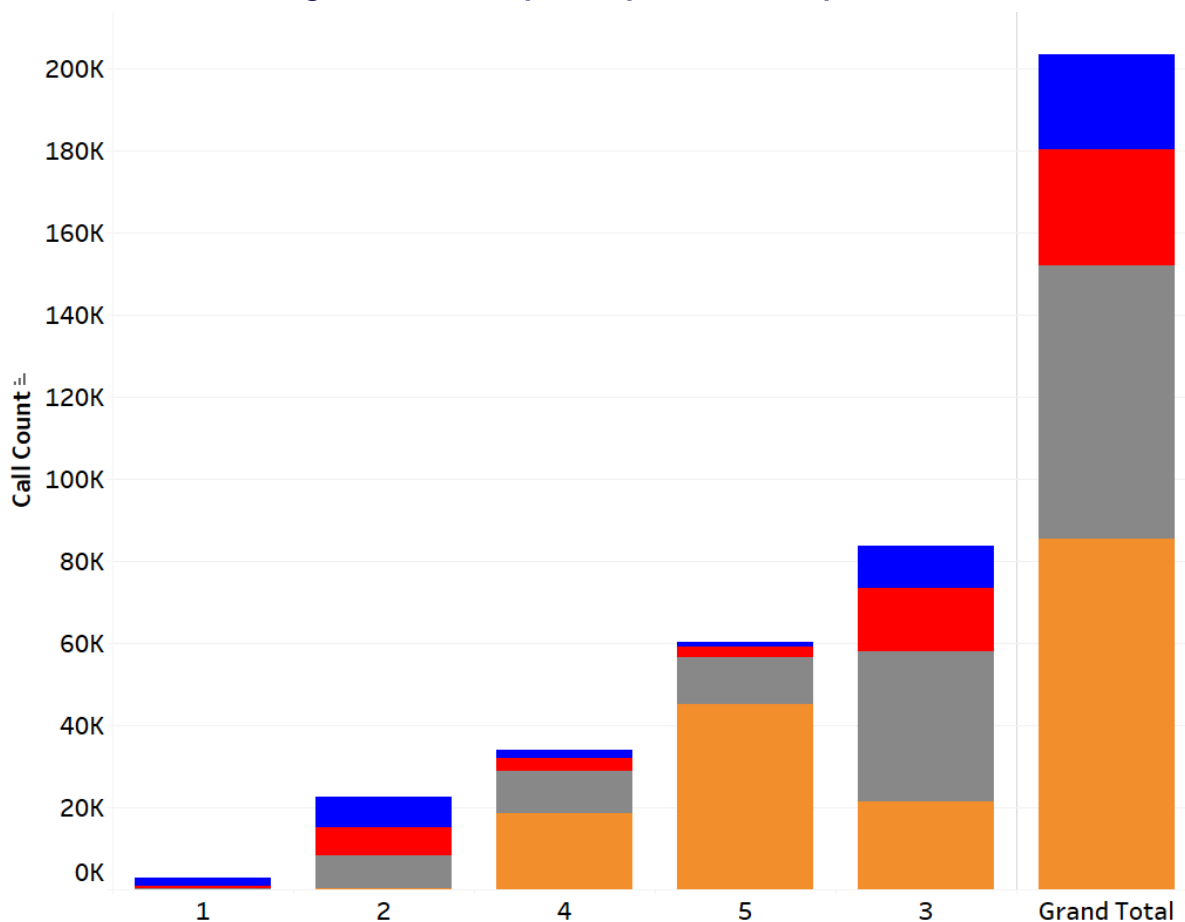
Figure 67: Service Demand Heatmap—Motor Vehicle Calls**Recommendation:**

GPD management should consider extending the Traffic Unit's shift to cover the evening rush hour. Alternatively, it should consider scheduling a second Traffic Unit shift.

Patrol Division Calls by Priority and Car Response

The following figure shows the count of calls in the five-year period broken down by priority. Further, each count is colored by if the response required a one, two, three or more car response.

Figure 68: Calls by Priority and Car Response

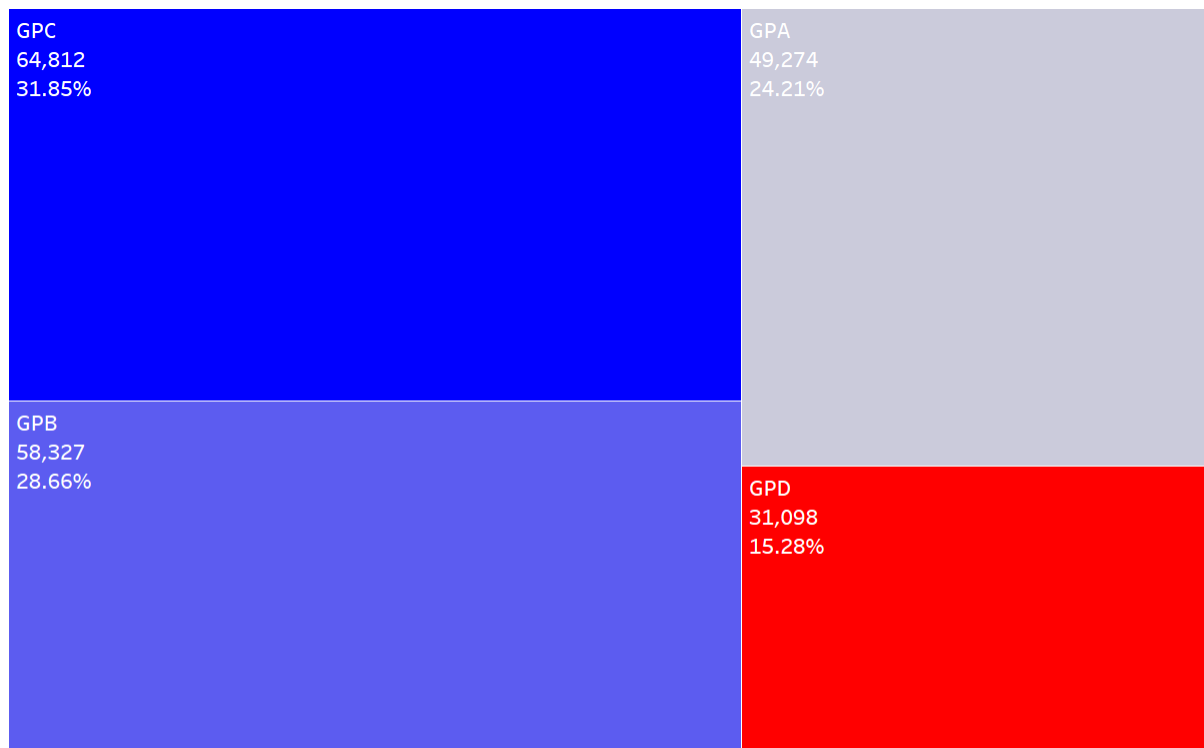


Single car responses were the most frequent, distributed mostly across Priorities Three through Five calls. Barely visible in the figure were the Priority One calls responded to by a single unit. These occurrences are statistically negligible; under 100. Also of note, most Priority Three calls were responded to by more than one car. Most of these calls were in response to Unwanted Persons, Suspicious Incidents, and Wellbeing Checks. This demonstrates GPD's use of numeric superiority to maintain the safety of officers in ambiguous situations.

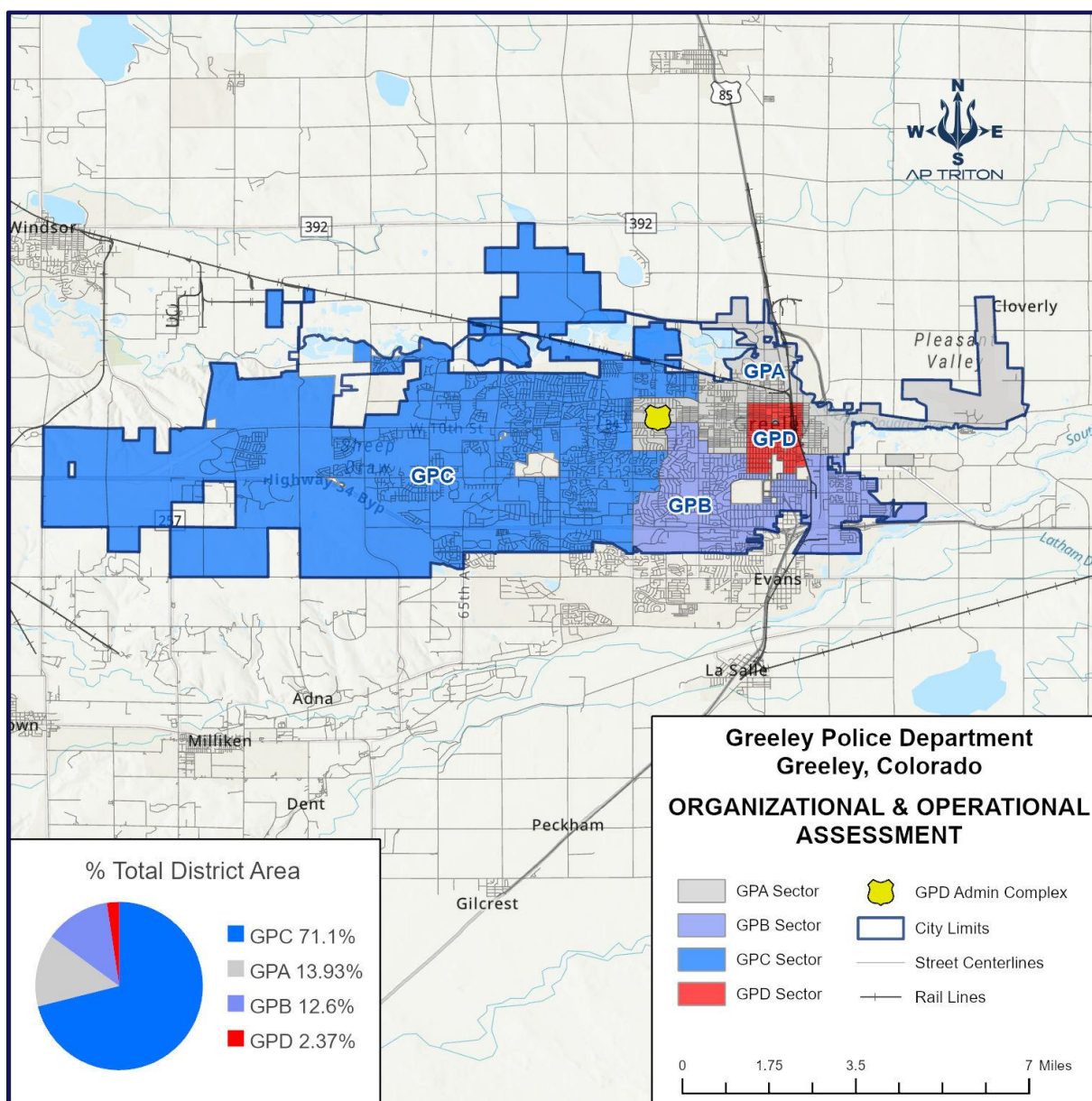
Patrol Division Calls by Sector

The following figure is a tree map of call for service count and percent of total by Sector.

Figure 69: Calls by Sector



The figure shows that calls from GPB and GPC account for approximately 60% of the total calls over the five-year period, while GPA and GPD make up less than 40%. This signals the need for a geographic redistribution of the Sectors to bring the demand closer to even, especially between GPC and GPD. The following figure gives a geographic representation of the scale of the problem.

Figure 70: Calls by Sector, Geographic

As shown above, GPC is by far the largest sector geographically, accounting for over 70% of Greeley PD's total jurisdictional area. This seems to lead to longer call response and handling time as shown in the next section.

Recommendation:

Because of the high level of demand, and suffering performance, Greeley PD management should consider mitigating the effects of the size of the GPC Sector. Further specific solutions are beyond the scope of this strategic review.

Patrol Division Incident Performance

The performance of the Greeley Police Department Patrol Division is analyzed as follows. Three time-based performance metrics are used: call handling time, call response time, and call effective response time.

Handling Time

The handling time is defined as the total time in which the unit was assigned to an incident; call dispatched time to call closed time as defined by timestamps from the CAD system. The applicable calls were first selected for using the methods described previously.

In the absence of a dispatched time, the call opened time was used as a substitute. These times were derived directly from the CAD records, without any extra incorporation of radio log data. One hundred and eighty records were removed from the dataset because no closed time was provided by the system. Negative times and extreme outliers were also removed. The following figure provides descriptive statistics for the applicable calls.

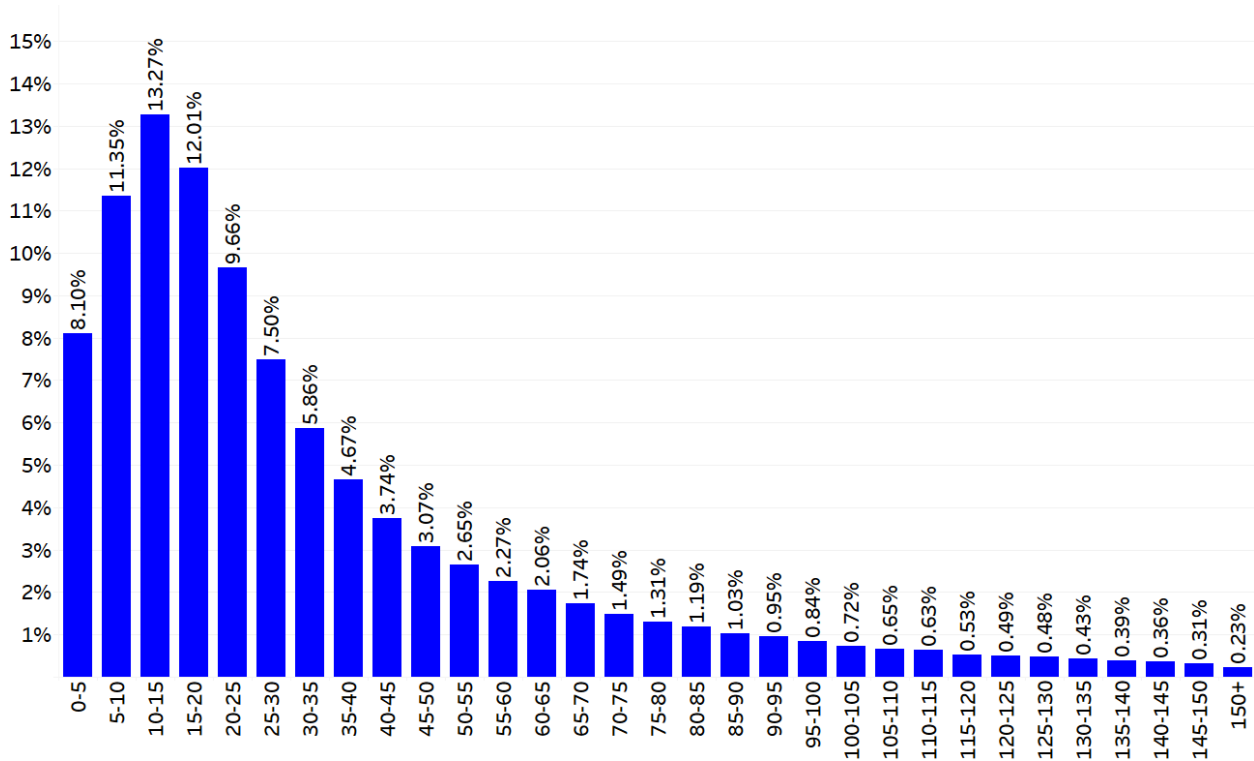
Figure 71: Patrol Calls Handling Time Statistics

Distinct Count of Incidents	194,752
Maximum	153.850 min.
Minimum	0.017 min.
Average	36.705 min.
Median	25.250 min.

Distribution

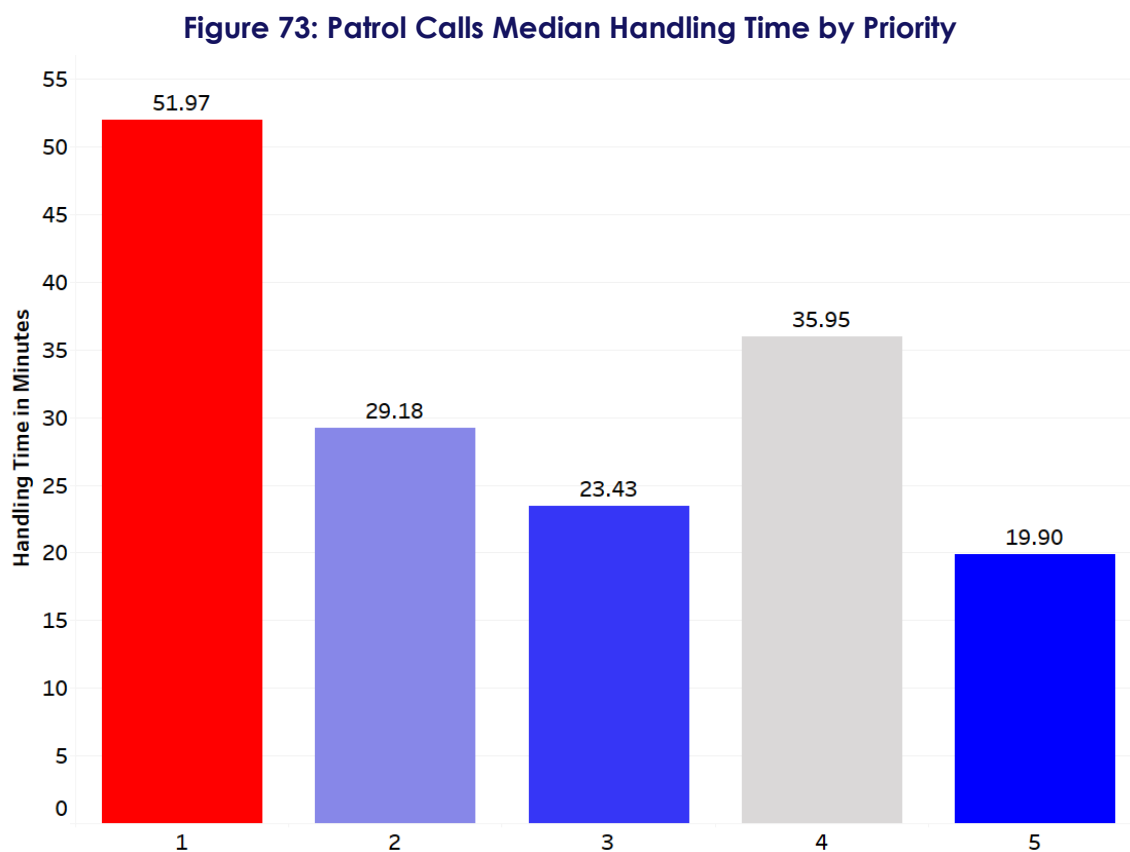
The handling time of Patrol calls for service ranges from approximately 1.02 seconds to almost 154 minutes. The wide distribution of handling times is shown in the following figure, along with the percentage of the total each group makes up. The heavy rightward skew shown in the graph demonstrates that relatively few long handling times are pulling up the average, making the median handling time for a call a more accurate measure of central tendency.

Figure 72: Patrol Calls Handling Time Distribution



Median Handling Time by Priority

The median handling time for calls by priority is shown in the following figure. Priority One calls clearly take the longest to handle, which makes sense as they are often the most intensive and challenging to resolve successfully.



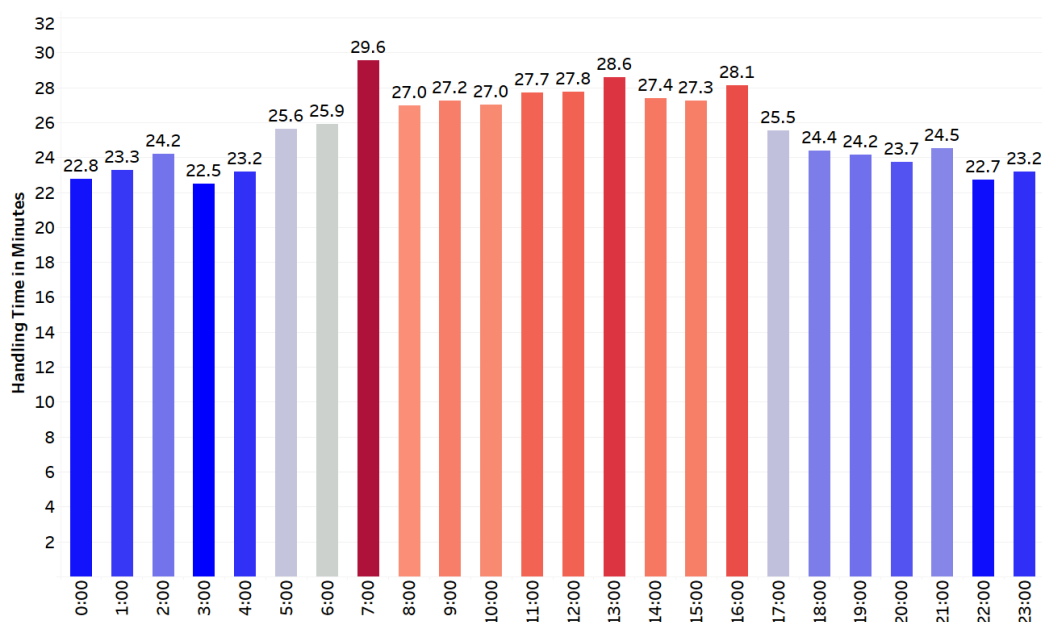
Median Handling Time by Day of Week and Hour of Day

The following heatmap shows the median handling in minutes time by day of week and hour of day. The median handling time is clearly higher towards the beginning of the day shift, especially during the week.

Figure 74: Patrol Calls Median Handling Time by Day of Week and Hour of Day Heatmap

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0:00	22.3	21.6	24.0	23.8	24.1	22.1	22.3
1:00	22.3	20.5	22.5	24.9	22.9	24.6	24.6
2:00	23.5	25.1	24.8	23.1	22.9	24.8	24.9
3:00	22.2	22.4	22.4	22.3	22.1	22.4	23.5
4:00	23.3	22.6	20.5	23.8	22.5	23.8	24.6
5:00	24.9	26.1	23.7	29.5	27.6	24.2	23.4
6:00	25.2	26.6	30.3	26.9	24.1	24.1	27.3
7:00	29.2	34.0	32.7	28.7	27.8	28.1	28.4
8:00	25.0	29.3	28.8	29.4	26.5	26.3	23.8
9:00	26.1	28.2	28.6	30.2	27.8	25.7	23.7
10:00	25.6	27.9	29.0	28.6	28.2	26.2	24.7
11:00	26.9	29.2	30.6	29.1	27.3	27.5	24.4
12:00	28.6	29.5	28.5	26.7	27.0	27.1	27.6
13:00	26.7	30.3	29.3	29.0	30.4	28.2	26.0
14:00	25.4	31.2	29.4	27.5	27.1	27.4	24.2
15:00	25.6	29.1	27.8	28.0	26.4	27.3	26.5
16:00	26.7	28.7	28.2	28.5	30.0	29.6	25.8
17:00	23.9	25.9	27.9	25.8	26.1	25.6	23.2
18:00	22.9	25.5	23.5	25.1	24.8	24.4	23.7
19:00	23.8	25.3	25.8	23.8	23.1	24.5	23.7
20:00	25.1	22.7	24.6	24.7	24.2	22.1	22.4
21:00	25.4	25.7	24.3	25.1	24.5	23.8	23.2
22:00	23.4	23.1	23.8	22.6	22.7	22.1	21.9
23:00	22.2	24.6	25.7	23.1	22.7	22.5	22.5

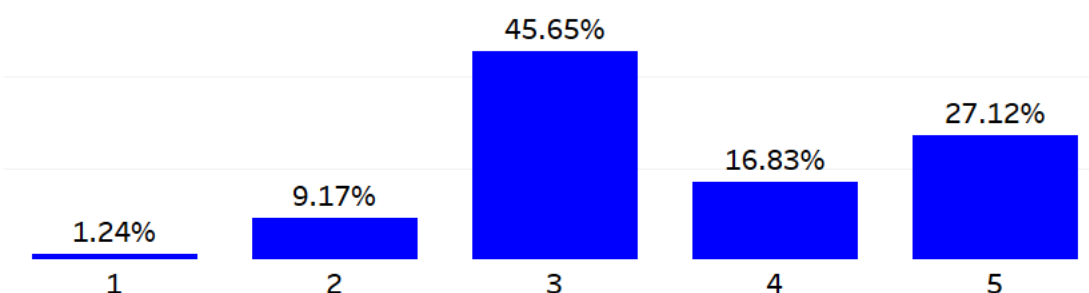
When the day of the week is removed, the handling times for calls appear longer during the day than during off hours, especially at the start of the shift.

Figure 75: Patrol Calls Median Handling Time by Day of Week and Hour of Day

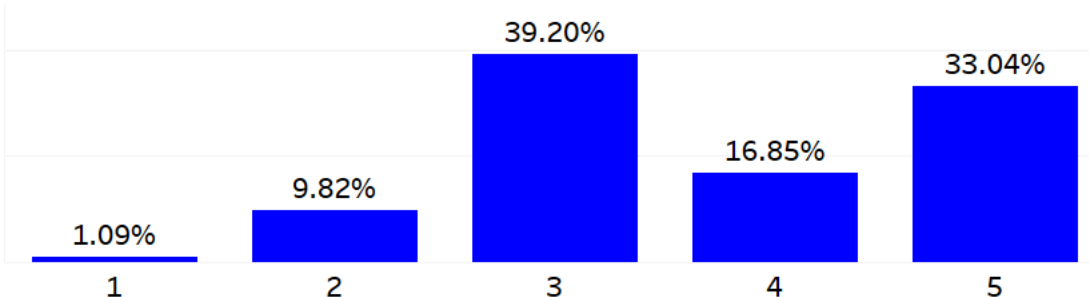
A conclusion that could be reached is that dayshift hours have a higher proportion of call priorities that take longer. The following figure shows that this is somewhat true: the dayshift contained slightly more Priority Two and Four calls, each of which had a higher median handling time than Priorities Three and Five calls. However, the most extreme case, 07:00 to 08:00, appears to track more closely with the non-dayshift hours.

Figure 76: Patrol Calls by Priority Throughout the Day

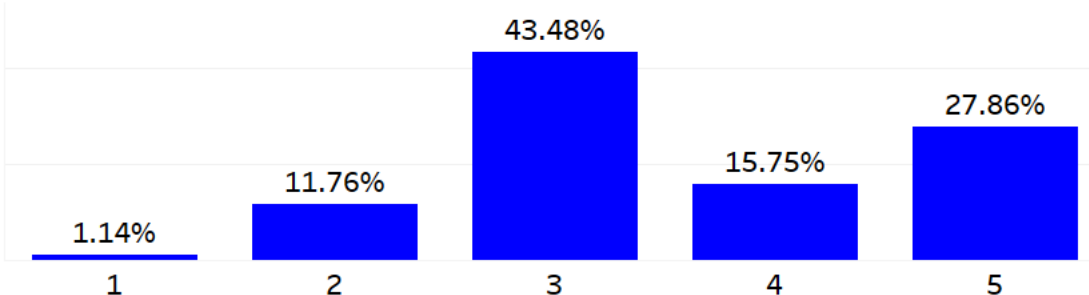
Call Priorities, 07:00 to 08:00



Call Priorities, 07:00 to 17:00



Call Priorities, 17:00 To 07:00



The prevalence of call priority is inconclusive as the cause. Covered further in the "Shift Scheduling" section of this report, GPD schedules no late relief for night shift. The longer handling times could be due to officers holding long, complicated calls to ensure they get off shift on time. These calls then appear in the first hour of the dayshift, 07:00 to 08:00. This is a cultural phenomenon present in law enforcement agencies, not exclusive to GPD.

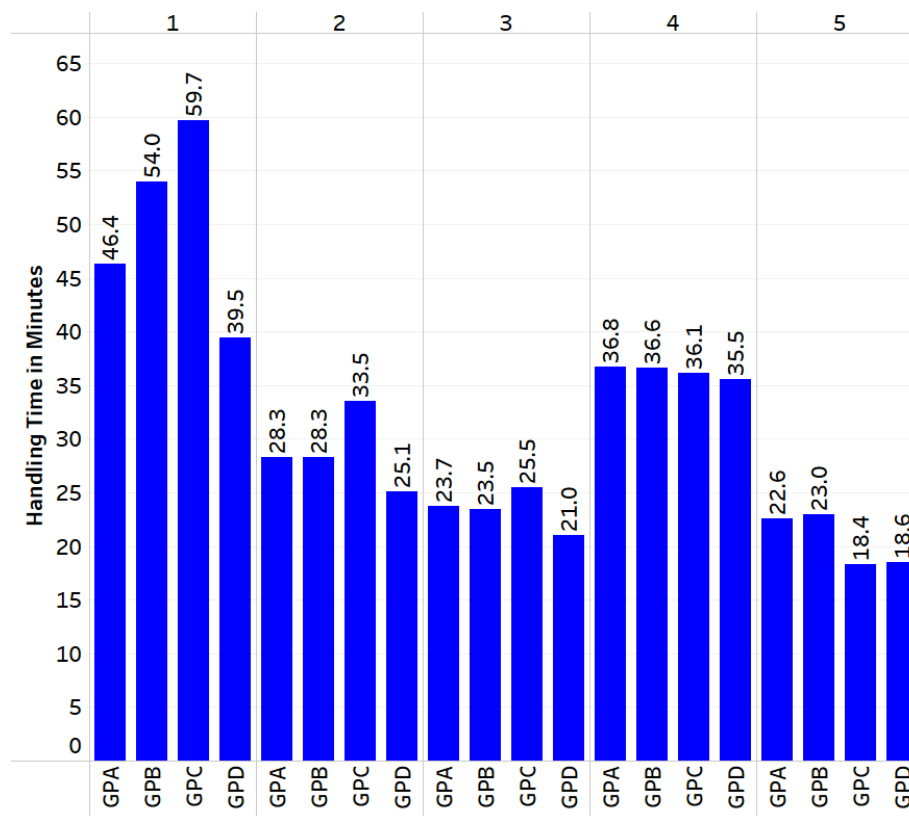
Recommendation:

GPD management should consider adding a late relief shift to the late shift, staggered by at least one hour as is present in the "Day" and "Swing" shifts. This would relieve disproportionately long call handling times at the beginning of the "Day" shift.

Handling Time by Sector and Priority

The following figure breaks out times by priority and sector. This perspective shows a heavy disparity in priority one handling times between GPC and GPD. As noted previously in the “Community Generated Demand for Patrol Services” section, this long handling time is accompanied by greater volume demand, both seemingly consequences of the GPC Sector’s large geographic area relative to the other Sectors.

Figure 77: Patrol Calls Handling Time by Sector and Priority



Patrol Calls Response Times

Response times in this section are calculated per unit responding to the call, including those to arrive after the initial response. The response time to a call is defined as the duration between a unit being "En Route" on a call and the time "On Scene" of an incident. If the "En Route" value was not found in the radio log, the "Dispatched" value was used as a substitute. If the "Dispatched" value was not found, the "Opened" timestamp was used. Applicable incidents were selected as defined previously. All calls without an "On Scene" value, any negative times and mild outliers were removed, 71,416 records, or 35.1% of the 203,510 calls responded to by patrol.

Recommendation:

Given the absence of certain critical radio log entries, and the utility of communication in determining officer and community safety, Greeley Police Department should consider a set of Standard Operating Procedures that requires radio or CAD communication at every step of a call response.

The following figure displays the basic descriptive statistics.

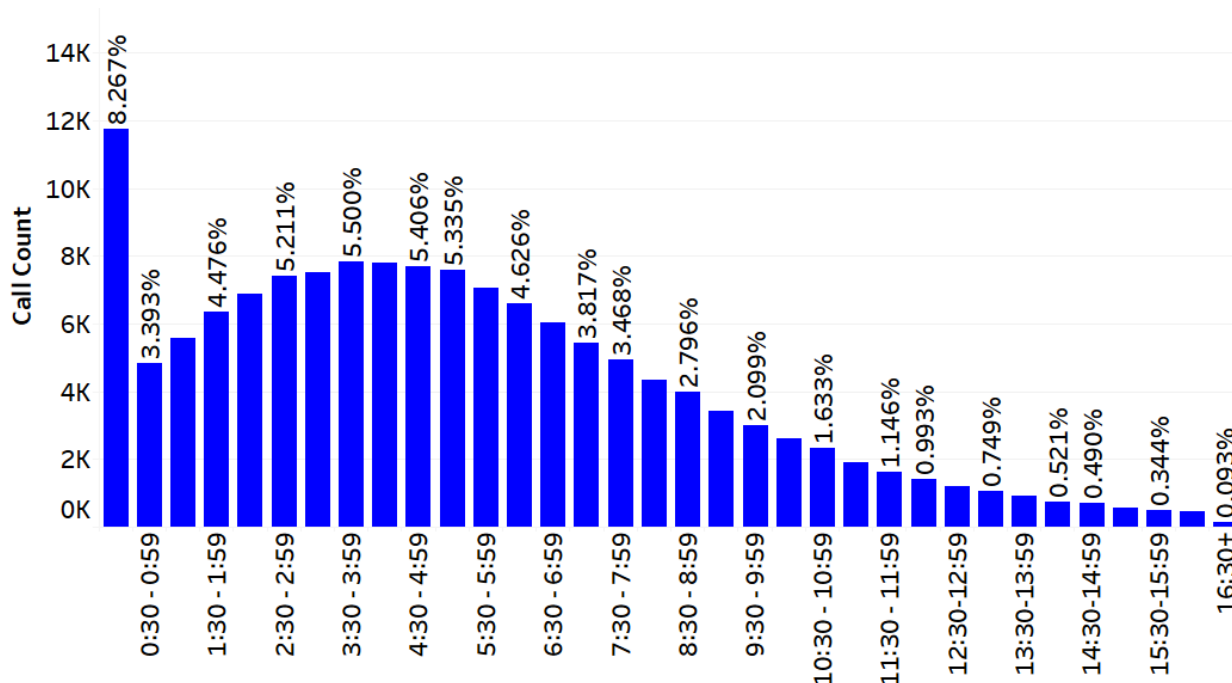
Figure 78: Patrol Calls Response Time Statistics

Total Responses	202,200
Total Calls	132,084
Total Response Time	1,068,740.97
Maximum	16.65
Minimum	0.02
Average	5.29
Median	4.82

Patrol Calls Distribution

The response time of Patrol calls, per unit, ranges from approximately 1.02 seconds (0.02 minutes) to 12 minutes, 40.2 seconds. The distribution of response times is shown on the frequency figure that follows, along with the percentage of total each group makes up. Except for the high proportion of responses taking between 0 and 29 seconds, the times are distributed with a range of 16 minutes, 38 seconds between the shortest and longest time.

Figure 79: Patrol Calls Distribution by Hour of the Day



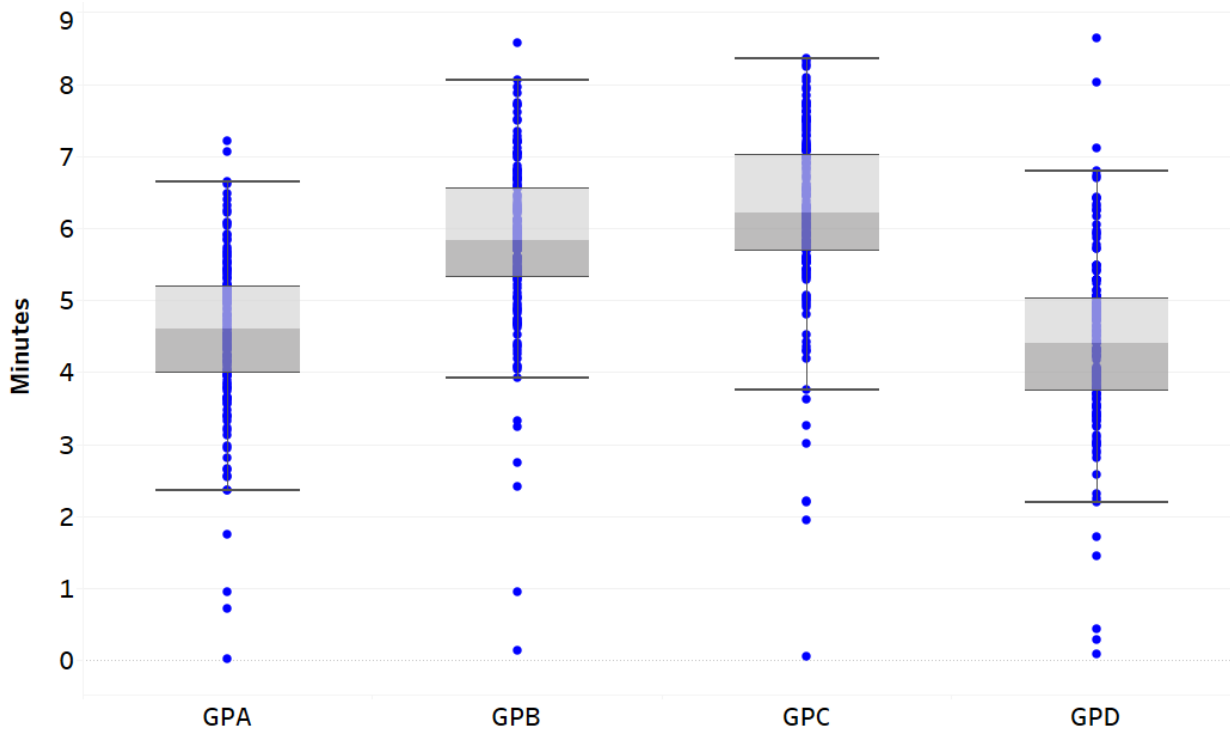
The high number of responses taking between 0 and 30 seconds, 11,769 of 203,510, gives pause. This data contains responses by phone, which would make sense for such a short response time. All these calls were community generated and associated with a GPD Patrol Officer through the radio log. According to previous studies the GPD jurisdiction encompasses 391 miles of contiguous roadway. If the data is taken at face value it can be interpreted as a habit of clearing calls by phone.

Recommendation:

Management should investigate the cause of the proportion of call clearances being accomplished in under 30 seconds. If the cause is determined to be a cultural trend of clearance “by phone,” management should consider whether or not this adheres to standards for procedural justice.

Individual Response Times

Using the radio log information, individual response times can be analyzed by officer, though this is outside of the scope of this strategic overview. The following figure displays a box-and-whisker chart of average response times divided by sector. Each dot represents an individual officer's average time in minutes to respond to calls. Dots that fall outside of the lines (whiskers) represent outliers. Nearly all the outliers in the following figure show exceptionally fast average response times. One pitfall of sector-based policing is that peaks and valleys of individual performance can be lost in the crowd. The resulting loss of individual accountability can and does lead to individual officers taking advantage of the “free rider” effect, with consistent underperformance going undetected.

Figure 80: Patrol Division Individual Response Times

Recommendation:

Consider using data points available from radio logs and visualization techniques to expose outliers in performance. This insight can then be used to weigh the costs and benefits of sector-based policing for the agency.

Initial vs. Effective Response Time

Initial and effective response times to calls for service give a strong gauge of unit performance. Per policy and industry standards, the presence of two units is necessary to intervene in high-priority calls, one and two for GPD. For priority three through five calls, one unit is sufficient to initiate response. Effective response time is calculated as defined above for the arrival time of the first unit for priority one through three calls, and the arrival of the second unit for priority one and two calls. Initial response time is always when an officer first arrives on scene. Both initial and effective response can be valuable: in extreme circumstances, initial response time is valuable for intervention and information gathering. However, industry standards and policy dictate further intervention requires second arrival most of the time. The following figure displays descriptive statistics for the effective response times by call.

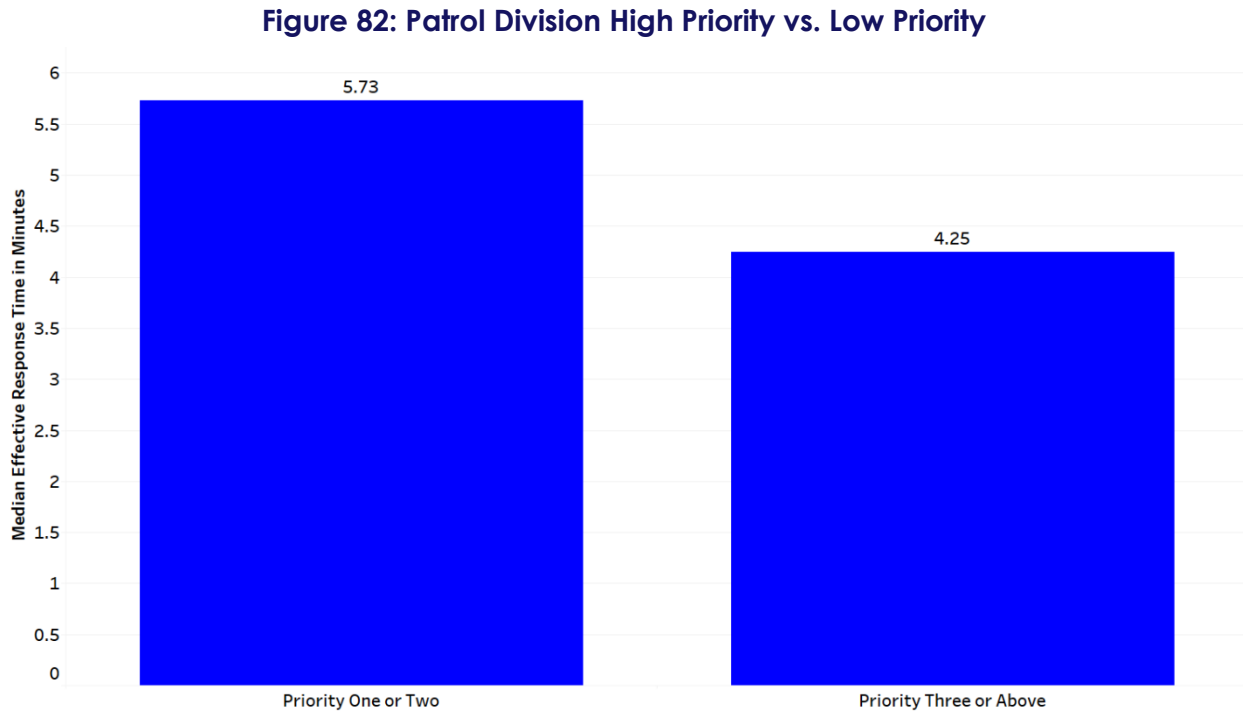
Figure 81: Patrol Division Initial vs. Effective Response Time

Total Calls	132,084
Effective Response Count	124,836
Max. Effective RT in Minutes	16.65
Min. Effective RT	0.02
Avg. Effective RT	5.00
Median Effective RT	4.47

Please note, the difference between total calls and calls with an effective response, 7,248, is Priority One and Two calls with only one unit responding. Generally, officers appear to act outside of policy in cases when they are assisting other agencies, for example, in the case of a high-intensity fire response.

High Priority vs. Low Priority

The following figure shows median effective response time by high (one and two) and low (three through five).



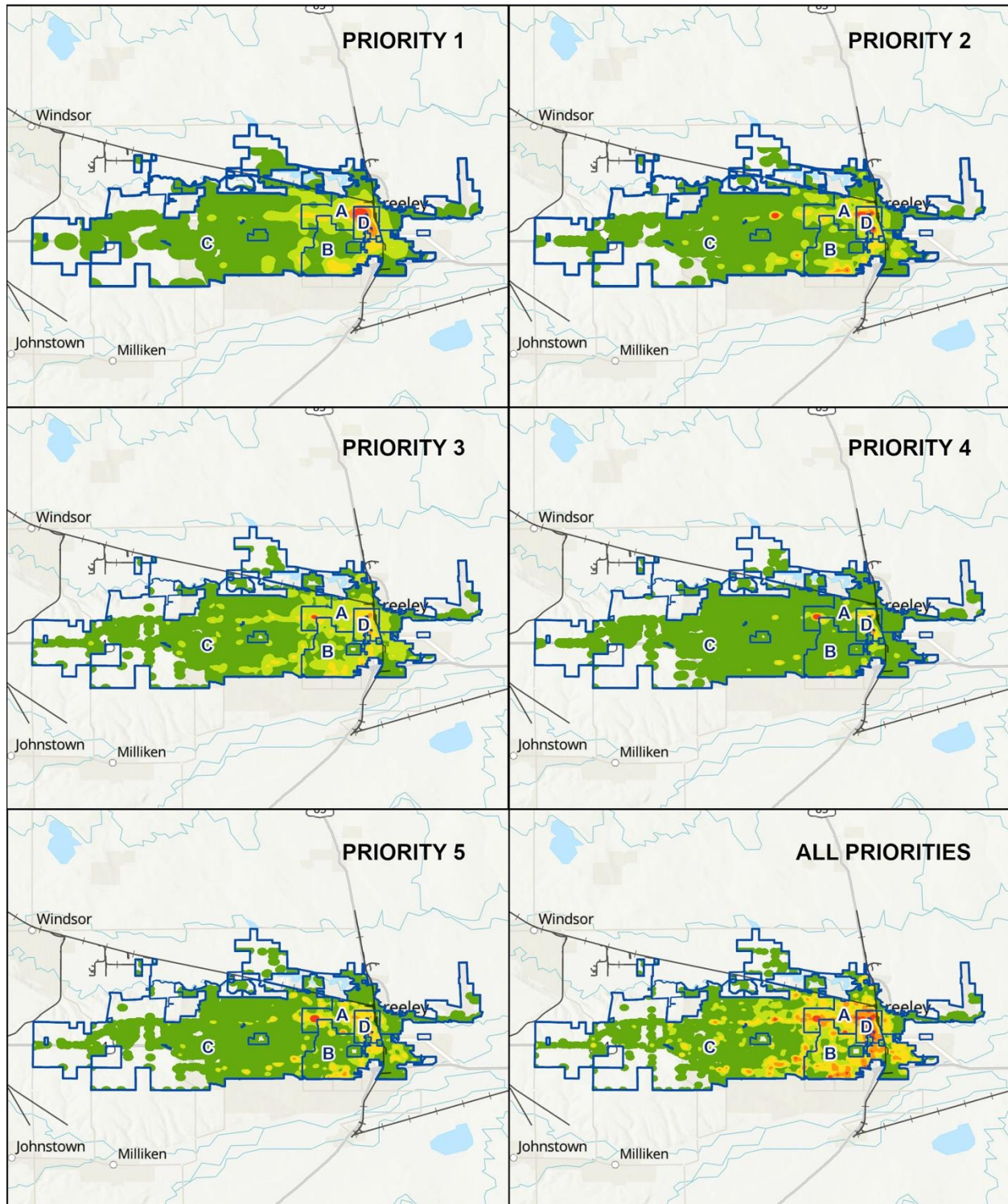
Because of the two-car requirement, the effective response time for higher priority calls appears to be approximately 1:30 longer than lower priority calls.

Figure 83: Patrol Division Calls for Service by Priority Type

Greeley Police Department
Greeley, Colorado

*Calls For Service by
Priority Type*

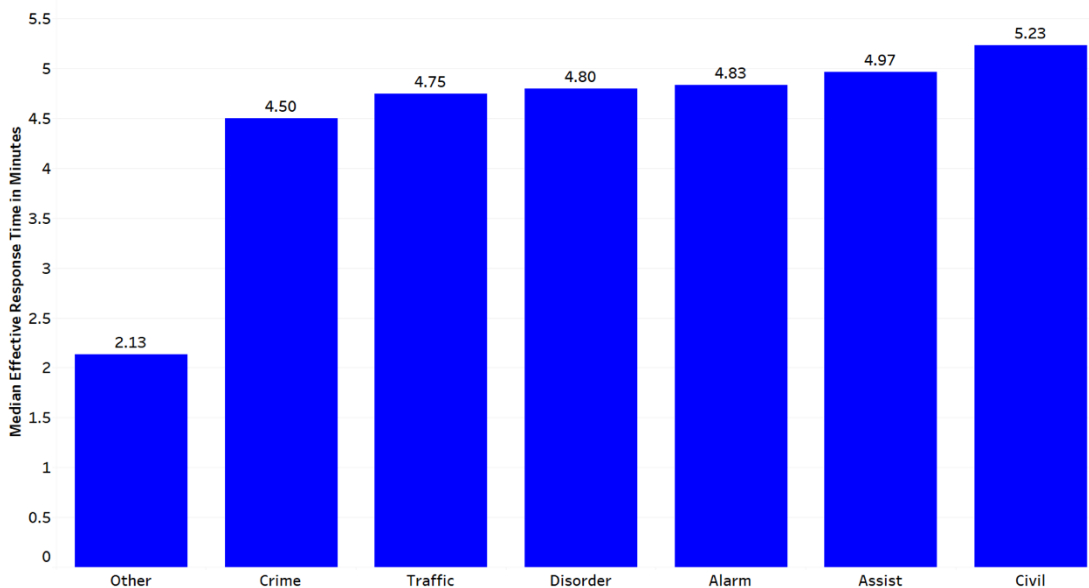
**ORGANIZATIONAL & OPERATIONAL
ASSESSMENT**



Effective Response Time by Category

Median Effective Response Time by call category is shown in the following figure.

Figure 84: Patrol Division Effective Response Time by Category

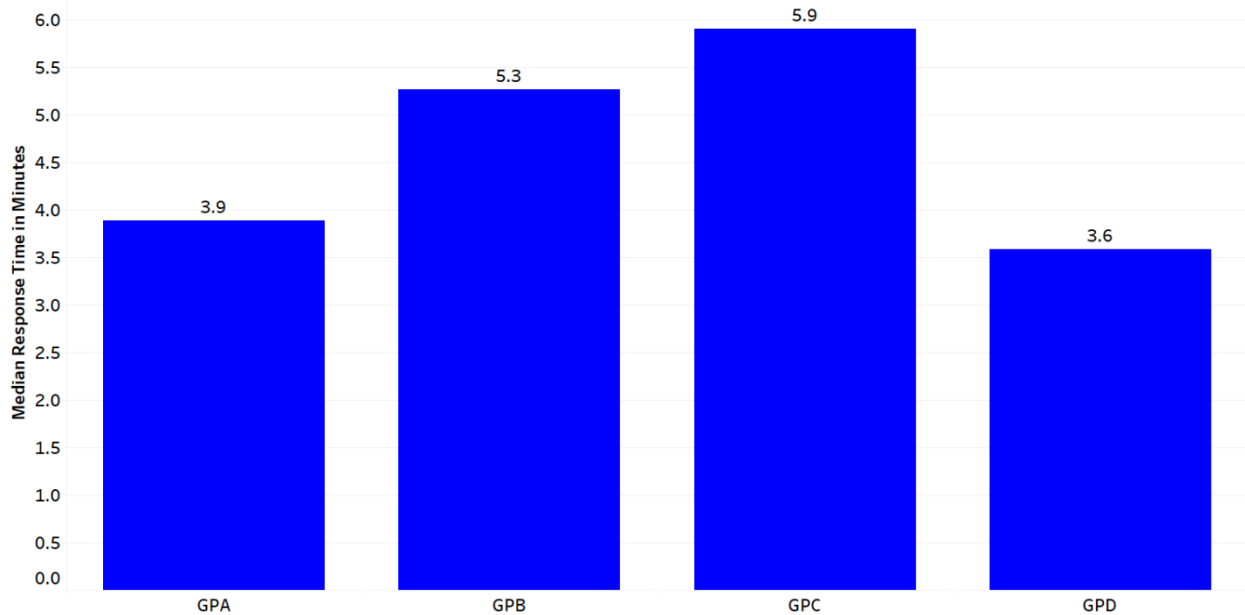


Calls that fall into the “Other” category are mostly administrative and of little concern to the community, though they appear to have the fastest response time of all categories. Apart from “Other,” the order of response time by category appears to meet expectations, with the quickest responses being for Crimes and the slowest being civil-related. The difference between these two categories is under a minute.

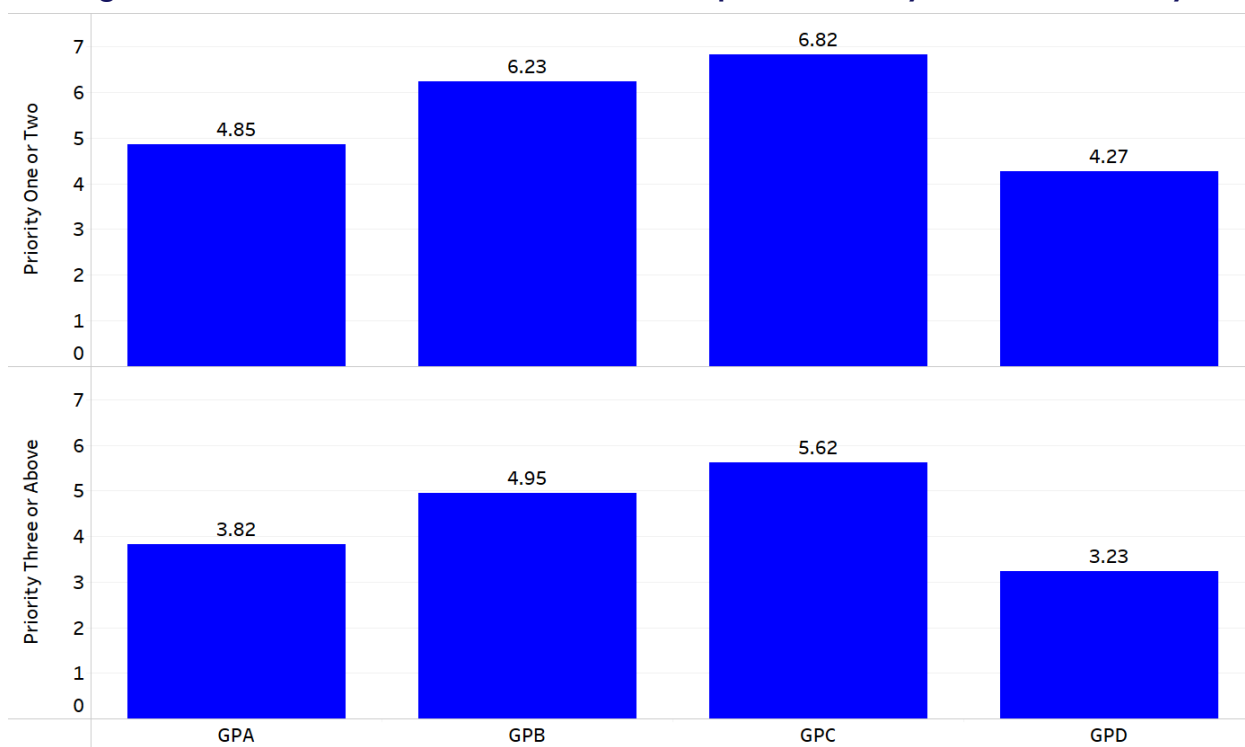
Effective Response Time by Sector

Median effective response time by sector is shown in the following figure.

Figure 85: Patrol Division Median Effective Response Time by Sector



Median effective response times differ drastically between GPA and GPD on one hand and GPB and GPC on the other. The median effective response to GPD calls appears to be over two minutes faster than calls in the GPC Sector. Splitting the calls out by high and low priority does little to change the shape of the data as shown in the next figure.

Figure 86: Patrol Division Median Effective Response Time by Sector and Priority

The reasoning behind this trend was discussed previously in this report.

Effective Response Time by Time of Day and Day of Week

The heatmap in the following figure shows the variation in median effective response times throughout the day and week.

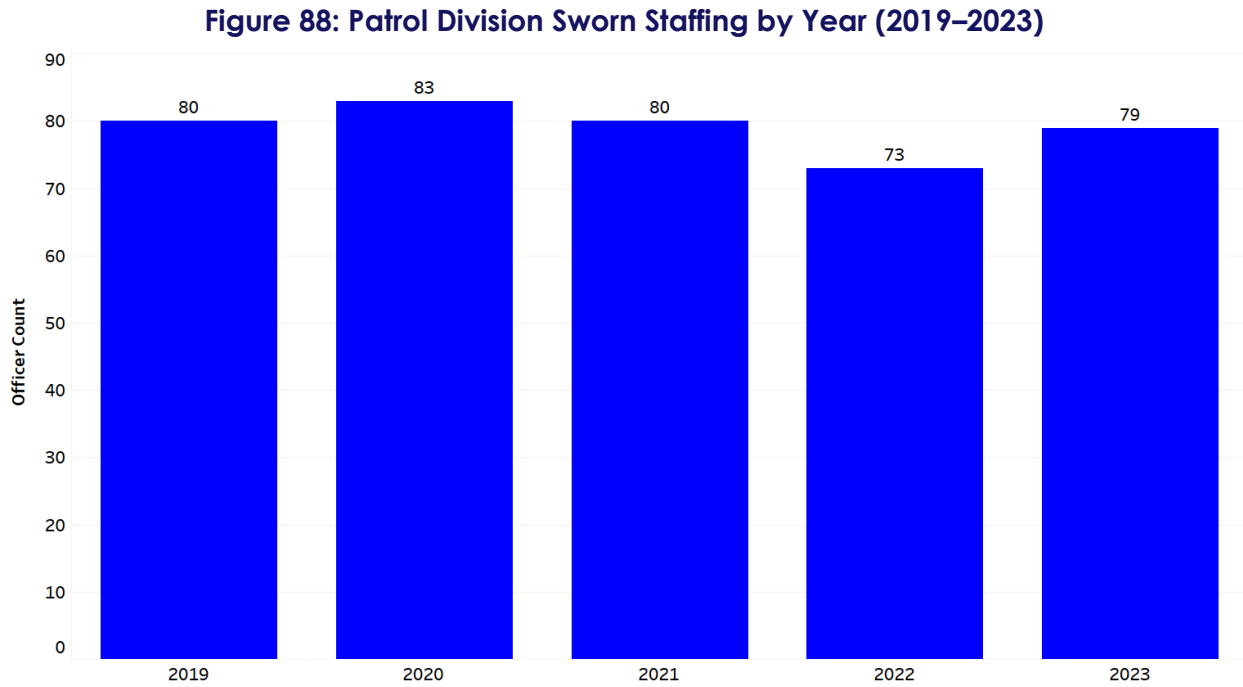
Figure 87: Patrol Division Median Effective Response Times Heatmap

Hour..	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
00:00	3.83	3.52	3.60	3.93	3.33	3.73	3.63
01:00	3.77	3.77	3.45	3.78	3.70	3.35	3.53
02:00	3.83	4.23	4.10	3.77	3.55	4.12	3.82
03:00	4.18	4.20	3.49	4.15	3.98	3.72	4.09
04:00	4.73	4.63	4.72	4.61	3.60	4.05	4.27
05:00	4.89	4.32	4.63	4.55	4.28	4.45	4.67
06:00	4.24	4.88	5.25	4.46	4.37	4.80	4.33
07:00	5.77	6.22	6.08	5.66	6.15	4.96	5.48
08:00	4.46	4.71	5.03	4.43	4.75	4.70	4.25
09:00	4.85	4.78	4.82	4.58	4.70	4.45	4.24
10:00	4.63	4.43	4.98	4.75	4.67	4.48	4.38
11:00	4.83	4.40	4.85	4.17	4.55	4.38	4.00
12:00	4.88	4.82	4.98	5.38	4.48	4.55	4.35
13:00	5.07	5.02	4.33	4.57	4.28	4.28	4.30
14:00	4.53	4.57	4.95	4.85	4.62	4.68	4.52
15:00	4.82	4.58	4.97	4.83	5.05	4.65	4.65
16:00	5.12	4.75	5.15	5.28	5.17	5.43	5.22
17:00	4.80	4.63	4.94	5.07	5.45	5.12	5.03
18:00	4.20	4.75	4.48	4.97	5.12	4.83	4.82
19:00	4.70	4.38	4.83	4.68	4.92	5.15	4.63
20:00	4.53	4.49	4.73	5.02	4.75	4.58	4.74
21:00	4.48	4.57	4.53	4.40	4.53	4.54	4.70
22:00	4.32	3.85	4.28	4.17	3.78	4.18	4.00
23:00	3.83	3.83	3.82	3.73	3.57	3.93	4.00

Median effective response time, much like handling time earlier in this report, appears to peak between 07:00 and 08:00 daily. The longest median time, between 07:00 and 08:00 on Monday morning, is almost 2:30 longer than the quickest median response time between 00:00 and 01:00 on Thursday morning.

Patrol Division Resource Requirements

Sworn staffing in a police patrol unit varied slightly year-to-year, as shown in the following figure.



The following sections analyze the configuration and staffing model of the most recent year for which data is available, 2023.

Current Staffing Configuration of Patrol Units

Greeley Police Department currently employs a "4-10 Teams" staffing model. For a visualization of staffing distribution throughout the week please see Appendix C, Figures 121 and 122.

In this schedule, three shifts of officers working 10-hour shifts cover the 24 hours of the day, with four days on and three days off. Two separate platoons cover all seven days of the week, with overlap on Wednesdays. To allow for smooth transitions between shifts GPD also employs a "late relief" feature, staggering the start times of one or two officers by between an hour and two hours compared to the rest of the unit. This appears effective in smoothing different handling of calls, as gauged by handling and response time. When it is not present, its consequences are obvious. As discussed in the performance section of the report, the median handling and response times of the calls show an increase at the start of the day shift compared to other times. This signals different service provision and management should consider whether this adheres to the standards of procedural justice.

The "4-10 Teams" staffing model has advantages and disadvantages built into it. It offers three consecutive days off, improving morale. It facilitates availability for training days, as there is a built-in day when staffing levels are redundant (Wednesdays for GPD). It also builds a sense of camaraderie between teammates. The model can be less efficient fiscally because of the built-in overlap scheduling three ten-hour shifts in a 24-hour day. While the model does not inherently lead to the "groupthink" phenomenon, it can reinforce group mentalities when the same individuals interact on a consistent basis.

These advantages and disadvantages must be considered, along with community input, when considering the best staffing model to meet the community's needs.

Current Patrol Staffing Model

This section analyzes GPD's current patrol staffing model to determine the necessary number of units based on the time spent on community-generated calls for service.

First, the total annual hours required of the patrol unit by community generated calls for service was calculated. Then, the net available work hours per unit per year were determined. Finally, the current level of unit count as it relates to the workload demand and "proactive" time is analyzed.

Total hours of community-generated demand for service is defined as the sum of:

1. The total number of hours spent by officers, in the community, responding to calls.
2. The total number of hours spent by officers processing evidence because of community-generated calls. Applicable calls were drawn from a list of call IDs requiring evidence processing provided by GPD.
3. The total number of hours spent by officers writing reports because of community-generated calls. Applicable calls were determined as calls with clearance codes indicating a report was written for the call.

To calculate the total number of hours spent by officers in the community responding to community-generated calls for service, CAD data and Radio Log data were combined. First, all community generated calls for service fielded by the Patrol Unit in 2023 were identified using the parameters listed above, resulting in a total of 41,585 calls, with 70,268 total responses. Multiple dispatches of the same unit to the same call were counted as a single response. In this case, 5,899 instances, the time to handle the call was calculated as the first dispatch time to the last clearance time. Of the responses, 41 were omitted due to blank "Call Cleared" time entries. Twenty-two responses were omitted because their "Call Cleared" time entries were prior to the "Call Dispatched" times. With these responses removed, 35 incidents were removed, making for 41,550 incidents.

The time between the "Call Dispatched" and the "Call Cleared" time was summed for the 70,268 responses to the 41,550 incidents, rounded to the nearest hour. The result was 40,249 hours of time spent in the community handling community generated calls for service.

Second, the average time to process evidence, per call, was calculated, using historical weighted averages from previous patrol staffing studies (performed by GPD in 2019 and 2020). The calculations yielded average evidence processing time of 0.408 hours per call requiring evidence processing. The average time to process evidence was multiplied by the number of calls requiring evidence processing from the group, 4,390. Rounded to the nearest hour, the result is an additional 1,792 hours of staff time.

The same calculations were done to determine the average time to produce a report, 0.658 hours. This was multiplied by the number of calls requiring a report from the group as defined previously, or 8,092 calls. The result is an additional 5,325 hours of staff time producing reports.

Adding the three totals together, 48,367 hours annually were required of the Patrol unit to handle community-generated calls for service.

To determine the optimal level of staffing desired in the patrol unit of GPD, the net available annual work hours were calculated per member. A full-time officer works 2,080 hours a year, without overtime. From this number, all non-patrol time is subtracted:

1. **Leave Time**, annual averages per officer:

- 38.8 hours of sick leave
- 131 hours vacation/PTO leave
- 7.9 hours bereavement, military, other leave
- 0 hours long term disability
- 88.29 hours holiday leave

For a total of 265.99 hours per officer per year.²⁴

2. **Non-Patrol Work Time**, annual averages per officer:

- 260 hours meal/break time
- 34.33 hours maintenance time
- 52 hours general prep time
- 69.33 hours briefing time
- 120 hours training time
- 4.79 hours of comp time*
- 6.19 hours shift supplement work time*
- 5.45 hours court time*
- 1.11 hours call-in time*²⁵

For a total of 553.2 hours per officer per year.

Total available work time per officer to respond to community-generated demand is calculated as follows:

²⁴ Note, this figure does not include FMLA, which is tracked manually per person and is unavailable.

²⁵ (*) These estimates are carried forward from estimates done in 2021.

Using these calculations, the necessary number of officers to meet the demand can be determined: $2080 - 265.99 - 553.2 = 1260.81$ total available work time per officer to respond to community generated demand. Please note that overtime statistics were also provided for the Patrol Unit for 2023, at an average of 4.63 hours per officer. However, details of how the officer spent that overtime were not included, for example if the officer utilized that time for court appearance obligations. Because of that and the relatively low number of hours ($4.63/1260.81=.37\%$), overtime was disregarded in this analysis.

- 48,367 hours total community demand / 1,260.81 hours per officer = 38.36 officers to meet demand for service.

Proactive Time

The previous calculation shows the necessary officers on staff to field calls with no proactive time. Proactive policing time is essential to the functioning of an effective law enforcement agency. Approximately 40% unallocated time is a generally accepted standard for proactivity levels.²⁶

If the community demand calculated above, 48,367 hours, represents 60% of the Patrol Unit's time, then 80,612 hours would be the total time spent working by the unit. To get to the 40% unallocated time threshold, a total of $80,612 / 1,260.81 = 63.93$ officers are needed.

GPD's Patrol unit numbered 77 Sergeants and officers in 2023, for a total of 97,082.37 annual work hours. This is approximately 50% proactive time per officer, well above the recommended threshold. Please note that Sergeants were included in this calculation as over 12% of applicable calls had a sergeant radio call associated with it.

Comparison to Historical Analysis

As noted in the prior section, 77 GPD members responded to the 48,367 hours of community generated demand for the year 2023. Of the per officer 1,260.81 average annual work hours, 628.14 hours per year were spent responding to community-generated demand, or 29.89 minutes per hour. The minutes per hour of reactive/obligated time cited in the GPD's 2021 staffing study was 46.3 minutes per hour. This difference of 77% versus 50% reactive time warrants further investigation, as it is highly improbable that obligated times fell by 27% over two years.

²⁶

https://icma.org/sites/default/files/305747_Analysis%20of%20Police%20Department%20Staffing%20_%20McCabe.pdf.

First and foremost, the methodology used in each year cannot be identical, as the 2021 study was based off the Spillman CAD system and the 2023 study was based off the Central Square system. Pivotal to the disparity is a difference in the counting of reactive calls for service and the resulting number of hours of obligation. The following figure displays five years of available data from this report and four historical studies from 2018 to 2021.

Figure 89: Patrol Division Historical Demand

	2018	2019	2020	2021	2023
Total Patrol Activities	82,571	97,977	66,555	63,487	41,550
Total Reactive Hours	74,401	75,905	74,246	74,852	48,367
Minutes per Call for Service	54.06	46.48	66.93	70.74	69.84

While the total number of reactive hours appears relatively constant in the historical studies, the total patrol activities fluctuated greatly, except from 2020 to 2021. Exact methodology to derive those figures was not provided, though the presentations from 2018 and 2021 mention that CAD calls specific to the Patrol and Traffic Units (2018) and Patrol Units only (2021) were queried from the Spillman system. From interviews with the GPD Crime Analyst, it is assumed that the Calls for Service are further filtered for community-generated calls for service, filtering out those assigned the "OFFICER REPORT" value by the dispatch system (see Appendix C, *How Calls for Service are Received* Table). The method to determine the time spent on calls was a combination of estimates for report and evidence processing time and calculations from a computed formula programmed into an in-house reporting software (Crystal Report) to determine the time on scene per officer.

The method for deriving the 2023 numbers appears to be similar, as defined previously. Potential reasons for the variance offer a further opportunity for GPD to refine its operational data tracking and accessibility, given the change over to the new CAD system:

1. Self-Initiated Calls for Service, listed as "OFFICER REPORT" in the Spillman system, are more difficult to determine in the Central Square system. Particularly, blank "How Received" values can equate to self-initiated calls, and proportionally seem to, year-over-year. However, they can also be the result of a dispatcher receiving a call and not logging its source. To continue effective strategic staffing analysis, this ambiguity in data recording with the Public Safety Dispatch system must be addressed.
2. A methodology to track reporting and evidence processing time must be developed or procured. Currently, year-to-year estimates of these figures are used in the calculation, which can result in timing deviation in the recorded data.

Without more specific insight about how patrol-related activities were queried from the previous system, and reactive time is calculated, the reasoning behind the disparity in the calculations is difficult to determine. As noted in the conclusion of this section, this analysis should be replicated in five years' time after use of the new Central Square system becomes more regularized.

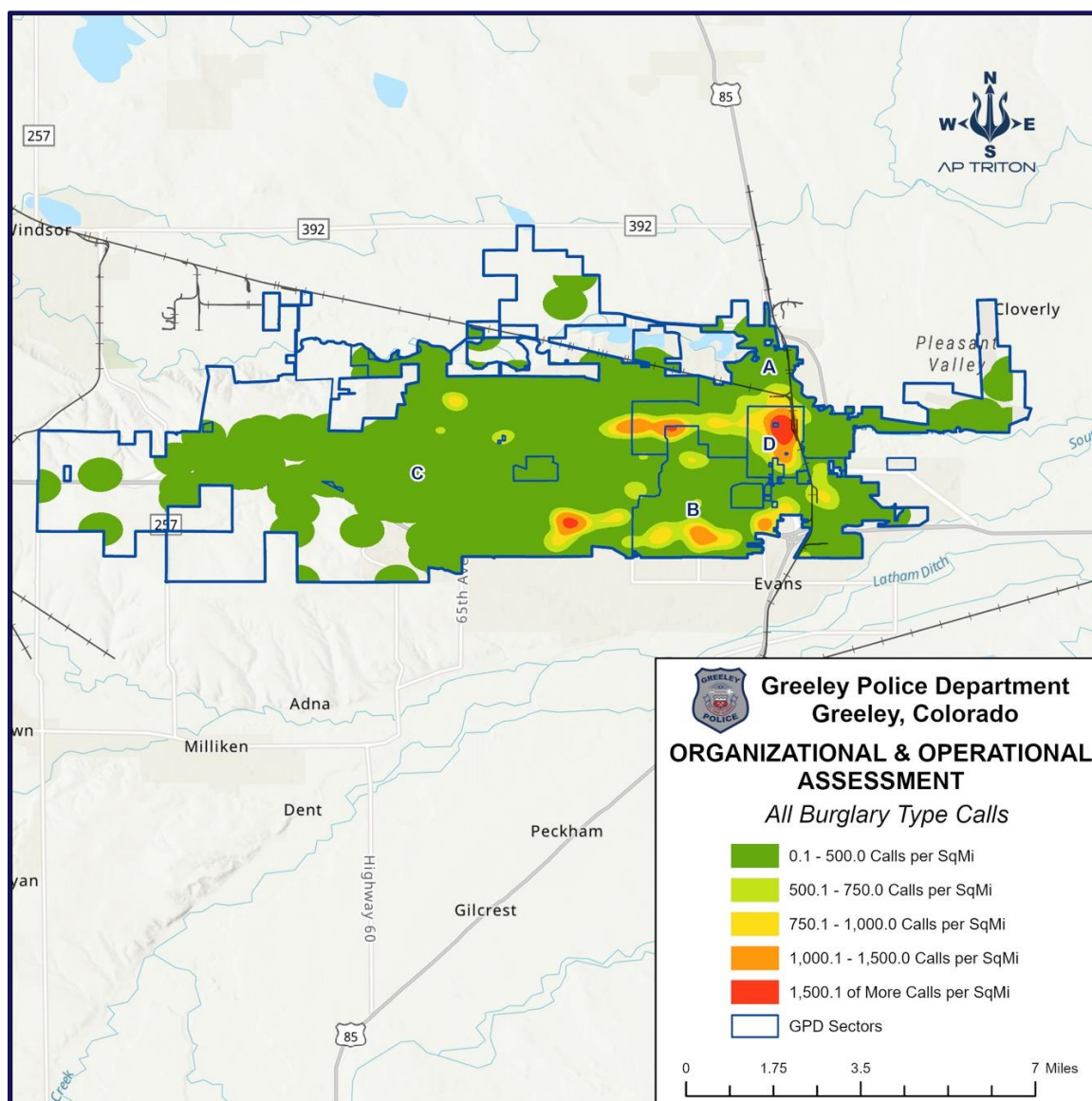
Recommendation:

Work with Weld County Dispatch to define procedure to log the source of a community generated call for service.

Investigations Section

In addition to the Patrol Section, the Investigations Section is the second core component to a police agency. While the Patrol Section handles immediate calls for service, often resolved in a relatively short time, the Investigations Section is responsible for solving crimes that can require more follow-up investigation. Burglary, as an example of a crime call that is often subject to investigation versus patrol making an arrest or disrupting the crime in progress, Figure 90 illustrates the geographic dispersion of calls that require investigative follow up.

Figure 90: Service Demand Heatmap—Burglary Calls



The work effort of Greeley Police Department's Investigation Section is broken into three specialty workgroups—the Persons Unit, Property Unit, and Gang Unit. This section of the report will provide an analysis of current workload demands, then analyze the performance of the Section across the five years of available data.

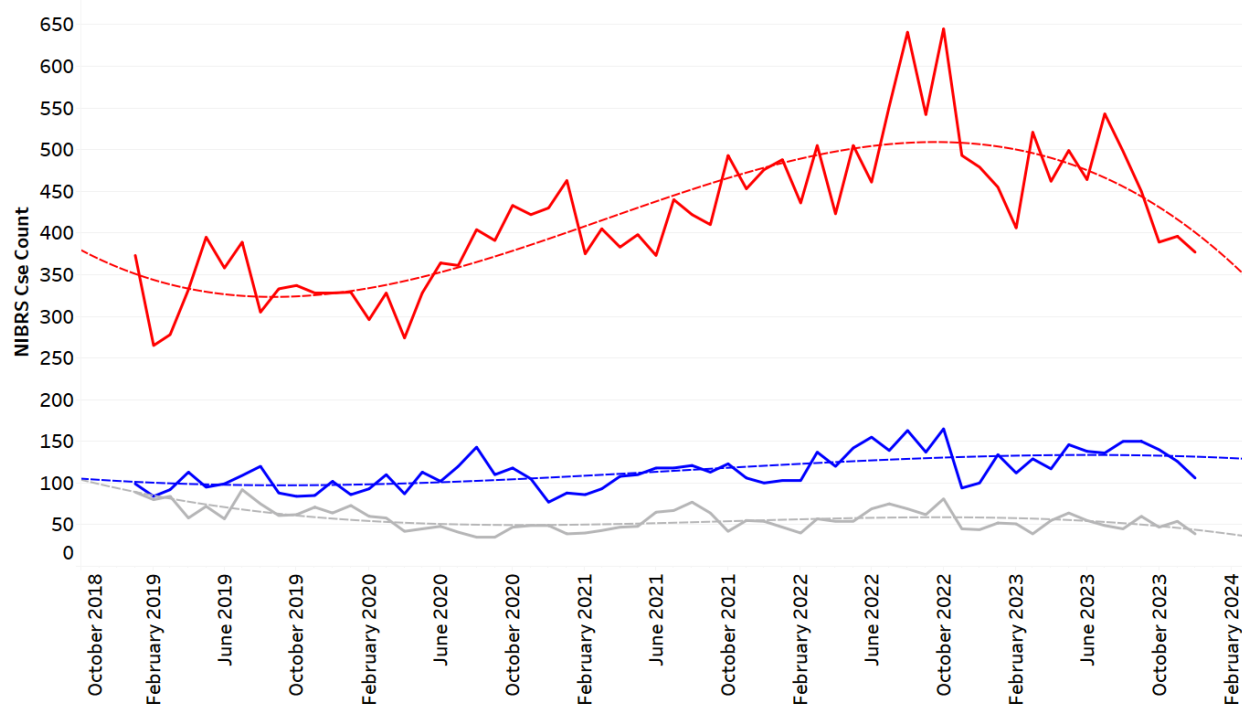
Workload Demand

The Federal Bureau of Investigation collects crime rate statistics through the National Incident Based Reporting system. Counts of these numbers, broken out by major crime type, can give a good gauge on the demand for Investigations Section services. Specifically, Group A crimes represent a more serious concern to the community. The following figure shows Greeley's reported crimes for the five years encompassed by this report, records of which were provided directly by GPD.

Figure 91: Investigations Section Work Demand

		2019	2020	2021	2022	2023
PERSON	Total	1,164	1,254	1,280	1,549	1,584
	ASSAULT	1,015	1,118	1,146	1,401	1,468
	SEX OFFENSE	135	122	113	132	106
	KIDNAPPING	51	33	31	39	44
	HOMICIDE	2	8	12	9	10
	HUMAN TRAFFICKING		1	1	1	
PROPERTY	Total	3,966	4,281	5,018	6,117	5,460
	LARCENY	1,932	1,989	2,174	2,632	2,553
	VANDALISM	821	987	1,268	1,320	1,232
	FRAUD	610	656	692	638	592
	MOTOR VEHICLE THEFT	308	384	571	1,223	882
	BURGLARY	346	368	361	450	453
	COUNTERFEIT/FORGERY	116	103	115	139	97
	ROBBERY	67	79	89	126	110
	STOLEN PROPERTY OFFENSES	64	66	83	103	116
	EMBEZZLEMENT	37	26	35	23	16
	ARSON	20	18	14	33	29
	EXTORT/BLACKMAIL	5	14	13	14	27
	BRIBERY		1	1		2
	Total	864	582	640	695	610
SOCIETY	DRUG OFFENSE	762	470	487	510	433
	WEAPON VIOLATION	94	99	113	126	116
	PORNOGRAPHY/OBSCENITY	40	43	42	65	60
	ANIMAL CRUELTY	1	3	13	16	22
	PROSTITUTION	3	1	13		2
	GAMBLING		1	1		

The following figure shows the totals for each "Crime Against" delineation by month over the years.

Figure 92: Investigations Section “Crimes Against” Designation by Month

The trendlines associated with each “Crime Against” category show that “Person” and “Society” crimes have been relatively flat over the years, with a slight increase and decrease respectively. The “Property” crimes show more variation, rising until the end of 2022 and tapering off into 2023. Note that the two spikes in August and October 2022 mirror the spikes shown in the “Crimes” Community-Generated Demand section.

While case types are primarily distributed to the three units by area of focus, there is some crossover, for example, any type of crime can be perpetrated by a gang affiliated individual. As such, in the following figure is the workload demand on each unit within the section demonstrated by the count of cases assigned in that year, sourced from GPD’s RMS records.

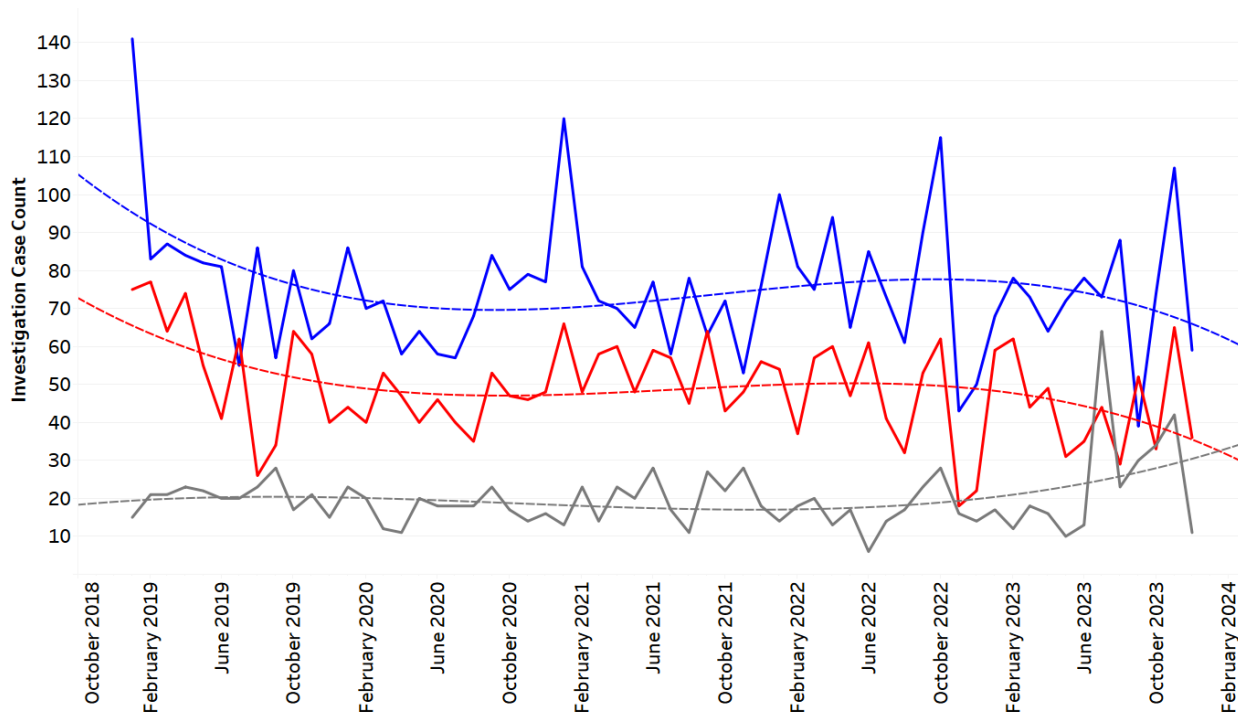
Figure 93: Investigations Section Workload

	2019	2020	2021	2022	2023
GANG CRIMES	246	210	244	200	290
PERSONS CRIMES	670	539	652	544	539
PROPERTY CRIMES	964	848	885	932	873

The workload falls heaviest on the Property Crimes Unit, with the Persons Crimes and Gang Crimes Units totaling for fewer cases combined.

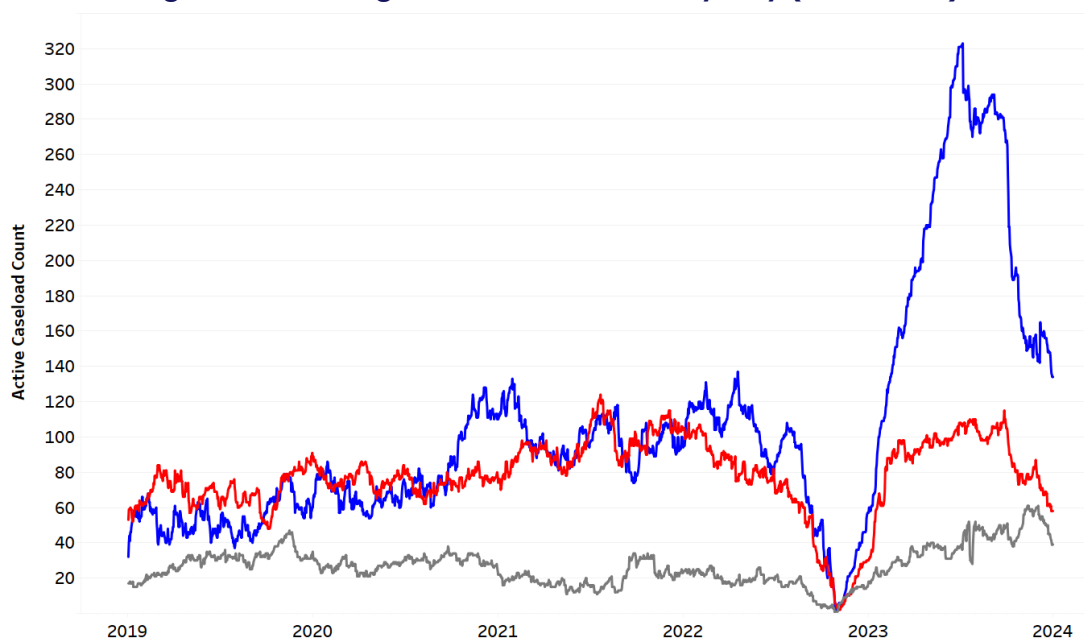
The following figure shows the count of cases assigned by month over the five-year period, by unit.

Figure 94: Investigations Cases Assigned by Month



The trendlines show that Person and Property Unit case assignments are falling very slightly, while Gang Unit case assignments are climbing slightly, but these trends do not appear strong enough to make any changes in staffing level.

However, in Figure 91 is the count of active cases over time, per day. A case is defined as active if its assigned date is prior to or equal to the date in question, and its status date is after the date in question. These counts have been filtered for only closed records.

Figure 95: Investigations Active Cases by Day (2019–2024)

There appears to have been a bulk closure of active cases in anticipation of the system changeover in November 2022. After that time there was a return to normal for the Gangs and Persons Units, and a dramatic spike in active cases for the Property Unit.

Recommendation:

While the active Property Crimes case level appears to have returned to normal, such a dramatic climb and fall, especially when compared to the other two crime types, must be investigated.

Investigations Section Performance

The Performance of the GPD Investigations Section was analyzed across two measures—clearance rate and time to case resolution. Case resolution is defined as successful clearance of the case, or case suspension. Both measures require filtering the total cases, 10,514, down to just those resolved, 9,751.

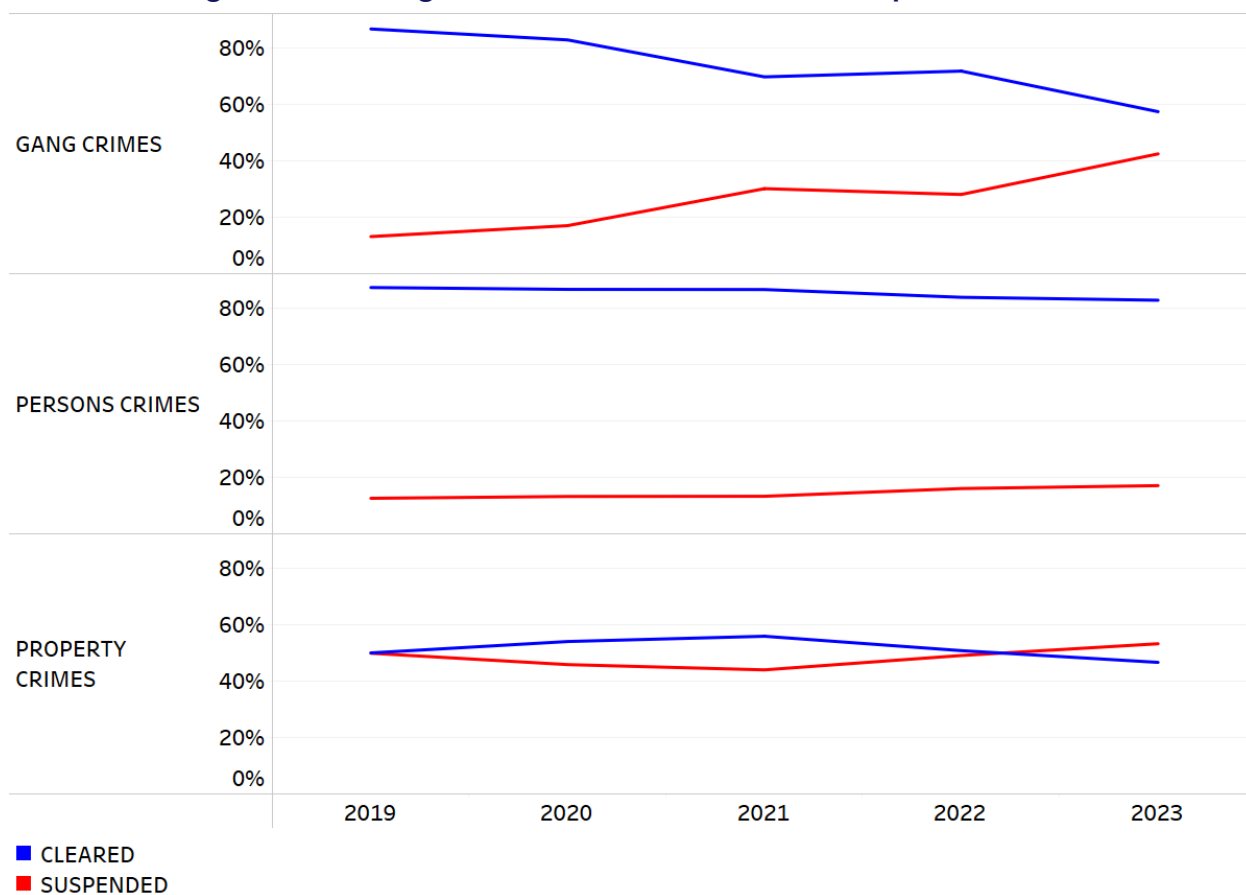
Clearance-to-Suspension Ratio

To calculate the clearance rate, active cases were filtered from the data, removing 763 total cases. The percent breakdown of clearance vs. suspended closure is shown in the following figure.

Figure 96: Investigations Section Clearance-to-Suspension Ratio Data

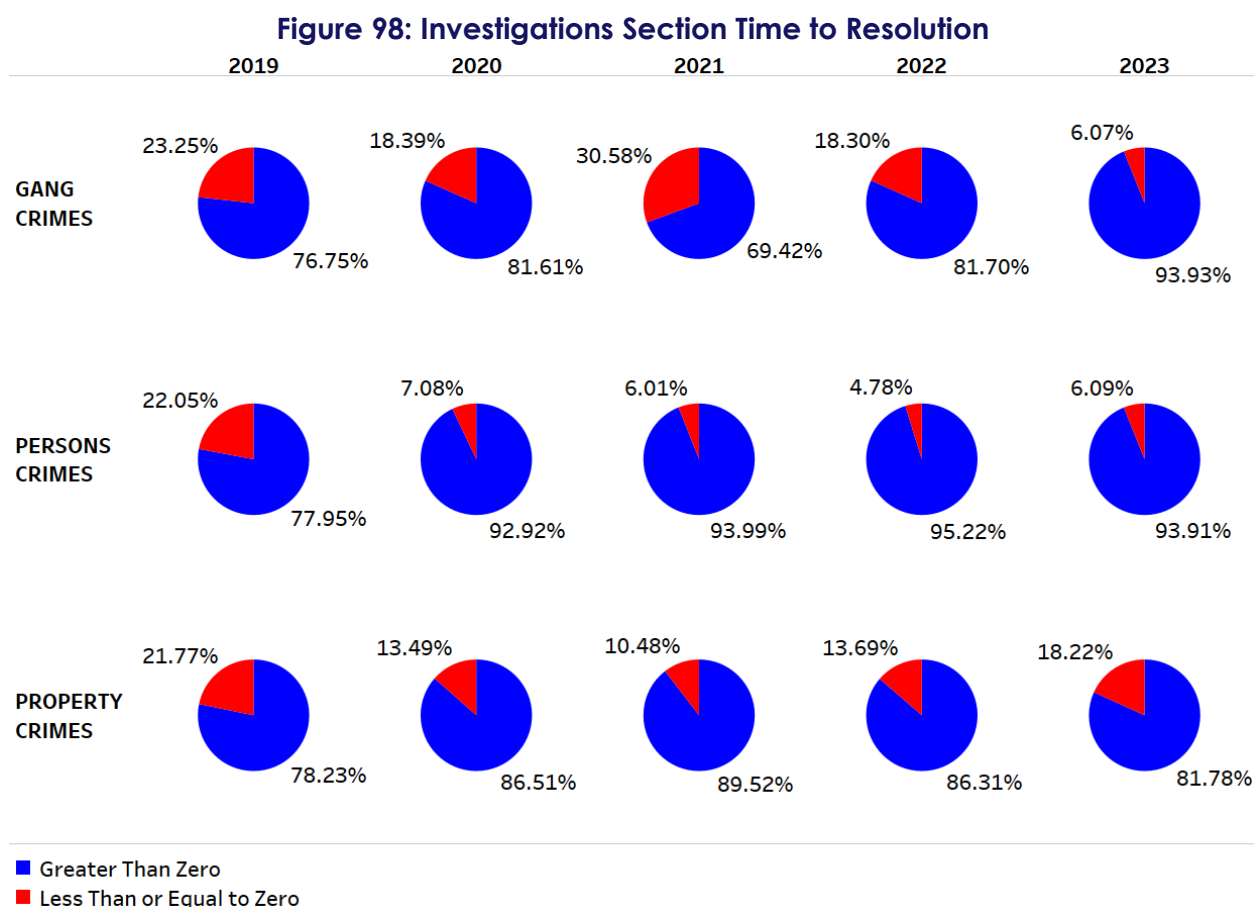
	GANG CRIMES	PERSONS CRIMES	PROPERTY CRIMES
CLEARED	73.56%	85.76%	51.67%
SUSPENDED	26.44%	14.24%	48.33%

The following figure shows the breakdown of clearance rate over the five years of this report. This data, filtered by the closure date, shows both the Gang and Property Crimes Units Clearance-to-Suspension ratio falling. The Gang Crimes Unit has fallen from over 80% clearance to under 60%, while the Property Crimes Unit now had more cases resolved by suspension than clearance in 2023. The Clearance-to-Suspension ratio fell very slightly as well.

Figure 97: Investigations Section Clearance-to-Suspension Ratio

Time to Resolution

The time to resolve a case was calculated as the number of days between when the case was assigned to a Detective and when the case was cleared or suspended. The data provided showed a number of cases with a closure date either prior to or equal to their assignment date. The percentage of such cases is shown by unit and year in the following figure.



Between 4.78% and 30.58% of cases demonstrated this characteristic, depending on the unit and year. In an interview it was noted that Detectives may be discovering shared perpetrators amongst crimes, assigning, and closing a case immediately when a resolution was discovered.

Recommendation:

While it is theoretically possible for such high (and varying) proportions of case assignments and closures to be attributable to post hoc discovery of a shared perpetrator with a current case, past experience suggests that the levels shown above at least warrant further investigation, as to if there is an explanation not immediately apparent from the data provided. This could be indicative of case management practices that do not adhere to best practices and could undermine future use of data for effective organizational management.

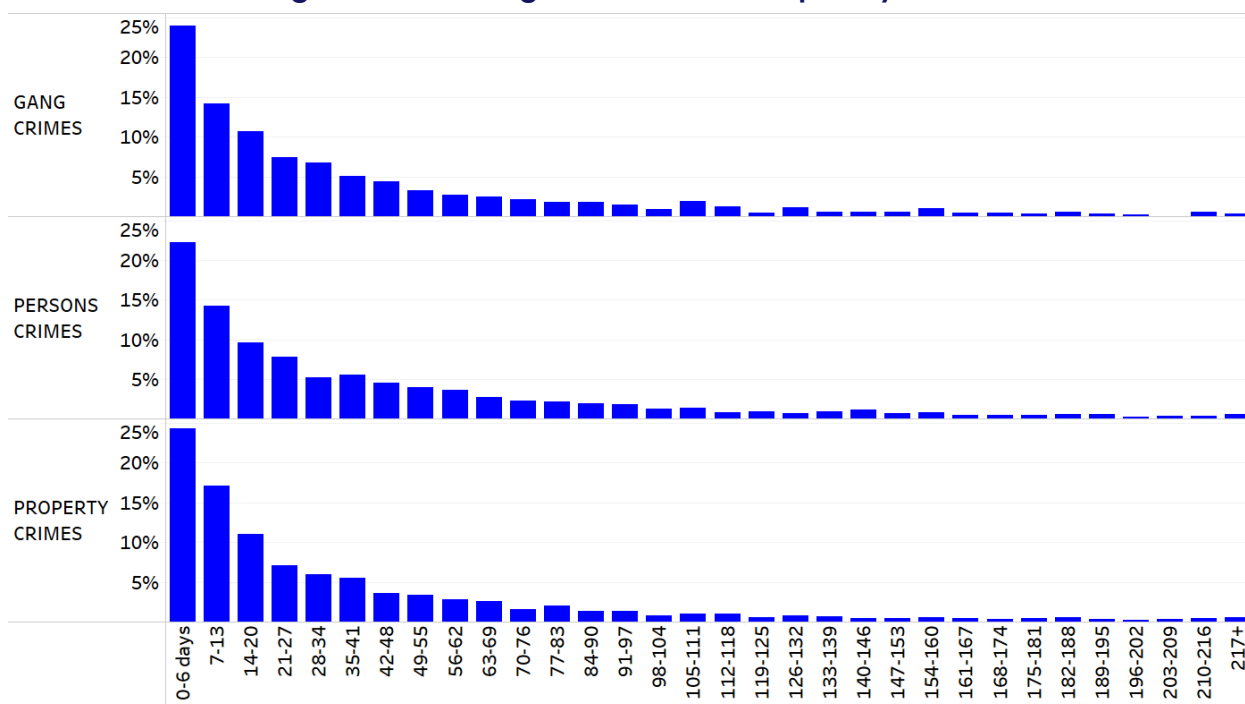
To further analyze resolution time, zero and negative times were removed, as were outliers, removing 1,844 values from the 9,751, a loss of 18.9%. The following figure displays a table of descriptive statistics for the result set, separated by unit.

Figure 99: Investigations Section Descriptive Statistics

	GANG CRIMES	PERSONS CRIMES	PROPERTY CRIMES
Total Number of Cases Resolved	1,028	2,859	4,020
Max Days to Closure	221.0	223.0	222.1
Min Days to Closure	0.04	0.08	0.04
Avg. Days to Closure	39.3	41.9	37.1
Median Days to Closure	21.0	23.0	19.0

While the Property Crimes Unit clearly has had more cases resolved for the five years, the unit seems to have a similar number of days to resolution as the other two units. The median value for each unit is significantly lower than the average, signaling that a few high values are pulling the average up. Frequency charts for each unit are shown in the following figure.

Figure 100: Investigations Section Frequency Charts



With outliers removed, all three units resolve nearly 25% of their cases within the first week of assignment. Average time to resolution is pulled up by relatively few long running cases.

Professional Services

The third essential component of a law enforcement agency is a Professional Services Section. In GPD's organizational chart, units that classically fall into this category are grouped with the Investigations Section under "Services" generally but have different roles and responsibilities. Composed of sworn and non-sworn members, Professional Services Units provide the functionality that any business needs. Limited workload data and Staffing counts are available for three of GPD's Professional Services Units—Records, Evidence, and Training and Personnel. Available data is used to analyze each of the three units by workload, and ratio of work output to staff level as a performance measure.

Records Unit

GPD's Records Unit ensures that the various clerical and data tracking requirements of the day-to-day business are handled efficiently—processing reports and citations, maintaining warrants, releasing records, and handling inbound calls. Workload demand and the ratio of work output to staff level as a performance measure are analyzed in the following figure.

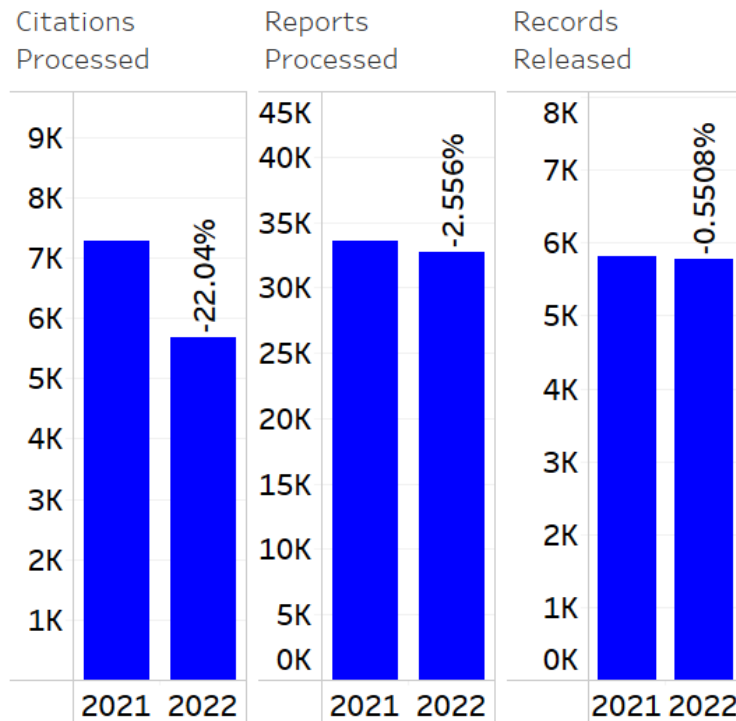
Workload Demand

The workload data of the Records Unit from 2019 to 2022 is included.

Figure 101: Records Unit Workload Demand

	2019	2020	2021	2022
Citations Processed	9,394	7,863	7,286	5,680
Phone Calls Handled	42,400	42,000		
Records Releases	7,500	6,200	5,810	5,778
Reports Processed	51,895	43,492	33,611	32,752
Warrant Maintenance Activities	34,867	24,383		

In 2021, GPD's Records Unit split from Weld County Sheriff's Office. Prior to that time, the unit provided records services for multiple Weld County agencies, and the metrics include all agencies served. Given this, the only valid data points available for analysis appear to be citations processed, records released, and reports processed for 2021 and 2022. The following figure shows the relationship between the counts for each of the two years as a percent difference.

Figure 102: Records Unit Workload Performance

The count of reports processed and records released fell by negligible amounts from 2021 to 2022, and citations processed fell by nearly a quarter. While this may reflect a reduction in workload for the Records Unit, it is more illuminating to the operations of the Patrol Section. If, as many jurisdictions did, GPD and Weld County substituted citations for pre-trial custody as a mitigation for jail crowding during the pandemic, this could signal a reversion away from citations-in-lieu of custody.

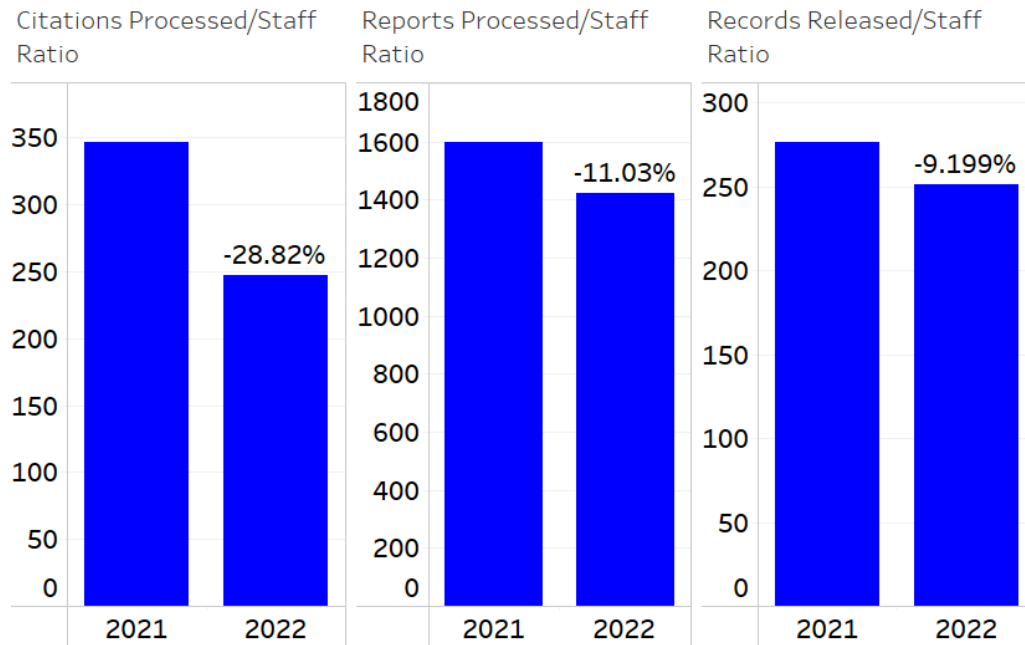
Performance

Given the lack of data available for the Records Unit, performance can only be analyzed as a ratio between workload count and staff availability. The level of Records Unit staffing for the two years of observation is shown in the following figure.

Figure 103: Records Unit Staffing

	2021	2022
Records Unit	21	23

Using those counts, the ratio of each workload metric was calculated with the percent difference from the prior year, as shown in the following figure.

Figure 104: Records Unit Workload Ratios

While the number of Records Unit staff increased by approximately 10%, the work done by each member of the unit appears to have decreased by a similar amount for reports processed and records released, and the citations processed dropped nearly 30%. Without more available data points, little can be concluded from this information.

Evidence Unit

The Evidence Unit ensures that physical items associated with incidents are stored and processed safely and efficiently. Workload demand and ratio of work output to staff level as a performance measure are analyzed in the following figure.

Workload Demand

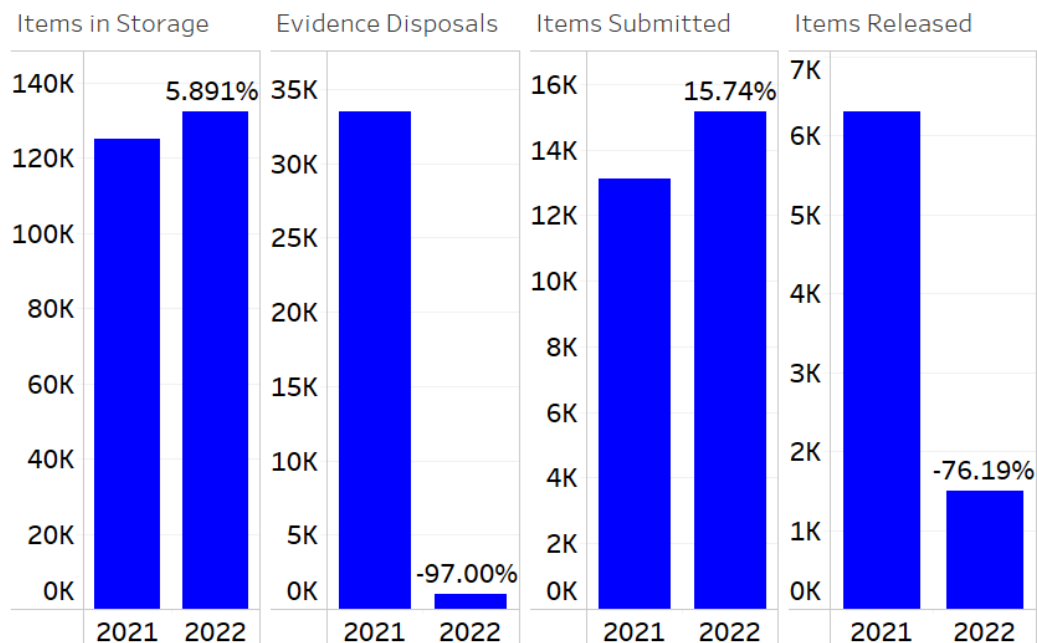
The workload data of the Evidence Unit from 2019 to 2022 is included in the following figure.

Figure 105: Evidence Unit Workload

	2019	2020	2021	2022
Evidence disposals	11,477	8,477	33,485	1,005
Items in storage	176,062	176,062	124,968	132,330
Items released	2,075	5,401	6,300	1,500
Items submitted	10,737	12,088	13,096	15,157

Like the Records Unit, the Evidence Unit split from Weld County in 2021, making data from 2021 and 2022 the only valid points for analysis.

Figure 106: Evidence Unit Workload Performance



While the items in storage and the items submitted climbed from last year, the evidence disposals and items released fell dramatically. This could be a lagging indicator of future increased workload. As disposals and releases fall, and submissions increase, items in storage will logically increase. Maintenance of records for the increased level of inventory may signal the need for an increase in Evidence Unit staffing.

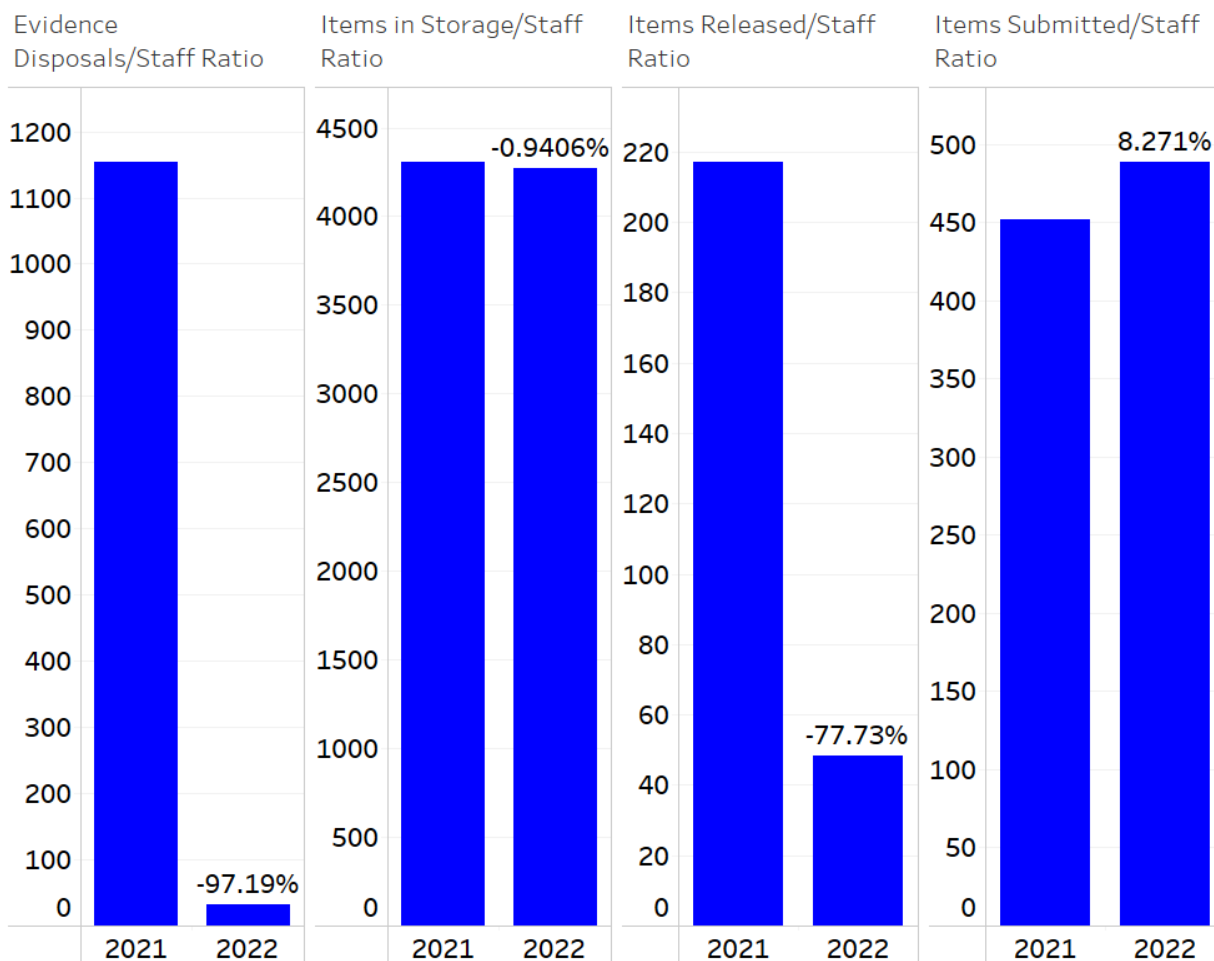
Performance

Given the lack of data available for the Evidence Unit, performance can only be analyzed as a ratio between workload count and staff availability. The level of Evidence Unit staffing for the two years of observation is shown in the following figure.

Figure 107: Evidence Unit Staffing

	2021	2022
Evidence	5	4

Using those counts, the ratio of each workload metric was calculated with the percent difference from the prior year, as shown in the following figure.

Figure 108: Evidence Unit Workload Ratios

As noted above, the evidence disposals and items released metrics have fallen dramatically, and this holds true as a ratio of per staff member as well. While items in storage per staff member fell slightly, the increase in inflow to inventory and decrease in outflow could signal an increase in item storage work in the near future.

Training and Personnel

The Training and Personnel Unit hires and trains both sworn and non-sworn members of the department. Of the Professional Services Units for which data is available, it appears to be the only unit that did not face a dramatic shift in organizational structure, making data collected for the four years below valid for analysis.

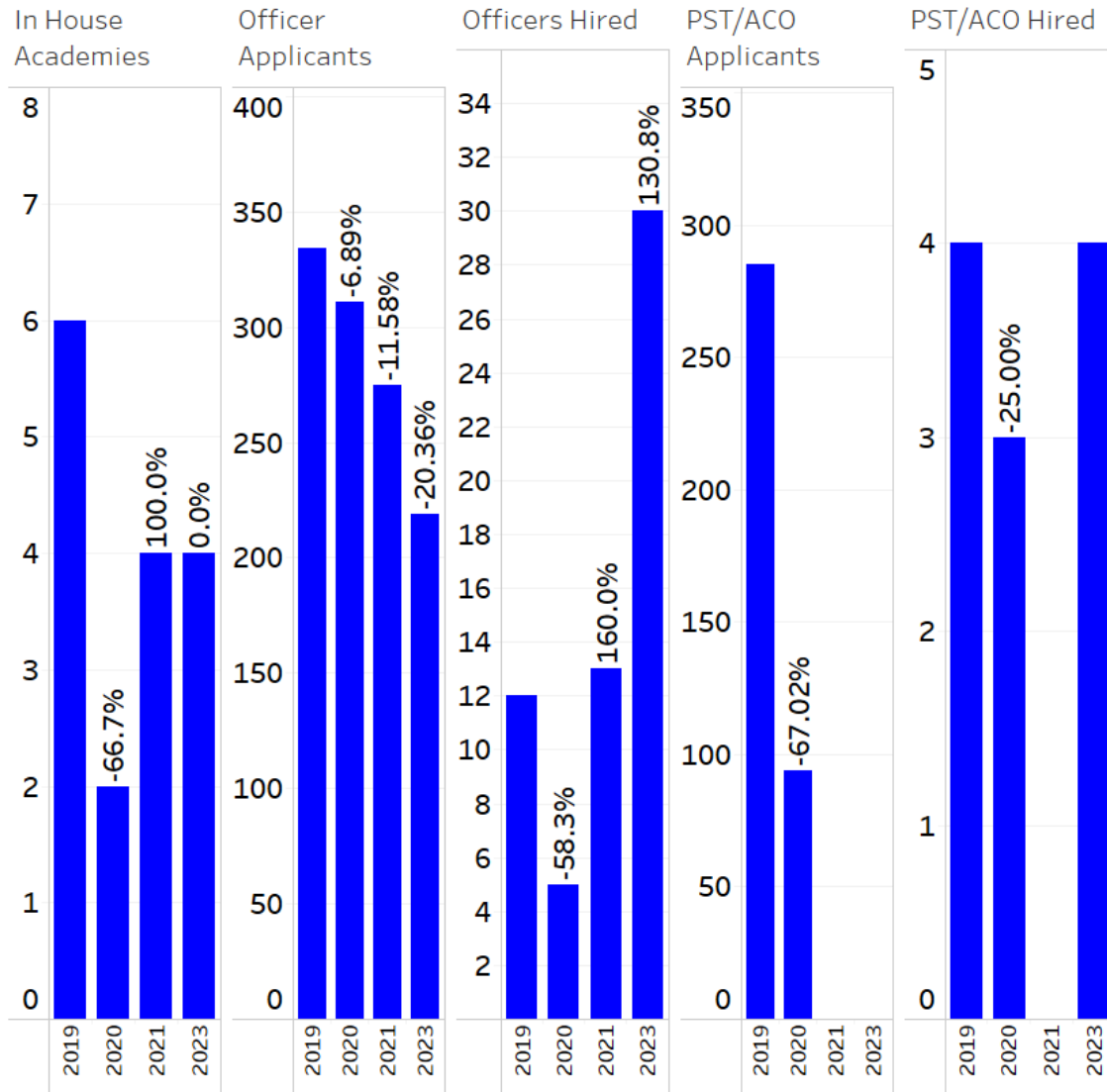
Workload Demand

The workload data of the Training and Personnel Unit from 2019 to 2023, excluding 2022, was provided by GPD and is included in the following figure.

Figure 109: Training & Personnel Unit Staffing

	2019	2020	2021	2023
In-House Academies	6	2	4	4
Officer Applicants	334	311	275	219
Officers Hired	12	5	13	30
PST/ACO Applicants	285	94		
PSTs/ACOs Hired	4	3		4

All four years are shown in the following figure, along with percentage differences from the prior year.

Figure 110: Training & Personnel Unit Staffing Statistics

While zero values for metrics in some years make a calculation of the percent differences impossible, the rise in hiring in the year 2023 is obvious. Thirty-four new officers, Community Service Officers, and animal control officers were added to GPD staff, despite a fall in the number of applicants that year. The number of applicants shown here continues to fall year-over-year. While the conversion rate of applicants to hires in 2023 signals that GPD will be able to keep up with increased demand for services as covered in the "Forecasting Future Community Generated Demand for Service" section, lacking more applicants it may have a tough time maintaining this. Greeley PD may benefit from increased recruitment efforts in the near future, as Law Enforcement and public safety agencies throughout the nation struggle to keep up with hiring.²⁷

Performance

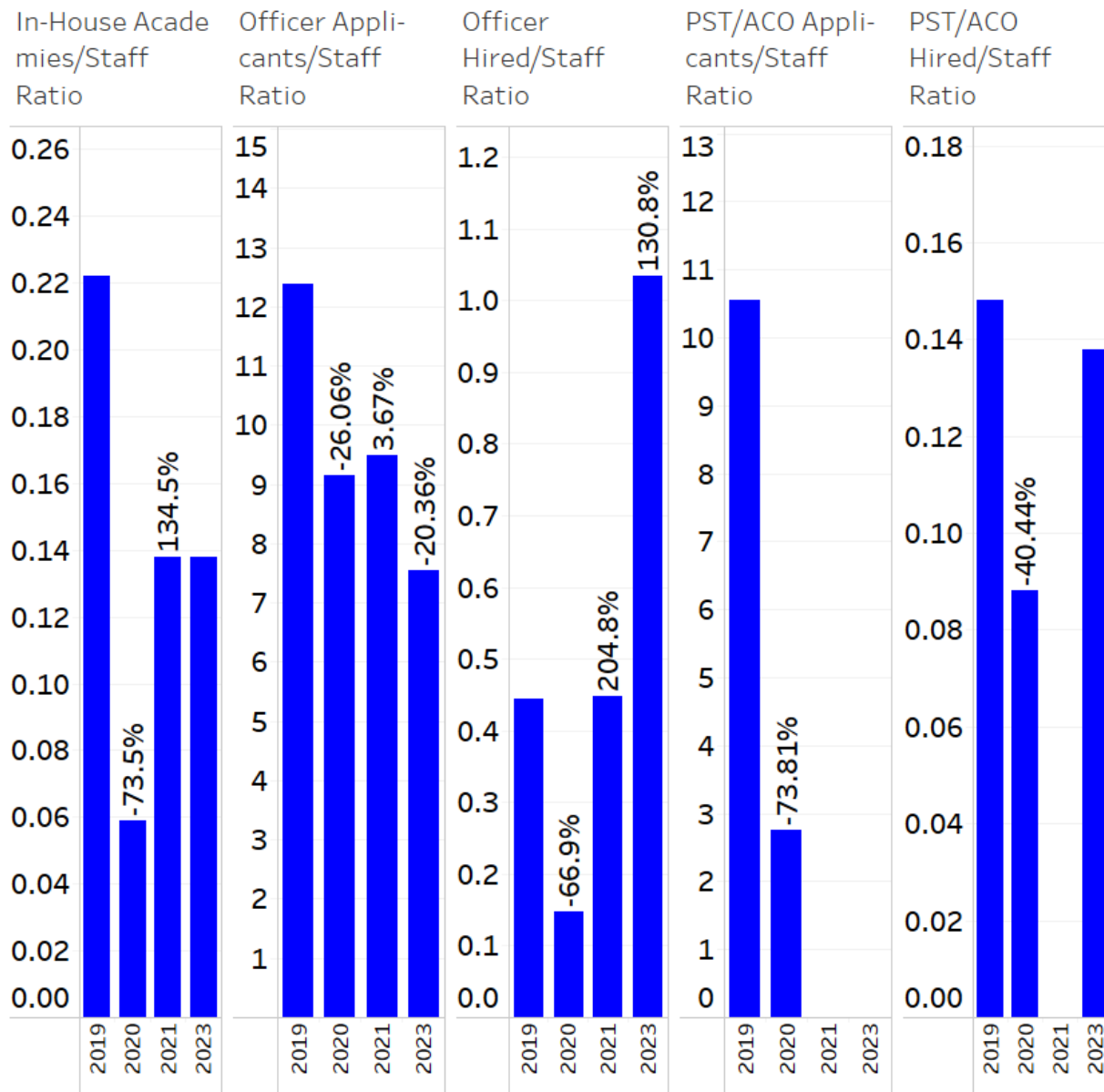
Given the lack of data available for the Training and Personnel Unit, performance can only be analyzed as a ratio between workload count and staff availability. The level of Evidence Unit staffing for the four years of observation is shown in the following figure.

Figure 111: Training & Personnel Unit Staffing Level

	2019	2020	2021	2023
Training	4	4	3	4

Using those counts, the ratio of each workload metric was calculated with the percent difference from the prior year, as shown in the following figure.

²⁷ <https://www.nbcnews.com/news/us-news/us-experiencing-police-hiring-crisis-rcna103600>.

Figure 112: Training & Personnel Unit Workload Ratio

Like the workload figures, zero values make percent differences applicable only some of the time. The increase in hiring per unit member in 2023 is apparent, as is the decrease in the number of applicants. If this trend continues, GPD may benefit from increasing its recruiting efforts to sustain staff growth needs forecasted above.

Conclusion

Greeley Police Department tracks the activities of its Patrol and Investigation Sections with a great deal of rigor, making it fully capable of supporting its workflow operations. Additionally, several recommendations have been presented through observing the relationships and nuances within this data.

While sufficient for operational functionality, access to current and historical data does suggest some recommendations to enable the strategic decision makers of this agency to make more informed, data driven decisions on an ongoing basis.

Transition from Spillman to Central Square Data Systems

The transition from the Spillman data system to the one built by Central Square (CS) leaves Greeley vulnerable. While it is possible to pull data prior to the transition in 11/2022, adaptation of the data models between the two systems can lead to missing or erroneously interpreted results. For example, the Spillman CAD system automatically populated RMS report numbers for every call, and CS does not, leading to misalignment of data. Second, having the data stored in two separate database instances can lead to delays and duplication of effort as queries and analytics must be translated between the nuance of the two systems. Again, while this is less of a concern to ongoing operations, interrupted and limited access to historical data can lead to frustration during backward looking analysis and future forecasting. It is the recommendation of this report that data from the two systems be combined as accurately as possible into a "data mart" with querying and processing capabilities easily exposed to a designated steward of that data, ensuring complete, accurate data is queried to give an accurate picture of the reality of GPD's operations.

A Datamart is a set of databases that are structured to make data specific to an industry or agency easy and efficient to access and retrieve. In contrast to a database built to receive and store data in a transactional manner from a line-of-business application, like the Computer Aided Dispatch system, the data is structured with retrieval and analysis in mind. Two components would be essential in this process. First, a persistence layer, or relational database that stores records from the Spillman and Central Square systems in the same location in as consistent a data model as possible. This could either be a Cloud-based solution or stored "on premise" depending on the specific needs of the organization. Second, an access layer tailored to the data literacy of a GPD employee acting as a data steward in-house to GPD, or externally on with a vendor or contractor. Multiple software solutions and custom-built options are available to fill this need.

Recommendation:

To enable consistent access to current and historical data, a Datamart-formatted set of databases should be developed and maintained.

More Robust Performance Measure Tracking for Professional Services Units

Professional Services Units support the functionality of a Law Enforcement Agency in a way that can often be overlooked. Greeley PD currently seems to only track the output of a limited number of its professional support units, making analysis of the efficacy of this portion of the department limited. To ensure continuous improvement in the frontline operations of a Law Enforcement agency, continuous improvement in the ancillary and support features of the agency are essential. It is the recommendation of this report that performance measure tracking be built out, either on a unit-by-unit basis or in a standardized, centralized manner.

Recommendation:

To enable continuous improvement of services provided by professional units of the agency, GPD should implement more robust performance measurement tracking. This tracking will necessarily contain both measures of the volume of work accomplished by the individual Professional Services Units, and the efficacy of the work accomplished.

Replication of the Work in this Report in Five Years

The transition from Spillman to Central Square adds the potential for unknown confounding factors in the analysis of the data. Is the usage of the new system consistent with the usage of the old? While this report was developed using rigorous, proven methodology, the work of this report should be reproduced in five years' time to mitigate the potential that a change in the use of the data tracking was overlooked during collection.

Recommendation:

Because of the complete change in the data systems during the period covered by this report, a replication of the analysis contained herein should be done in five years' time. This will provide insight into the longevity of any trends that have been identified, and expose any inconsistencies brought on by the changeover that have not been identified.

Section III: STAFFING ANALYSIS

Current Organizational & Staffing Analysis

Police departments must consider their employees as their most valuable assets, especially under the current conditions of the policing industry which has been blighted by staffing challenges, in both recruiting and retention, this decade. Leading personnel and managing performance to achieve positive outcomes striving for an optimal balance efficiency and effectiveness, and upholding high degrees of professionalism, while maintaining personal well-being and satisfaction is as much an artform as it is a science. The task can be daunting and only becomes more so the more complicated and complex a police department becomes with growth and shifting cultural expectations. Consistency, fairness, safety, personal growth, and professional development opportunities are critical for maintaining a healthy and engaging work culture. An absence of any of these can create challenges for retention, recruitment, and impact operations of a police department.

Central to maintaining a healthy culture and successful operations in a modern police department is the management of resources through appropriate staffing and supervision. While the primary outcome of policing must be providing for community safety, achieving this is not a simple equation of the sum of personnel strength, but requires ensuring supervision and critical support functions are in place as well.

The size and structure of a police department's staff depends on the organization's specific needs. These needs must directly correlate to the needs and funding capacity of the community; a structure that works for one community may not work for another. As noted previously, this makes some general comparison between police entities not valuable in determining effectiveness and efficiency of police operations.

However, there are generally held standards for span of control, typically defined as the number of personnel directly reporting to any one given supervisor. Research has also indicated spans of control must be examined not simply as a formulaic ratio of supervisor to personnel supervised but must consider the responsibilities of a position, the level of task saturation and the complexity of the task being performed in understanding the appropriate span of control. This is especially true in the area of emergency and incident management, a core function of the police industry. This section will provide an overview of the Greeley Police Department's staffing, leadership and management practices.

Per the City of Greeley's Charter, the Greeley Police Department "shall be composed of a Chief of the Police Department appointed by the City Manager and such other subordinate command and supervisory ranks and police officers appointed pursuant to Civil Service requirements as may be necessary in a police capacity for the public safety of the City of Greeley."²⁸ This is a broad description that does not offer either guidance or constraint to the organization design or staffing of the police department.

Administration

As described previously in the organization overview, the Greeley Police Department is led by the Chief of Police who reports directly to the City Manager. The Chief of Police directly supervises two Deputy Chiefs responsible for the major divisions of the department, Operations or Support Services. In addition to the Deputy Chiefs, the Chief of Police has an Executive Assistant and a Budget Analyst who report directly to him. The Chief's Office also has two Administrative Assistants, one assigned to each Deputy Chief. The departmental overview described each position's specific functions.

Dividing the police department along these major divisions and assigning a Deputy Chief to each allows for a more manageable span of control within each portfolio of work. The span of control and workload of each division will be examined in greater detail in the following sections. While this organizational design of the administration considers the number of directly reporting personnel to the Chief of Police, it is unclear if other key factors (task complexity and task saturation) are considered in this design. The Chief of Police has four directly reporting personnel assigned to him, the two Deputy Chiefs, the Budget Analyst, and his Executive Assistant. This is well within the recommended "1 to 5" span of control ratio; however, research, particularly in the area of incident management, highlights how appropriate spans of control can vary greatly from this default ratio, particularly as responsibility increases and the number and complexity of tasks increases. While it is generally assumed that the number of direct reports will decrease as the complexity and volume of responsibility and tasks increase, this is not always the best strategy. This assumes that appropriate layering of responsibilities is occurring and that the subordinate leaders are highly competent and technically capable of carrying out their assigned duties.

²⁸ City of Greeley, Colorado City Charter, Section 14-4(m), *Police department; who shall compose, as set forth in ordinance number 40, 1993, § 4, September 7, 1993.*

The Chief of Police “is responsible for directing and coordinating the activities of the City of Greeley Police Department which includes labor relations, contract administration, and personnel administration.”²⁹ Furthermore, the Greeley City Charter explicit states that the Chief of Police, “is responsible for directing and coordinating the activities of the City of Greeley Police Department which includes labor relations, contract administration, and personnel administration. The City Charter also contains specific comments about the role and duties of this position.”³⁰ With such a broad ranging charge for a growing organization, delegation of responsibility and authority is essential, but striking the right range of responsibilities and specializations is equally important.

Many police departments, recognizing the technical expertise in organizational management is just as valuable a commodity as the technical expertise in police operations have created professional staff positions equivalent to Deputy Chiefs to provide oversight to department support functions, including facilities, fleet, supply and logistics, records and public records, crime prevention, and project malmanagement. While known by various names such as Chief Administrative Office, Director of Services, and Chief of Staff, the business acumen and non-sworn perspective these positions offer to the senior leadership can be invaluable in professionalizing the department and mitigating organizational blind spots. Furthermore, they can increase professional staff morale by creating a sense of parity in organizational importance with sworn membership and offer aspirational career development goals.

²⁹ City of Greeley Human Resources, *Chief of Police Job Description*, provided by the Greeley Police Department October 31, 2023.

³⁰ City of Greeley, Colorado City Charter, Section 14-2, *Chief of Police*, amended November 4, 1997.

While the organizational design of the upper level of the police department is not significantly atypical of many police departments, the Greeley Police Department has some distinct design components that should be noted as potentially less than optimal. The upper levels of the police department are truncated into the Chief of Police and the two Deputy Chiefs, both of whom are sworn members of the police department. In the portfolio of the Support Services Deputy Chief is a significant amount of work conducted by the professional staff and likely outside the primary area of his career expertise and experience. In many police organizations, there is a professional staff member of the Chief's Office with positional authority tantamount to the Deputy Chiefs who oversees the units that are comprised of professional staff and other facets of the department that interface with other departments of the City. This design ensures technical proficiency in the areas overseen by senior leadership of the department, a perspective from outside the sworn viewpoint is represented and establishes career potential for the professional staff at senior levels.

Recommendation:

The Greeley Police Department should examine redistributing work in the Chief's Office as staffing and community expectations change. GPD should consider redefining the role of the Deputy Chief of Support Services to a Deputy Chief of Investigations and Special Services. This position would supervise all investigative units, Special Operations and the SWAT, CNT, and Bomb Squad functions.

Recommendation:

In addition to the changes to the Deputy Chief of Support Services, the GPD should examine creating a professional staff position equivalent to a Deputy Chief (other departments often title this as a Chief Administrative Office). The portfolio of work for this position would include all professional staff functions including financial analysis and grants. This would help address organizational stratification between professional staff and sworn personnel.

Similarly, having the work units of the Special Operations report through the Operations Division may be less efficient than having all or most of those units report through the Support Services Division. The tasks performed by those work units align more closely with investigative units. For example, the intake of crimes against children by School Resource officers and the investigation and reconstruction of major crashes relate more closely to person crimes investigations and chronic nuisance related work of Neighborhood Action Team officers' feeds into controlled substance investigations.

Recommendation:

GPD should consider immediately reassigning Special Operations to Support Services and move SWAT, CNT, and Bomb Squad functions under this position as well.

The work of SWAT, CNT and the Bomb Squad often relate to or require subsequent investigative work. Aligning these units under the Support Services Division allows for more streamlined communication between these tactical specialist and investigative specialist. Additionally, for emergency activations of these units, moving them to a different chain of command helps serve as a second factor confirmation in the utilization of these resources. This structure, if GPD adopted a senior professional staff commander would also balance spans of control and responsibilities between the divisions.

These structural changes may not seem immediately necessary but the workflow advantages to efficiency and effectiveness will be self-evident as the size of the City and department increase and workload and expectations commensurately increase.

Support Services

As noted in the Organizational Overview, the Support Services Division covers a broad portfolio of police functions that can be distributed into investigative functions, forensic support, training, records and evidence and professional standards related work. This portfolio is broader than in most police departments. As mentioned above, potential efficiencies and increases in effectiveness could be gained by reviewing the spans of control and work assigned to the portfolios of the major divisions of the police department. In this section, we will look at the specific work assignments and staffing of the units assigned to the Support Services Division.

Investigations Unit

The Investigations Unit mission is to support the overall mission of the Greeley Police Department by providing specialized criminal investigative services for matters that require highly specialized knowledge or skills for a successful conclusion, require a high need for confidentiality, require coordination across units or police agencies, require surveillance or undercover work, require investigative resources over a protracted period of time, and/or exceed the personnel strength or expertise of patrol resources. A properly staffed, coordinated, and supervised investigative unit is essential to meeting community expectations and bringing proper closure to criminal matters in all but the smallest of police agencies.

The Greeley Police Department divides Investigations into three areas of focus—property crimes, persons crimes, and gangs. The focus of detectives assigned to Investigations is generally reserved for felony-level offenses. Investigations is led by a Commander who is supported by an Administrative Assistant III. The Commander of Investigations has three direct reporting Sergeants, one for each of the listed areas of focus, and a Victim Advocate Coordinator. Additionally, the senior officer of Investigations serves as the primary liaison to the Office of the District Attorney in relation to investigative responsibilities. Analyzing this span of control, absent task load or task complexity, shows a 1:4 ratio.

Property Crimes Unit

The Property Crimes unit is staffed by seven Detectives for general assignment, one Detective assigned to the Technical Unit (computer forensics), one Forgery/Fraud Detective, one Liquor and Tobacco Investigator, and one Crime Analyst, and one Public Safety Technician. The Property Crimes Section is led by a single Sergeant. Looking at the span of control for the Sergeant of Property Crimes, without examining the task load or task complexity, the ratio is 1:12, an extremely high ratio. It is reasonable to assume that regardless of the performance capabilities of the person serving as the Sergeant of Property Crimes, this ratio impacts their ability to provide effective leadership, management, and mentorship.

As noted in the previous section *Service Demand and Incident Performance*, Property Crimes carries a disproportionate workload relative to the other investigative units. Between 2019 and 2023, property crimes had an average of 900 cases a year, with significant amount of “active cases.” The impacts of this workload are arguably best illustrated in clearance and suspension rate of cases. The Property Crimes Unit maintains a near even rate of clearances to suspensions. While property crimes can be challenging to investigate and may have lower clearance rates than other crimes, Figure 91 shows the stark difference between the units in Investigations and Figure 97 shows that Property Crimes is the only unit where clearances are now lower than suspensions. Given that the average citizen of Greeley, if they are a victim of a felony crime, are more likely to have been the victim of a property crime and the psychological impacts that property crimes have on their victims, greater resourcing, including supervision would be a prudent course of action.

In addition to this analysis, AP Triton concurs with the fundamental conclusions of the GPD's internal staffing study of investigations conducted in 2021. Examining caseloads, critical investigative skills with single points of failure, clearance rates and other variables, there is ample evidence supporting the staffing assertions made in that study. Furthermore, ensuring the capacity to conduct strategic investigations to identify and hold accountable the small percentage of prolific offenders that account for the bulk of property crimes. A strategic investigations approach, with appropriate staffing, is consistent with best practices.

Common among smaller and midsize police agencies is to develop capabilities, particularly in the investigative and administrative areas, by investing in a single specialist. This is suboptimal for workload and for organizational resiliency through redundancy and decentralization. Having a single detective assigned to the technical unit, forgery/fraud, and liquor and tobacco investigations invites single points of failure and institutional knowledge loss and inefficiency. These positions should have at least a second detective assigned to them to increase organizational resiliency. Additionally, the liquor and tobacco investigator position may be more effective if assigned elsewhere. Liquor and tobacco investigations are often related to other, larger vice, drug, and organized criminal activity investigations. This resource may be better housed in the Weld County Drug Task Force. Additional information related to this will be covered in following sections.

Recommendation:

The Property Crimes Unit should be increased in staffing, further delineated by specialty and an additional supervisor should be added to the section. GPD should increase redundancy in key technical skills within the Property Crimes Unit to ensure retention of institutional knowledge and mitigate potential single points of failure with technical skills.

Persons Crimes Unit

The Persons Crime Unit section is staffed by seven Detectives for general assignment and one Public Safety Technician. The Persons Crimes Section is led by a single Sergeant. Looking at the span of control for the Sergeant of Persons Crimes, the ratio is 1:8, a higher than ideal ratio, especially when considering the complexity of many felony person crime investigations.

As noted in the previous section *Service Demand and Incident Performance*, reported persons crimes have held relatively stable in the five years between 2019 and 2023.

Additionally, the percentage of persons crimes cases closed by clearance is the highest of any of the three Investigations Units at a five-year average of 85.76%, with only 14.24% being closed by suspension. However, it should be noted that the persons crimes hold the highest number of days to closure averages, both and median, of the three investigative units.

While most performance measures for the Persons Crimes Unit would tend to imply it is adequately staffed, increased supervision for a more appropriate span of control and to ensure proper leadership, management, and mentorship top these highly sensitive crimes should be considered. The sensitive and personal nature of persons crimes requires highly skilled and specialized investigators. These specialized skills take considerable time to develop to a high level of expertise not just from a technical capabilities standpoint but also to ensure recognized expertise in legal proceedings. The skills needed to properly investigate a homicide versus a sensitive sexual assault are significantly different and are not completely interchangeable. The Greeley Police Department should examine staffing, specialization, and supervision of this unit with future demands in mind. Performance degradation of this unit can greatly undermine the public's sense of safety and fear of crime, a trend a growing city cannot afford.

Recommendation:

GPD should consider expanding the size of the Persons Crimes Unit and creating clearer divisions of specialty (e.g., Homicide and Assault Team; Robbery Team; Sexual Assault and Special Victims Team) with commensurate supervisory increases. As service the community and service demands grow, as do community expectations, this shift will become more imperative.

Gang Unit

The Gangs Unit section is staffed by five Detectives for general assignment and one Public Safety Technician. The Persons Crimes Section is led by a single Sergeant. Looking at the span of control for the Sergeant of Gang Crimes the ratio is 1:6. This ratio, without examining task load or task complexity, is at the higher end of the acceptable standards.

Investigations of organized criminal gangs and the crimes they commit is a distinct investigative specialty. During stakeholder interviews and in communications with other regional policing partners, the criminal gang activity in Greeley and the institutional knowledge and experience to conduct gang crimes investigations was a recurring point of concern. Understanding a criminal gang's social networks and organizational hierarchies requires a degree of sophistication in criminal intelligence and analytics. Furthermore, the evolving business endeavors of organized criminal gangs continue to diversify and increase in technical sophistication in the 21st century. Criminal street gangs in America are involved in human sex trafficking, organized retail theft, the drug trade, and the violent crimes to support and control these efforts and a vast array of other criminal activity as well.

The Colorado Revised Statutes, Section 18-23-101, defines a criminal street gang as, "any ongoing organization, association, or group of three or more persons, whether formal or informal, which has as one of its primary objectives or activities the commission of one or more predicate criminal acts; and whose members individually or collectively engage in or have engaged in a pattern of criminal gang activity." If examined critically, this definition applies to a broad set of organized criminal activity.

While the Gangs Crime Unit has respectable performance by most metrics, concerns over institutional knowledge loss and the potential impact on their performance should not be dismissed. Furthermore, the absence of dedicated crime analytics and criminal intelligence resources likely has impeded the potential for more expansive and impactful investigations. Generally, the staffing and supervision of the Gangs Unit appears adequate but the potential for institutional knowledge loss in a small unit with a single supervisor is significant. As mentioned with the Persons Crimes Alcohol and Tobacco Investigator, organizational realignment and reassignment has the potential to create synergistic benefits not just for gang crime investigations but other, often related investigations. This will be discussed further in the examining of the Weld County Drug Task Force.

Weld County Drug Task Force

As previously noted, the Weld County Drug Task Force ("Task Force") is a multi-agency collaboration that brings together members of the Greeley Police Department, Weld County Sheriff's Office, and Evans Police Department. The Greeley Police Department contributes one Commander, one Sergeant, five Detectives (complimented by three from partner agencies), one Public Safety Technician, and one Administrative Assistant III. It is unclear if the partner agencies have any assigned supervisors from the documents made available to us or from the interviews conducted. If there is only one Sergeant assigned to the Task Force, additional supervision should be added given the complex nature of drug investigations and expectations for reasonable spans of control.

In the data sets provided to AP Triton for data analysis, we could not determine individual case load for the Task Force. We cannot address staffing from the same metrics we were able to use to analyze the other components of the Investigations Group.

The absence of comparable metrics for the Task Force should not be construed as an absence of work or the importance of a unit specializing in drug trafficking related work. The significance of Greeley in the regional drug trade has been documented for well over two decades. The city's proximity to Interstate 25 and State Highway 85 makes this an unfortunate reality that will continue into the future. In 2003, the U.S. Department of Justice, Greeley was noted as, "a significant regional distribution center for methamphetamine and cocaine distributed to Iowa, Montana, Nebraska, Wyoming, and other west central states."³¹ While this report notes Greeley's central role in the trafficking of methamphetamine and cocaine, the infrastructure for trafficking-controlled substances and other criminal commodities is agnostic to what is moved through them. These structures will adapt to criminal consumer demands. A cursory review of headlines related to drug convictions in Colorado anecdotally supports Greeley's continued prominence as a hub for illicit trafficking.

This task force is specifically dedicated to combating high-volume drug trafficking within Weld County and its surrounding areas and is a prudent use of resources and the collaborative approach with the Weld County Sheriff's Office and Evans Police Department is appropriate.

The connections between gang crime, alcohol and tobacco crime, and the drug trade are well documented. The overlap between investigations into gangs, drugs, illegal alcohol, and human sex trafficking is substantial and by consolidating resources and coordinating efforts, investigative leverage and work synergy can be created. The techniques, tactics, and tools used to investigate organized criminal activity, to include human trafficking, share much in common as do the subjects of these investigations. These investigations are not only complex but often span across jurisdictional lines, organized criminal activity is not constrained in the same way government agencies are.

³¹ National Drug Intelligence Center, *Colorado Drug Threat Assessment*, <https://www.justice.gov/archive/ndic/pubs4/4300/overview.htm#:~:text=Greeley%2C%2045%20minutes%20north%20of,and%20other%20west%20central%20states>, May 2003.

Recommendation:

The Greeley Police Department should consider expanding its capabilities and regional impact by transitioning the Task Force from a “drug” task force to a regional organized crime task force model. This task force should include its present components, plus the Gang Crime Unit, the Alcohol and Tobacco Investigator and expand the professional staff to develop a criminal intelligence unit.

Recommendation:

GPD should leverage their position as one of the largest police agencies in Northern Colorado to expand the task force to a regional model, with particular attention to police agencies in Larimer and Boulder counties as strategic partners.

Northern Colorado Regional Forensic Laboratory (NCRFL),

The Northern Colorado Regional Forensic Laboratory (NCRFL), also referred to as the NoCo Regional Crime Lab, provides forensic science services for several Northern Colorado law enforcement agency, including the Greeley Police Department. The Colorado Bureau of Investigation (CBI) is a full participant in the laboratory and offers its services to any law enforcement agency in Northern Colorado and CBI serves as the quality oversight agency for the laboratory. Similar to the WCDTF, the NCRFL is comprised of staff contributed from six regional partner agencies (in addition to GPD and CBI, they are the Weld County Sheriff's Office, the Larimer County Sheriff's Office, the Fort Collins Services, and the Loveland Police Department).

The services provided by this collaborative team include, digital and multimedia evidence (computers/cell phones, audio analysis and video analysis), latent prints, impression evidence (shoe and tire track comparisons), firearms and tool marks (to include serial number restoration and distance determination), drug chemistry analysis, and forensic biology. In modern police service and in judicial proceedings, expertise in these areas has come to be relied upon and expected. Given the commitment to standing up and running a certified crime laboratory in as many disciplines as the NCRFL does, a collaborative is prudent and GPD's staff contribution appropriate.

However, it is unclear from the data provided to AP Triton GPD's level of utilization of NCRFL technical skills, especially relative to other partner agencies. Given Greeley's size and regional significance, as discussed in the WCDTF section above, we can presume that contributing an Assistant Director, a DNA Analyst, and a Digital Forensics Media Technician are appropriate, if not nominal. Additionally, with GPD providing an Assistant Director, it can be inferred that GPD submission to the laboratory are appropriately triaged.

Administrative Commander

The Administrative Commander of the Greeley Police Department reports directly to the Deputy Chief of Support Services and oversees a portfolio of work that includes the Professional Standards Unit (PSU), the Public Information Office (PIO), Training/Personnel Unit and the developing Real Time Crime Center. The PSU and PIO units are composed of two sworn staff members, a Sergeant assigned to Internal Affairs with collateral PIO work, and a Detective assigned to the Body Worn Camera program, and two professional staff personnel, a Public Information Officer and one assigned to Body Worn Cameras and Internal Affairs. The work of both the PSU and PIO are essential to managing and maintaining public trust and legitimacy. These units, while often seen as back-office requirements, are essential to the success of the police department.

While the span of control for the Administrative Commander is reasonable with four directly reporting personnel, the staffing adequacy of the two reporting units is difficult to discern as no meaningful workload data capture mechanisms existed at GPD. It should be noted that this is not uncommon for administrative functions in police agencies.

The Professional Standards Unit of the Greeley Police Department is focused on managing the Internal Affairs process and the Body Worn Camera program. While both functions are important in a modern police department, the scope of work for the GPD's PSU is more narrowly tailored than that of other police agencies. Many PSU in other police departments manage policy and procedure updates and reviews, training recommendations, internal auditing to include auditing of BWC, and conducting internal investigations on all complaints of misconduct against any member of the police department. GPD's model appears to focus only on managing the BWC program and the Internal Affairs program.

Recommendation:

GPD should consider broadening the responsibilities of the Professional Standards Unit and staffing the unit accordingly. GPD should establish an Office of Internal Affairs that is supervised and staffed by specially trained personnel to ensure compartmentalization of internal administrative investigations.

The industry standard in Internal Affairs is to have a compartmentalized investigative unit tasked with conducting administrative investigations into allegations of misconduct. While complaints of minor misconduct may be handled by supervisors, following proper training in conducting internal administrative investigations, more serious complaints should be handled discretely by trained internal affairs investigators. The files and information must be compartmentalized as they are designed to be investigations into policy and must be kept separate from any ongoing or potential criminal investigation.

The Public Information Officer appears to be adequately staffed for present demand although no specific metrics for workload were available for analysis. It should be noted that having a professional staff member committed to the work of the PIO and the Sergeant of Internal Affairs also sharing that workload is a novel approach that may have significant drawbacks. The Sergeant of Internal Affairs should remain focused and compartmentalized to that body of work. Having the Sergeant also responsible for potential public information work could present a challenge in balancing awareness of confidential personnel information while conveying critical information and answering demands of public inquiries. If the workload of the PIO requires additional staffing, personnel not privy to the sensitive information of internal affairs should be assigned or trained as a collateral assignment to fill that role.

During AP Triton's site visit to the Greeley Police Department, we experienced instances among the staff where miscommunication and misinformation had been conveyed internally. While this is hardly unique among the police industry and likely will persist to some degree always, the communications model employed by the department can help to mitigate these challenges; the Greeley Police Department should consider moving from a Public Information Office model to a Communications Manager model. Communications Managers are responsible for developing and executing communication strategies that support the organization's overall goals and objectives, while PIOs and professionals primarily focused on building and maintaining a positive public image for the organization.

Structurally, the placement of the Administrative Commander and their portfolio of work report through Deputy Chief of Support Services is not the standard if practice in the industry. While the Deputy Chief of Support Services may provide technical support to the PSU and PIO, these functions should be under the supervision of the Chief of Police. Furthermore, having the primary supervisor of Internal Affairs as a Sergeant, a member of a collective bargaining unit³², can be problematic for legitimacy reasons. While the Administrative Commander likely oversees the Internal Affairs process, structural delineation of Internal Affairs authority to a non-collective bargaining member is the industry standard.

Per data provided, GPD divides Internal Affairs incidents into three primary categories, Response to Resistance, Supervisory Reviews, and IA Investigations. Response to resistance represent use of force applications. Excluding Response to Resistance, between 2018 and 2022, Supervisory Reviews totaled 162 incidents and IA Investigations totaled only 30. The criteria for delineating a Supervisory Review and an IA Investigation is not clear as both can result in disciplinary and "resignation/termination" outcomes. While the total number of investigations conducted by Internal Affairs may seem small, it is likely because of the heavy use of Supervisory Reviews. The minimal staffing and practice of outsourcing most complaints to Sergeants is not in keeping with the industry standard. It is the industry standard to have dedicated internal affairs investigators handle any investigation that is likely to, if true, lead to discipline (defined as time off with pay or termination). The highly sensitive nature of Internal Affairs investigations requires a compartmentalized investigative capability, regardless of whether the investigators are sworn personnel or experienced professional staff investigators.

Recommendation:

GPD should examine the role and staffing of the PIO office and consider moving to a Communications Manager model with dedicated staffing commensurate with workload.

³² It should be noted that recent separation of several police sergeants from the Greeley Police Union has made their representation by a recognized collective bargaining association unclear moving forward.

Records/Evidence

The Records Unit and Evidence Unit of the Greeley Police Department are critical to the department's role in the administration of justice. The Records Unit serves as the central repository for the collection, analysis, and distribution of all police records throughout their lifetime to destruction or archival storage consistent with law. The Evidence Unit is responsible for secure storage, management, and chain of custody for all recovered or seized property taken in by the police department. It is essential for the Evidence Unit to secure, catalog and safely and properly store it in a safe manner and to return all property to its rightful owners, as quickly and efficiently as possible. The appropriate staffing and management of these units is critical.

The Records and Evidence Units have a single professional staff manager. The Records Units has professional staff personnel filling the roles of an assistant manager, three shift supervisors and 25 records specialists (authorized). The Evidence Unit has professional staff personnel filling the roles of a supervisor and four evidence technicians.

In examining the staffing of the Records Unit, workload demand to staffing level is often the strongest performance metric to gauge if staffing levels are appropriate for line-level personnel. As noted in the *Service Demand and Incident Staffing Performance* of this report, the five years look back dataset AP Triton had for analysis had a significant organizational change that impacted the ability to draw staffing conclusions or inferences with a high degree of confidence. In 2021, GPD's Record Unit separated from the Weld County Sheriff's Office. With an effective window of two years' data to examine, only cursory inference could be made at best related to workload and work output per staff member making meaningful staffing recommendations at the line level impossible.

Despite the data limitations that exist, there are work assignment and process functions of the Records Unit that create a greater workload than in other police departments. Chief among these practices is the practice of sworn personnel dictating reports and records specialists transcribing, writing, and completing police reports. While many police departments have some capacity for Detectives to dictate report narratives, allowing all sworn personnel, if they choose, to dictate reports (which is the majority of members) is unique in this team's experience. The substantial workload this creates on records specialists cannot be overstated. This practice diverts records specialist attention from the core functions of the unit as the central repository for the collection, analysis, and distribution of all police records and meeting mandatory requirements such as coding and National Incident-Based Reporting System (NIBRS) crime data used crime analysis at the local, state, and federal level.

In addition to this workload increase, during our internal stakeholder interviews, the practice of dictating police reports created additional challenges. Stakeholders cited incidents of officers requesting case numbers but not taking the time to dictate reports and supervisors not holding them accountable to do so. Additionally, police reports require supervisor to review and approve before final entry can be made. Anecdotally it was conveyed that some Sergeants were not reviewing reports regularly and efficiently. These cultural practices in turn create a report backlog that is beyond the control of the Records Unit. Furthermore, the practice creates a culture that does not equally value the work of the professional staff.

Recommendation:

The Greeley Police Department should look into technology solutions for report dictation while enforcing policies and practices that hold officers and supervisors responsible for timely submission and accuracy of reports. This will reduce workload on personnel capital and create a more equitable culture for all of the Greeley Police Department's staff.

Examining the supervision of the Records Unit, it is apparent that the primary focus of the Records and Evidence Manager is the Records Unit. Both the size, tempo, complexity, and criticality of the tasks performed by this unit requires the manager's focus and attention. However, the proper handling of evidence and property should not be overlooked. Anything less than adhering to best practices in evidence and property management damage legal proceedings and exposes the department to litigation. The Greeley Police Department, facing inevitable growth and expansion, must ensure that it is ready to invest supervisory personnel at comparable levels for both the Evidence Unit and the Records Unit.

When examining the supervision of the Records Unit subordinate to the Records and Evidence Manager, the role of the Assistant Records Manager seems duplicative at best and over-classed at worst for the work actually performed. The Assistant Records Manager does not, in practice, seem substantively different from a Police Records Supervisor. While intended to offer redundancy to the Records and Evidence Manager, it falls short of that in practice. The current practice has the Assistant Records Manager supervising a team but performs no additional work outside that performed by the lower jib classification of Police Records Supervisor. While this position may have merit as the department grows, if utilized to its full potential for redundancy and personnel development, it is not an inefficient use of staffing and fiscal resources in its current incarnation.

The staffing allocation and funding for the Assistant Records Manager would be better spent creating the position of Evidence Manager. This would allow for specialization and focus between Records and Evidence and Property and would be in keeping with established national best practices.

During our internal stakeholder interviews, it was apparent that the professional staff positions felt less valued than sworn staff and had no clear promotional pathway. It should be made clear to sworn staff that the Records and Evidence Manager is positionally tantamount to a Commander and should be afforded the positional respect and deference afforded a Commander. Additionally, elevating the role of the Evidence and Property Unit supervisor to a manager position creates the same positional respect and authority and positions the department most effectively for growth. This change would have cultural benefits for professional staff by showing clear promotional possibilities, an issue this report will revisit with Community Service Officers and Animal Control Officers under the Operations Division.

Recommendation:

GPD should eliminate the Assistant Records Manager position but ensure proper staffing of Police Records Supervisors.

Recommendation:

GPD should examine repurposing the position authorization of the Assistant Records Specialist to create a Property Evidence Manager position.

Training

The Training Unit is comprised of one Sergeant, two officers and one training coordinator. This supervisor to subordinate ratio is respectable at 1:3 given task complexities. However, the overall size of the unit, relative to its responsibilities may not be adequate.

The Training Unit is responsible for the development and delivery of all training to the GPD. Despite this expansive responsibility, the Training Unit has focused significantly on the basic police academies and new hire/lateral personnel. The proper onboarding of new personnel is critical for any organization, and this focus is understandable but less than optimal as it draws attention away from the equally important work of researching, developing, and managing ongoing or in-service training for all personnel.

In documents provided by the GPD, the Training Unit has utilized a wide variety of vendors to provide training in a variety of police skills, but it is unclear how they assess and or vet the training offered during in-service. Furthermore, training is treated as universal to sworn members without committed and dedicated training relevant to investigators and supervisors, an industry standard of practice. Core and differentiated training is optimal for a mid-size or larger police department.

The Training Unit must be diligent in not only meeting the needs of the department in understanding evolving case law, community expectations, and best practices but also ensuring the training offered is relevant to the work assignment and is offered by reputable and respected vendors. The police industry, unfortunately, does not have a regulatory body for third-party vendor training, allowing for a wide array of vendors to operate in the training space. The recent scandal in New Jersey of the "Street Cop Training" seminar, noted for using sexist language and glorifying violence, shows the extreme of such training.³³ The risk to the GPD is not just from loss of public trust but from potential liability. While it is important for any police organization to seek outside training, the vetting of the instruction is critical.

Recommendation:

GPD should develop a clear practice of vetting and assessing training from organizational values, legal applicability, and community expectations framework.

Recommendation:

GPD should conduct a training needs assessment and implement a training plan prior to the start of each year. While a small number of blocks may be left open for emergent training needs, this provides a roadmap for training, allows training to build off of other material already offered and allows for differentiation of training for specific job functions.

Recommendation:

Given the demands of ensuring the quality training of newly hired personnel and ongoing training of veterans, the GPD should consider expanding the training unit with "In-Service" and "Academy" leads in key disciplines such as defensive/control tactics, firearms, emergency vehicle operations, and patrol procedures. It should also identify leads in other technical expertise areas such as investigations, canine operations, and SWAT operations.

³³ Catalini, Mike, *Trainers at New Jersey police seminar disparaged women, made 'inappropriate' remarks, officials say*, AP News, December 6, 2023.

Recommendation:

Clear and detailed lesson plans should be submitted, approved, and retained for all training in an easily searchable database, including specialized unit training.

The GPD's training approach appears to not consider the developmental needs of professional staff. Professional staff need specialized and recurrent training, training related to wellness, stress and vicarious trauma and leadership development to name but a few. The Training Unit must begin to develop professional staff training and maintain training records for those personnel as well.

Recommendation:

The Training Unit must begin to develop professional staff training and maintain training records for those personnel as well.

As mentioned previously, the GPD's training records are maintained as hard files; the industry standard is to use electronic software to capture training records, monitor and flag training needs, and ensure internal, not just state records, exist in an accessible format if needed for litigation.

Recommendation:

The GPD should acquire dedicated training record software to track training records, notify of individual training needs, and increase accessibility to training records.

The Training Unit works closely with Human Resources in the hiring process. As mentioned previously, it was unclear if the GPD maintained a record of pre-employment backgrounds and other assessments, which may be beneficial for a multitude of analyses and litigation defenses.

Recommendation:

The GPD should consult with the City's Legal and Human Resources Departments about potentially retaining all pre-employment documents.

Operations

The Operations Division oversees uniformed patrol operations and other specialty assignments through the Special Operations Unit. Directly reporting to the Deputy Chief of Operations are three patrol Commanders, each overseeing two shifts (also referred to as "platoons"), and a Commander of Special Operations, who oversees the Neighborhood Action Team, School Resource Officers, Special Enforcement Team, and the Traffic Unit.

Patrol

The patrol function is divided into three shifts, a day shift, an afternoon ("swings") shift, and a night ("lates") shift to provide 24-hour a day service. Each shift is divided into an "A" side and a "B" side, with a common overlap day (Wednesday) utilized primarily for training purposes. Both day shifts are supervised by a single Commander, with "swings" and "lates" being supervised by a Commander for the "A" side of the week and a Commander for the "B" side of the week.

Scheduling methodology is driven primarily by the team staffing model design, with a deliberate effort to offer relatively balanced resources to each team and balanced supervision and staffing reporting to each of the three Commanders. Each shift is supervised by two Sergeants with relatively similar staffing levels. Day shifts, in addition to the two Sergeants, consist of 12 Officers, two Community Service Officers, and one Animal Control Officer. Afternoon, or swings shifts, have 13 officers, two Community Service Officers, and one Animal Control Officer. Night shifts have 11 officers. These staffing allocations are consistent regardless of the days a given shift is assigned.

The shift design employed by the Greeley Police Department is frequently referred to as a "Teams" staffing model. There are two main advantages of this staffing model: consistency between supervisors and line-level personnel and predictable staffing peaks that can be used for team-based training or special assignments as the administration sees fit. This approach to staffing is popular in small and midsize agencies with relatively modest workloads for these advantages.

Despite the advantages of this model, there are at least three distinct disadvantages. First, it does not allow for a staffing model that is truly flexible relative to peak service demand. Models that allow for a greater set of days off and adjust shift staffing based on historic workload trends allow for resources to be deployed more effectively. Second, it can create organizational silos, units that operate independently, tend to avoid sharing information, and can develop distinct practices and cultures. The lack of cross-unit communication can negatively impact workflow, output, and outcomes as information is not passed freely across the organization. This can leave some departments working with inaccurate or out-of-date information. These and other operational inefficiencies resulting from silos also complicate how police departments deliver valued services to the community and adversely affect perceptions of internal legitimacy. A silo mentality inevitably damages morale, especially when employees become aware of the problem and are unable to do anything to change it. Lastly, while this staffing model presents the possibility of improved team cohesion and teamwork, it is also prone to groupthink. Teamwork is characterized by collaborative thinking that comes from people who care about each other and their goal enough to carefully listen, consider options, and make the best decisions not only for themselves but for those they serve. However, small teams with recurrent formal and informal leadership and stratified hierarchies often become victims of groupthink. Yale psychologist Irving Janis³⁴ was the first to define the idea of groupthink, or “the mode of thinking that persons engage in when concurrence-seeking becomes so dominant in a cohesive ingroup that it tends to override realistic appraisal of alternative courses of action.” The potential for groupthink should be of concern for policing as it can lead to not only poor decision-making but relative morality that may not be in alignment with the expectations of the community.

³⁴ Janis, Irving, *Victims of Groupthink: A psychological study of foreign-policy decisions and fiascoes*, Houghton Mifflin, 1972.

As noted in the *Demand and Incident Staffing Performance* section, community-generated calls for service, as with most cities, generally skew towards afternoon shift hours and later in the week. This model of staffing puts peak patrol officer deployment on Wednesday. While this is useful for training, it is less effective for staffing according to service demand. Additionally, the teams model often prioritizes a relatively balanced staffing allocation between all shifts; in GPD's case, the number of allocated officers per shift is 12, plus or minus one. The workload and predominant call type and prioritization between days, afternoons, and nights do not realistically support this sort of staffing equilibrium, regardless of the historical variances by days.

Recommendation:

GPD should examine alternative staffing models that allow greater flexibility in personnel assignment relative to workload. As the city grows, transitioning to a staffing model that affords multiple blocks of days off in any given shift (functionally moving the "team" focus from an "A" or "B" to simply shift hours assigned) may be inevitable to meet service demands.

Anecdotally, we did see signs of organizational silos during our site visit. Most significant was a comment from line-level personnel that "Commanders change what they want" versus adhering to an overall organizational philosophy or style. Line-level personnel described a feeling that leadership was transactional from many Commanders, who they perceived disregarded the subject matter expertise of line-level personnel, even when assigned as an expert on a given project. Furthermore, miscommunication and misinformation about issues ranging from collective bargaining units, chief's office intent, and historical to present staffing authorizations further indicated organizational silos. While perceptions and issues like these are not unique to GPD, nor were the outcomes negatively pronounced for overall organizational health, GPD should work to address this problem before growth exacerbates the challenges.

This organizational siloing was not limited to communications or perceptions but could be seen in the physical manifestation of the exercise facilities in police headquarters. The equipment, while housed in a city facility and powered through city electricity, was not freely accessible by all staff. The equipment had been purchased by the Greeley Police Union, who required other staff to pay to use the equipment. This creates a real sense of othering within the department, devalues the contributions of professional staff and inverts authority dynamics between the leadership of the department and the line level workers. While it is not uncommon to see exercise facilities that require a “gym fee” to update and maintain equipment, it has become industry best practice for police organizations to purchase equipment, dedicate space for its use and grant use privileges to all members of the organization under the auspices of wellness. This approach creates a sense of internal equity and foster a culture of valuing of all members of the organization.

During our research, AP Triton did note indicators of negative groupthink outcomes. As mentioned previously, there were anecdotal concerns over officers failing to dictate reports and supervisors not holding them accountable as well as Sergeants not reviewing and approving reports. In the analysis of response times, it was noted that there was a high occurrence of clearing calls between 0 to 30 seconds, which implies a culture of clearing calls by telephone, potentially outside of accepted practices. It was also anecdotally conveyed that there were instances of officers refusing to take shoplifting calls to avoid writing reports. Other similar concerning anecdotes and data points were noted.

Recommendation:

GPD must actively work to dismantle organizational silos through intentional internal transparency, down to the line level from all leaders in the organization. Clear goals, objectives, standards, plans, and purpose must intentionally be communicated, and leadership mentoring, supervision, and accountability must be visible. Unit collaboration and communication should be valued as a premium in assessing leaders and potential news leaders. Alternative staffing models can help to improve many of these issues.

Recommendation:

GPD should purchase the equipment in the exercise room and grant access to all members of the department. GPD nor the City of Greeley has any obligation to provide the Greeley Police Union free space and electricity within a city facility for the benefit of their organization or members.

Effective and appropriate policing relies on police leadership at various levels along a chain of command to uphold policies, maintain accountability, and set organizational culture standards. The importance of presence and accessibility of leadership and layering of leadership to ensure the ability to focus on immediate, organizational, and strategic concerns to proper police operations cannot be understated. It is the standard of the industry to have mid-level managers present 24 hours a day for operational support and supervision of patrol. The Greeley Police Department recognizes this in the job description of the Police Commander position, stating “the Police Commander is responsible for supervising a work unit in any of the divisions of the police department performing, a wide array of duties individually and as part of a team. Commanders are responsible for command, supervisory, and administrative duties. *In emergency and non-emergency situations, Commanders direct the activities of a section or watch.*”³⁵

The team model for patrol in the Greeley Police Department departs from industry best practices. GPD places a Commander over two shifts, making it impossible for a command officer, a mid-level supervisor or above (who is not a potential member of the collective bargaining unit representing line level personnel), to be present during all shift operations hours. Furthermore, with shift bidding systems, frequently the most junior line level supervisors and officers draw the least desirable shifts. Potentially, critical incidents could occur during late night hours with no supervisor beyond a junior Sergeant on duty. Consequences of inexperienced supervision run from errors of inexperience to legal exposure for the department.

Recommendation:

GPD should expand the number of Commanders to ensure a Commander is on duty for patrol operations at all hours of the day and every day of the week.

³⁵ City of Greeley Human Resources, *Police Commander Job Description*, provided October 31, 2023, emphasis added.

Lastly, when examining the Patrol and workload for line level personnel, mentioned in the previous section of this report, *Service Demand and Incident Staffing Performance*, an analysis of the data implies substantial time for proactive policing. Commonly referred to as discretionary time in academic literature, this unassigned time is essential for engaging in community policing. While the analysis of data showed ample discretionary time, this was contrary to an internal staffing study conducted in 2021 that showed less than 13.7 minutes of unobligated time per hour. Anecdotally officers expressed a sentiment more in line with the 2021 study, citing increasing workloads and a sense that they went from “call to call” on some occasions. AP Triton does not take issue with the 2021 internal study, rather it is illustrative of the challenges of calculating discretionary time in the absence of good data captured through consistent mechanisms and practices. The differences between perceived workload, the internal study, and AP Triton's analysis is reflective of poor data capture practices and culture. It is common in police departments for officers to clear calls even when still conducting telephonic follow-up, writing reports or other components of the call that consume time. This is a byproduct of a culture that values availability for priority calls for service as a cultural standard. This practice is often colloquially referred to as “clearing calls” or some similar expression.

While the practice of “clearing calls” comes from good intentions by many officers, originating in a desire to ensure they are available to handle calls that come up in their area of responsibility, this practice has negative consequences often not understood by patrol personnel. The two primary negative consequences are inaccurate data capture of the true workload faced by patrol personnel, and an unspoken cultural emphasis to reactive policing over community policing. The former of these two negative consequences is fairly self-evident, but not capturing the totality of time commitment needed to properly resolve a call, an appearance of greater discretionary time is created. Because of this cultural emphasis, the practice of “clearing calls” is more pronounced during busier call load times, exacerbating the loss of accurate data. Without accurate workload data, staffing is often underestimated, leading to heavier relative call loads, creating a continuous negative spiral for understanding staffing true needs. The latter of these two negative consequences is more subtle and speaks to a cultural challenge. An unspoken expectation to be available for calls for service in your area of responsibility implies to officers that they should not engage in other activities, such as community engagement and proactive policing strategies. In the cultural extremes of some organizations, the belief that proactive policing “isn't real police work” becomes a dominant cultural attitude that undercuts any policy or directive to engage in community policing.

While quantifying the extent to which this practice may exist in the GPD is difficult, there were indicators that this practice exists, to some degree. As noted in *Service Demand and Incident Staffing Performance*, the higher than probable rapid assignment to calls that indicated telephonic response is often driven by “call clearing” culture. Furthermore, the anecdotal concerns from Records personnel of uncompleted reports, is also indicative of this culture.

Recommendation:

The GPD should make a clear policy that personnel do not clear calls until all associated work is completed. In the event of an emergency that necessitates a response, officers must reassign themselves to calls once they return to them. It is critical that line-level supervisors ensure this is the practice.

Recommendation:

Provided proper data capture occurs for patrol, a new workload analysis should be conducted in the future.

Special Operations consists of dedicated specialty units focused on supporting the mission of patrol operations. The subordinate units comprising Special Operations are the Neighborhood Action Team, School Resource Officers, Special Enforcement Team, and the Traffic Unit. In addition to these units, Special Operations provides support to the Co-Responder Program and Peer Support.

Special Operations is staffed by a Commander who reports directly to the Deputy Chief of Operations. While the work units supervised by this Commander seem broad-ranging, they have in common the need for technical specialists to address issues that patrol would directly respond to in their absence. While this amalgamation of units and teams creates significant task complexity for the special operations Commander, it does not appear unmanageable.

The Neighborhood Action Team (NAT)

NAT, as previously mentioned, focuses on chronic livability issues and other complex community concerns that would require follow-up activity outside the feasibility of patrol officers alone. NAT is supervised by a Sergeant and consists of seven Officers and one Public Safety Technician. Given the diversity of workload, this span of control ratio of 1:8 is likely less than optimal for effective supervision. Furthermore, as the city expands and looks to open other police precincts/stations, dividing the staffing of NAT to geographically attach smaller, functional replicated teams to the defined areas of responsibility. Likely dividing and replicating the functions of NAT will resolve span of control concerns but GPD should consider adding a second Sergeant to the current staffing level.

Recommendation:

If GPD opens additional precincts, the role and function filled by NAT should be replicated and moved from a department-wide unit to a precinct/station level specialty unit. This unit should have a more optimal span of control of 1:5 supervisor to line level personnel or better.

The data provided by GPD did allow for some cursory analysis of calls that NAT officers were attached to, but this data does not appear to capture the full spectrum of work carried out by the unit. As a result, it is difficult to determine the adequacy of staffing of NAT relative to the demand for their services. Anecdotally, line level personnel and front-line supervisor universally noted the importance of NAT and how busy the assignment is.

Recommendation:

GPD should develop metrics and practices to capture the full workload of the NAT. This should include capturing community meetings, mediation work, investigative functions, and report writing.

School Resource Unit

The School Resource Unit is supervised by a single Sergeant and consists of five officers. This appears to be an appropriate ratio of supervisor to front-line staff of 1:5. If, as the City of Greeley expands, the educational system expands and the School Resource Unit expands to match, GPD should be mindful of the span of control for the supervisor and consider adding another Sergeant if needed.

The work of School Resource Officers (SRO) goes far beyond school safety and forging positive relationships with youth. SROs, by fostering trusting relationships with youths, often serve as the initial investigators for a myriad of abuse and domestic-related investigations. It is unclear if this time-consuming function of SROs was fully captured in the dispatch data provided to AP Triton. This potential data loss over the actual workload of SROs is unfortunately common. Based on the limited data set, the staffing of the School Resource Unit appears appropriate.

Special Enforcement Team

The Special Enforcement Team (SET), consisting of one Sergeant and five Officers, has a significant role in policing Greeley. Their role is to focus on the pursuit and apprehension of violent offenders and known gang members, an important investigative function. SET also meets an intermediate response prior to the activation of a SWAT team in apprehending violent criminals. The primary work of SET is similar to the work performed by the United States Marshal's Fugitive Task Forces and Violent Offender Task Forces around the nation.

In assessing SET, the unit appears to have a manageable span of control for the supervisor but meaningful data to measure workload was not readily available. As mentioned above with several units, SET must develop both practices and policies to ensure accurate capture of workload to assess performance and need.

Recommendation:

GPD should examine realigning SET with potential other police partners in a task force model and consider the selection of personnel for what are fundamentally high-risk operations. Highly trained, tactically proficient personnel are essential to this assignment for the safety of the community, officers, and those they are aiming to apprehend.

Traffic Unit

Traffic related issues universally rank among the top concerns of community members for their local police departments. In many ways, traffic-related violations have the most widespread and direct impact on many community members who may never be the victim of a crime. It is important that any modern police agency that its traffic enforcement is effective, efficient, and well supervised.

When looking at the Traffic Unit, it is comprised of one Sergeant, seven Officers and one Public Safety Technician. This 1:8 ratio of supervisor to employee is less than optimal in simple, non-complex jobs.

Traffic enforcement requires both objective and subjective probability of detection, and the subsequent sanctions and measures for traffic violations. Police presence on roadways accounts for the objective probability of detection; it is the pressure of enforcement activity. Road users weigh the chances of being detected based on this enforcement pressure and on the perception of the enforcement through media coverage and community conversations; this is the subjective probability of detection and the deterrent effect of traffic enforcement.

For the subjective probability of detection to be sufficiently high to alter driver behavior, it is important to have a regular police presence that is highly visible, somewhat unpredictable in its patterns of deployment, and difficult to evade through either sheer numbers or technical proficiency of those tasked with traffic enforcement (with the latter of these two options being viewed as the most cost effective for a mid-size police agency).

Traffic enforcement works best when it is driven by data models that look at high crash corridors in conjunction with the observations of police staff. This requires the supervisor to monitor data and direct missions throughout the entirety of the city being mindful of time related variables as well. This is a complex set of tasks to manage, made more challenging by the broad span of control they are saddled with.

The technical expertise that allows for fast and efficient traffic enforcement also translates to the specialized skills needed to conduct traffic investigations from driving under the influence on major and fatal crashes. It is more efficient to have a traffic specialist in a mid-sized agency than leaving these technical tasks to general patrol.

It is worth mentioning that research indicates that the certainty of enforcement is more important than the severity of the sanctions in deterring crime and traffic violations. Additionally, the visibility of traffic enforcement can have a suppressive effect on crime in general.³⁶

Traffic enforcement and investigations is a significant concern to the community and is one of the few areas of policing with replicated studies showing the impact of high visibility deterrence. As noted in the data analysis section, the deployment of traffic assets may benefit from regular deployments beyond dayshift hours. Furthermore, the expansion of the Traffic Unit would likely benefit the department in addressing community concerns.

³⁶ Harris, W., *Does Traffic Enforcement Reduce Crime?*, Law and Order, Vol. 47, Issue 5, p. 30-33, 1999.

Recommendation:

GPD should commit to expanding the Traffic Unit to cover evening hours by increasing the size of the unit and forming an afternoon shift. By adding a Sergeant and three officers, resources could be shifted to have one Sergeant and 5 officers deployed on these teams, ensuring a more appropriate span of control. This enhanced coverage will help to address traffic violations and criminal activity, while ensuring technical expertise to quickly and efficiently process traffic related crimes and significant injury or fatal crashes.

Recommendation:

If GPD does expand the Traffic Unit, it should consider making the Traffic Unit its own, stand-alone, function outside of Special Operations and create/add a Commander position to supervise the work. This would also allow for better span of control management as the Traffic Unit may expand in the years to come.

Other Specialty Units

Animal Control and Community Service Officers

While Animal Control Officers (ACO) and Community Service Officers (CSO) generally fall within the chain of command for other units such as a patrol shifts or specialty unit, they warrant separate examination. Metrics to evaluate the full workload of ACOs and CSOs, especially given the cross coverage they sometimes perform for their counterparts, did not capture the full picture of the work these valuable employees perform.

The work of ACOs and CSOs helps to civilianize responsibilities for fully sworn officers. This frees sworn members to direct their attention to tasks that only sworn personnel should do, for safety reasons, or are authorized to do, by statute. Despite the value they bring to the whole team of the GPD, ACOs, and CSOs are generally viewed by department personnel and leadership as a potential starting point for possible recruitment officers. This perceptual bias diminishes the value of the work they perform, by tacitly making their work secondary to that performed by the sworn membership. While this is a recurrent theme between sworn and professional staff in the GPD, it is far from unique to the organization. Furthermore, the absence of supervisors, developed from the positions of ACOs or CSOs further devalues their work and does not give them a clear upward career path that does not require joining the sworn ranks of the organization. While, to a certain degree, the work of a CSO may be familiar to a sworn supervisor, it is unlikely that the work of ACOs is equally familiar.

Recommendation:

The GPD should consider developing an ACO program supervisor and CSO program supervisor to lead, mentor and manage these programs from a perspective of technical expertise.

While the work of ACOs is highly valuable to the GPD and anecdotally, ACOs see value in working side-by-side with sworn officers, animal control related work is not a mandated function of the police. It can be a costly program to maintain. Many municipalities across the United States have entered into strategic partnerships with non-profit organizations such as the Humane Society to assume the work of animal control. By divesting the GPD of this body of work, personnel and program savings may be actualized to benefit other under-resourced areas of the GPD.

Recommendation:

The GPD should conduct a study to evaluate the benefits of divesting itself in its animal control function.

Volunteers

While the GPD noted having volunteers filling a variety of roles, it was not able to furnish meaningful data to assess the total workload assumed by these people. While volunteer programs within the police department can be excellent for building community trust and engagement, the GPD must be mindful that they are still representatives of the department. Given some of the prominent and important roles volunteers handle for the GPD, such as victim advocacy work, the GPD should make efforts to ensure their contributions are tracked and appropriate policy and practice for the use of volunteers exists. Additionally, leadership must be mindful to not have volunteers supplant sworn or professional staff in work they are contractually entitled to. Along these same lines, the GPD should evaluate the criticality of certain volunteer work and assess if its importance merits making it a funding position and program. In examining the volunteer work at the GPD, it was unclear what training volunteers undergo specific to volunteer service or for the role they are filling. Volunteers must standardize training that is documented to mitigate potential legal exposure to the department.

Recommendation:

The GPD should develop clear policy and practices for the use of volunteers to include mandatory training that is differentiated for the volunteer work assignment they perform.

Other Observations and Recommendations**New Initiatives from GPD****Real Time Crime Center**

During our site visit to Greeley, AP Triton learned that GPD was pursuing the development of a Real Time Crime Center (RTCC). The mission of an RTCC is to provide a police department with the ability to leverage a wide and expanding array of technologies for efficient and effective policing. Such efforts may allow for faster response times to crimes in progress or ones that have recently occurred. In short, RTCC utilizes technology to effective more deliberate and precise policing. However, the vast amounts of data, information, and intelligence accessible in the information age makes assessing what is relevant and a priority and what may represent less important or critical information or even just noise, is a challenge.

The concept and actual implementation of an RTCC may vary depending on resources, crime variables, stakeholder interest and a multitude of other variables. Furthermore, the ever-evolving nature of technology makes an RTCC a living instrument, that will require continued cycles of evaluation and implementation to maintain relevancy and effectiveness.

In addition to the technological resources needed for an effective RTCC, investigative and intelligence personnel, both distinct and separate skill sets, are needed. This requires significant initial (or the hiring of experienced staff) and ongoing training personnel.

Key to an effective RTCC is robust intelligence. Intelligence is not simply information but must be compiled, analyzed, and/or disseminated information in an effort to anticipate, monitor, or prevent crime. Simply information, without analysis, is not enough. Key to investigating and prosecuting complex criminal enterprises is the use of sophisticated analysis to develop intelligence to guide police efforts. However, criminal intelligence is subject to strict legal requirements and should be managed and maintained by intelligence specialists. Criminal intelligence goes well beyond the work of crime analyst but are an important function of modern police agencies. The development of a criminal intelligence unit, serving a central repository of GPD's criminal intelligence, will help to ensure compliance with federal and state intelligence laws and the development of technical expertise.

The need for improved data captures mechanism, to have raw information for analysis, was mentioned was mentioned previously. Failure to develop these mechanisms and practices will have a muting effect on the total benefit received from an RTCC.

RTCC have been successful investments in communities ranging in size from New York City to Ogden, Utah. While the cost and considerations to develop an RTCC can be daunting, evidence of their benefit and roles in data driven policing models and in leveraging technology to mitigate the impacts of staffing challenges in a constrained marketplace for personnel make them sound investments.

Recommendation:

GPD should develop a Criminal Intelligence Unit and house it within the RTCC. Prior to the RTCC being launched, GPD should consider housing the criminal intelligence unit in the aforementioned restricted task force. Regardless, the hiring development and centralization of skilled intelligence personnel must be pursued by GPD.

Recommendation:

GPD should develop an RTCC with policy for review of effectiveness and impact as well as assessments for new technologies and opportunities.

Photo Traffic Enforcement

Automated traffic enforcement, such as photo traffic enforcement, works to increase both the objective and subjective probability of detection as a deterrent to traffic violations. The always on nature of automated traffic enforcement increases the number of hours of objective enforcement and with a strategic implementation practice, the deterrent effect on driving behavior caused by the potential of detection, the subjected probability of detection, is enhanced as well.

Research has shown the life-safety benefits of automated traffic enforcement. In major U.S. cities employing red light cameras, the fatal red-light running crash rate decreased by 21% and all types of fatal crashes at signaled intersections declined by 14%.³⁷ Studies on photo speed enforcement has shown similar life safety benefits. The Pennsylvania Transportation Advisory Committee conducted research evaluating speed safety cameras along a major roadway in Philadelphia and found that vehicle crashes and fatal crashes dropped by 36% and 11%, respectively, following the deployment of speed safety cameras.³⁸

Photo enforcement can be on duty 24 hours a day, provided proper maintenance, and is agnostic to who it enforces violations on. In this way, it offers benefits over traditional police enforcement, especially when viewed through cost effectiveness and equity lenses.

While communities often raise concerns that photo enforcement is about revenue generation, the life safety, equity, and cost effectiveness benefits are undisputable. With proper policy and practices and a robust monitoring and auditing program, photo enforcement is a valuable tool in enhancing traffic safety. However, GPD should continue a concerted effort on public engagement regarding their photo enforcement and be mindful not to implement any practices that would undercut the legitimacy of its value. In the personnel constrained environment of modern policing, automated enforcement/photo enforcement is a tool that should be leveraged for community safety and their concerns.

³⁷ Governors Highway Safety Association, *Automated Enforcement in a New Era*, 2022.

³⁸ Pennsylvania State Transportation Advisory Committee, *Evaluation of the Automated Speed Enforcement Pilot on Roosevelt Boulevard: Final Report*, December 2022.

Co-Response Model

The GPD is rightfully highlights the benefits of their Co-responder Program which pairs police officers with behavioral health specialist to both de-escalate and divert calls for service involving mental health concerns. This approach diverts behavioral health related issues away from an already impacted criminal justice system to more appropriate services. Officers can either remain with the clinicians, if needed under the circumstances, or allow the mental health clinician to handle the response alone, freeing up police resources.

While this is an outstanding program that has been implemented elsewhere, it is fundamentally reactive in nature. Often drawing co-response to individuals once they are in crisis. While a co-response model is part of the overall strategy to managing an ever-increasing behavioral health related workload for police and ensuring a caring approach to community members, creating a program to connect with high demand for service recipients, when not in crisis, is the next important integration of programs like these.

A broader approach to police responses involving behavioral health includes co-response elements, full department training in crisis intervention, and the development of a behavioral health unit. A behavioral health unit role is to coordinate police and behavioral health systems response to aid people with behavioral health issues both during times of crisis and to help direct them to more strategic and long-term assistance. Furthermore, a behavioral health unit looks at mental health and addiction related issues, seeking alternative services for chronic police service consumers where these are the underlying and/or driving factor.

Recommendation:

The GPD should conduct research into developing a behavioral health unit with service coordination capabilities to evaluate potential implementation for the department.

Organizational Items

During the research phase of this report, AP Triton found inconsistent terminology related to the naming conventions of units within the department. As the organization grows to meet population increases, terminology should be adopted that makes apparent to members and the community the unit size, positional role and responsibility within the department, and level of supervision. For example, GPD had units of similar size and organizational responsibility referred to as "Teams" while others were referred to as "Units."

Recommendation:

While the police industry does not have an agreed upon conventions for naming organizations, GPD should adopt a naming schema that considers a unit's size, organizational responsibility, and requisite levels of supervision. This naming schema will assist GPD as it grows and potentially expands to occupy more than a single police building by making the significance and size of a unit apparent as well as establishing minimum acceptable supervision. This recommendation requires changing organizational practices only and has no immediate cost impacts.

Recommendation:

Similarly, establishing clear upper thresholds of supervision before additional supervisors must be added will help GPD as it grows and will ensure that GPD does not take on new responsibilities of tasks without proper personnel strength and supervision.

Recruitment and Promotions

Recruiting and retention were identified as the top concern of Chief Turk in the coming years for the Greeley Police Department. This concern was anecdotally emphasized by several others throughout the police department. Given the current state nationally of recruiting in the police industry, which has been well documented, these concerns are well funded. While the Greeley Police Department has continued to hire new officers, the size of candidate pools has diminished. Hiring "new to policing" officers may create an appearance of staffing equilibrium, the loss of institutional knowledge through the departure of seasoned and experienced police personnel, both sworn and professional staff, can quickly degrade the capabilities of a department.

Using sworn police personnel as a standard, it takes roughly a year and a half to train, educate, and evaluate an officer to be cleared for autonomous work. However, it is widely accepted that roughly 5 years/10,000 work hours are needed before an officer truly becomes a seasoned and experience veteran that requires minimal supervision and is positioned to begin developing expertise in new areas of policing, such as investigations or tactical operations. It is essential that the GPD find an effective strategy to retain or recruit high technical capability employees to the department while continuing to hire "new to policing" personnel that are capable of serving an entire career with the department.

Recommendation:

GPD must conduct a critical skills assessment of its personnel to fully appreciate the potential loss of institutional knowledge. Key knowledge, skills, and abilities should be identified to include certain investigative experience and capabilities, technical skills, and other skills that the loss of would impair the capability of service delivery by the GPD. GPD should be mindful to structural adjust for any single point of failure in this knowledge base and engage on a mentorship and development program for personnel.

Recommendation:

Based on the critical skills assessment, the leadership of GPD should consider working with the recognized collective labor to explore the implementation of a "limited duty officer" (LDO) program. An LDO program would target and incentivize the recruitment of lateral police personnel from other agencies that have specific critical skills (e.g. significant experience in violent crime investigations). Rather than hire these laterals through the traditional patrol/FTO route, they would be hired into their area of expertise with employment conditions that limited promotional and transfer opportunities (unless other criteria were met). Such a program should be narrowly tailored to avoid the perception that promotional opportunities are limited and would require significant communication to the rank and file of the organization.

AP Triton did not receive demographic information relative to applicants to the department nor demographic information for those hired. Greeley is a member of the "30 by 30 Initiative" a drive to make 30% of police recruits women by 2030. AP Triton does not have data to evaluate the effectiveness of these efforts or other-directed recruitment efforts. However, in recruiting planning documents GPD has emphasized an effort to recruit women from college athletic programs and the military, based on the belief that women engaged in these activities may desire a job with a culture of teamwork. While targeting recruitment from college athletics and the military seems intuitive for policing, there is no evidence that hiring from either of these two groups makes more successful officers or ones that meet the community's expectations.

While GPD should continue to target applicant pools that have historically been of benefit to them, they should expand their recruitment efforts to appeal to a broader pool. A screen-in versus a screen-out philosophy should be employed and an effort at seeking a workforce with diverse experience should be sought. Community based programs with recruiters helping to mentor people to pass screening and selection should be adopted and held in non-traditional locations and in historically marginalized communities. This will help to broaden the applicant pool and help connect to the community GPD serves.

Recommendation:

GPD should review all hiring practices to mitigate the unintentional introduction of bias and conduct bias awareness training for people involved in the hiring process for all GPD personnel. GPD should further evaluate any requirements for hiring they are not statutorily obligated to for relevance and potential unintended negative consequences and remove any unnecessary components to hiring.

Opportunity for advancement is often cited as a key factor in job satisfaction and the ability to retain high quality personnel. However, warranted or not, many personnel perceive that promotions in police departments are based on favoritism rather the competency. To be clear, AP Triton is not saying this is the case at GPD, but rather this is a profession-wide challenge in the culture of policing.

As noted above, 5 years is generally viewed as a turning point in a police career from student of the craft to a journeyman worker. The GPD should develop mid-career training that exposes officers in their fifth year of service to promotional positions, specialty units and the factors consider for selection to those. Journeyman officers will benefit from a deeper understanding of the considerations their supervisors and specialist peers must make and it will enhance perceived, in not actual, career development and retention of highly qualified personnel.

Recommendation:

The GPD should develop a “career officer” program that orients experienced officers to promotional and specialty opportunities and assignments to include shadowing or workers in those positions.

While GPD has defined “job descriptions” for the various ranks and jobs within the police department, many are nebulous in the actual work that must be performed in a given assignment. GPD should work with city HR to define the work required for specific positional assignments (e.g., the Property Crimes Sergeant). This will create greater transparency and understanding of the work required.

Fundamentally, GPD’s authority to police the community is not a matter of simple statute but is derived from the public’s consent to be policed and their belief the actions of officers are legitimate. During our site visit, it was apparent that GPD enjoys a high degree of public trust compared to many other regions of the United States. However, this trust must be continually earned. In short, the community should have a voice in who serves in the police department and who is promoted into greater leadership positions within the department. It ensures trust and transparency in the process of promotional selection.

Recommendation:

The GPD should establish a required practice of a vetted member of the community serving on all promotional and hiring boards.

Recommendation:

The GPD should establish a biannual review of all “job descriptions” to ensure they properly reflect the responsibilities and assignments of the position and that positions and that job positions have not experienced “mission creep” from the organizational expectation and standard.

Workload per Position and Rank (Collateral Duties)

AP Triton was asked to analyze the workload of the various positions within the GPD. As mentioned previously, some of the data capture mechanisms make accurately assessing true workload difficult at best. Further complicating this matter is the practice of “collateral duties,” or the practices of adding other responsibilities under the auspice of the ubiquitous “other duties as assigned” bullet point in job descriptions.

While the practice of assigning collateral duties is not unique to the GPD, many other departments will assign collateral duties relevant to a position, not a person, and have assessed the total workload impact to ensure equitable distribution amongst staff. Absent a defined process for evaluating and assigning collateral duties, organizations tend to “pile on” work to high performers. This practice, however, can lead to burnout and, through task saturation, diminish the overall attention given to any one of collateral duties. Furthermore, by assigning duties to people, rather than positions, a organizational tendency to become dependent on certain personnel for certain, creating single points of failure, occurs. Given the data capture practices of the GPD, and the way collateral duties are assigned, a true, full spectrum understanding of workload on any given member of the organization is challenging at best. It is likely any assessment, especially for supervisors, underestimates the true scope of workload.

Recommendation:

The GPD should adopt a policy and practice of capturing and documenting all collateral duties in the organization, assessing workload, and dispersing them among the organization based on position.

Transparency

Calls and concerns for governmental transparency have increased in recent years, especially toward the police services. Transparency in policing promotes accountability and provides information for community members related to the services, challenges and other aspects of their department enabling them to engage as more equal and informed partners in efforts of community policing. In turn, this enhances trust and legitimacy in the police department and its programs.

While the GPD publishes annual reports and provides information through social media and public speaking events, greater transparency is offered by other police departments. As the GPD acquires the systems to manage a their RTCC and changes practices to increase the accuracy of their data capture, they should also acquire the technology to produce aggregated data dashboards to allow access by the community to near real-time information related to crime trends, call loads, finances, staffing, and any other myriad areas of public interest.

Furthermore, dashboards showing disaggregated data, can be tremendously useful for line level supervisors and middle managers to effectively direct resources and detect organizational challenges trends allowing for more efficient and effective use of limited resources.

Recommendation:

The GPD should work to develop outward facing data dashboards to improve community awareness of police services.

Critical to any organization's success is to present a unified vision from the leadership team. This is not about stifling innovation or discourse but instead ensuring those needed conversations and debates occur but in a venue and manner than line-level personnel may perceive as dissent. While regularly scheduled staff meetings help to address, the frequent demands of policing often interfere with the needed time, as a team, to think strategically. Absent this aligned, strategic leadership, reactionary approaches to challenges become dominant and unity of effort is lost.

When leadership with an organization lacks unity of effort, it invites soloing and personal authority over positional authority can undermine leadership efforts. Communication, as it travels through the layers of leadership, from top leadership to line-level personnel often becomes less accurate. Rumors, misunderstanding and misinformation flourish in such an environment and not only is unity of effort from leadership lost but team cohesion and esprit de corps suffer.

Recommendation:

The leadership team, Commanders and above, should have an annual leadership retreat to align vision and priorities, discuss critical matters and enhance unity of effort.

Recommendation:

The Chief of Police should meet regularly and in person with collective bargaining leadership, Commanders, and Sergeants, to hear from and communicate with these key personnel directly.

Section IV: RECOMMENDATIONS

Recommendations

High Priority

Recommendations in this category should be undertaken as soon as possible. These recommendations involve emergent challenges that must be addressed, departures from best practices, or other issues that, if left unaddressed, could create organizational vulnerabilities and litigation exposure.

Recommendation A-1. GPD may consider using a secure system, accessible by MDC and station computers only, to host critical bulletin information. Bulletins should be sorted and prioritized by geographic area of responsibility to pass information between patrol shifts. Emails should only contain links to this system that are accessible from an MDC or terminal only.

Cost: This can be accomplished with internal staff and hardware and is cost neutral.

Recommendation A-2. GPD should work with City Information Technology staff ensure there is a strict, regular, and frequent schedule for file backups to a secure server or offsite solution.

Cost: This is a process change with City IT and should be cost neutral to negligible.

Recommendation A-3. Based on the assessment, it is recommended that the City of Greeley prioritize upgrading a significant portion of its fleet to meet current operational demands and enhance efficiency.

Cost: Variable upon implementation model and fleet rotation plans.

Recommendation A-4. To arm GPD's officers and staff with the necessary tools to respond to the continued rise of civil calls, which often involve heightened emotional states from subject parties, mental health specific training may need to be added or expanded to GPD's regular training. The adequacy of current mental health training should be assessed, and if absent or lacking should be implemented or expanded.

Cost: This can be accomplished by current GPD staff, making this recommendation cost neutral.

Recommendation A-5. Because of the high level of demand, and suffering performance, Greeley PD management should consider mitigating the effects of the size of the GPC Sector. Further specific solutions are beyond the scope of this strategic review.

Cost: This effort could be accomplished internally by GPD staff making the recommendation cost neutral. However, a full-scale redistricting or sector-redistribution often necessitates the expertise of an outside consultant. When requesting a proposal and engaging a consultant, costs can vary widely, potentially exceeding \$30,000 to \$50,000.

Recommendation A-6. Given the absence of certain critical radio log entries, and the utility of communication in determining officer and community safety, Greeley Police Department should consider a set of Standard Operating Procedures that requires radio or CAD communication at every step of a call response.

Cost: This effort could be accomplished by current GPD staff, making this recommendation cost neutral.

Recommendation A-7. Work with Weld County Dispatch to define procedure to log the source of a community generated call for service.

Cost: This could be accomplished by current GPD staff, making this cost neutral.

Recommendation A-8. To enable consistent access to current and historical data, a Datamart-formatted set of databases should be developed and maintained.

Cost: Scope and features of a Datamart vary greatly, from custom development to on premise and cloud-based vendor solutions. At the time of writing of this report, research and past experience estimates the cost between \$15,000 and \$200,000 with potential ongoing maintenance costs.

Recommendation A-9. To enable continuous improvement of services provided by professional units of the agency, GPD should implement more robust performance measurement tracking. This tracking will necessarily contain both measures of the volume of work accomplished by the individual Professional Services Units, and the efficacy of the work accomplished.

Cost: This effort should be initiated without delay. Stakeholders, management and staff of the units should determine the measures for volume and efficacy of work accomplished and begin recording these figures digitally. Initially, this effort will be cost neutral as a simple Excel spreadsheet utilized by current staff will suffice for a repository. As this effort continues and evolves, a decision will need to be made as to if anything further is needed.

Recommendation A-10. Because of the complete change in the data systems during the period covered by this report, a replication of the analysis contained herein should be done in five years' time. This will provide insight into the longevity of any trends that have been identified, and expose any inconsistencies brought on by the changeover that have not been identified.

Cost: While a proxy effort could be accomplished by current GPD staff, a more robust replication would be accomplished through a repeat engagement with the current consultancy. The range of potential cost would therefore be cost neutral (in-house proxy) to more than the current engagement's cost. This is strictly an estimate and not a proposal.

Recommendation A-11. The Property Crimes Unit should be increased in staffing (two detectives as soon as possible and two the following year), further delineated by specialty and an additional supervisor should be added to the section (as soon as possible). GPD should increase redundancy in key technical skills within the Property Crimes Unit to ensure retention of institutional knowledge and mitigate potential single points of failure with technical skills (one detective assigned as soon as possible to the technical unit; one detective as soon as possible to forgery/fraud).

Cost: Given a top step officers salary, the addition of two detectives and one Sergeant could cost roughly \$350,000 plus benefits with the subsequent addition of two Detectives roughly an additional \$200,000 plus benefits.

Recommendation A-12. GPD should eliminate the Assistant Records Manager position but ensure proper staffing of Police Records Supervisors.

Cost: This is cost neutral to cost savings.

Recommendation A-13. GPD should examine repurposing the position authorization of the Assistant Records Specialist to create a Property Evidence Manager position.

Cost: Cost neutral to savings through reclassification of current Evidence Supervisor and reduction of Records staff.

Recommendation A-14. GPD should develop a clear practice of vetting and assessing training from organizational values, legal applicability, and community expectations framework.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-15. GPD should conduct a training needs assessment and implement a training plan prior to the start of each year. While a small number of blocks may be left open for emergent training needs, this provides a roadmap for training, allows training to build off of other material already offered and allows for differentiation of training for specific job functions.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-16. Given the demands of ensuring the quality training of newly hired personnel and ongoing training of veterans, the GPD should consider expanding the training unit with “In-Service” and “Academy” leads in key disciplines such as defensive/control tactics, firearms, emergency vehicle operations, and patrol procedures. It should also identify leads in other technical expertise areas such as investigations, canine operations, and SWAT operations.

Cost: Expanding training by two FTE could cost an estimated \$200,000 per year plus benefits.

Recommendation A-17. Clear and detailed lesson plans should be submitted, approved, and retained for all training in an easily searchable database, including specialized unit training.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-18. The Training Unit must begin to develop professional staff training and maintain training records for those personnel as well.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-19. The GPD should acquire dedicated training record software to track training records, notify of individual training needs, and increase accessibility to training records.

Cost: Cost estimates vary dependent on technology solution adopted. Technology RFP should be initiated to determine best solution.

Recommendation A-20. The GPD should consult with the City's Legal and Human Resources Departments about potentially retaining all pre-employment documents.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-21. GPD should consider broadening the responsibilities of the Professional Standards Unit and staffing the unit accordingly. GPD should establish an Office of Internal Affairs that is supervised and staffed by specially trained personnel to ensure compartmentalization of internal administrative investigations.

Cost: Dependent on design and degree of civilianization employed, this cost models could vary with a low estimate of \$250,000 plus benefit for potential staff.

Recommendation A-22. GPD must actively work to dismantle organizational silos through intentional internal transparency, down to the line level from all leaders in the organization. Clear goals, objectives, standards, plans, and purpose must intentionally be communicated, and leadership mentoring, supervision, and accountability must be visible. Unit collaboration and communication should be valued as a premium in assessing leaders and potential news leaders. Alternative staffing models can help to improve many of these issues.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-23. GPD should purchase the equipment in the exercise room and grant access to all members of the department. GPD nor the City of Greeley has any obligation to provide the Greeley Police Union free space and electricity within a city facility for the benefit of their organization or members.

Cost: Dependent upon sale price of exercise equipment and ongoing maintenance cost.

Recommendation A-24. GPD should expand the number of Commanders to ensure a Commander is on duty for patrol operations at all hours of the day and every day of the week.

Cost: Dependent upon Commander compensation, estimated \$275,000 plus benefits.

Recommendation A-25. The GPD should make a clear policy that personnel do not clear calls until all associated work is completed. In the event of an emergency that necessitates a response, officers must reassign themselves to calls once they return to them. It is critical that line-level supervisors ensure this is the practice.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-26. The GPD should develop clear policies and practices for the use of volunteers to include mandatory training that is differentiated for the volunteer work assignment they perform.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-27. GPD should develop a Criminal Intelligence Unit and house it within the RTCC. Prior to the RTCC being launched, GPD should consider housing the criminal intelligence unit in the aforementioned restricted task force. Regardless, the hiring development and centralization of skilled intelligence personnel must be pursued by GPD.

Cost: Cost is dependent upon salary and compensation offered to Criminal Intelligence Analyst. Typical salary range for an intelligence analyst in Colorado varies with a median salary of \$77,500 per year.

Recommendation A-28. GPD should develop an RTCC with policy for review of effectiveness and impact as well as assessments for new technologies and opportunities.

Cost: The GPD has allocated funds for the development of an RTCC. Depending on scope and scale, total initial costs varies. Birmingham, AL, built a modest RTCC for approximately \$3 million, while New York City's had an initial \$11 million cost.

Recommendation A-29. GPD must conduct a critical skills assessment of its personnel to fully appreciate the potential loss of institutional knowledge. Key knowledge, skills, and abilities should be identified to include certain investigative experience and capabilities, technical skills, and other skills that the loss of would impair the capability of service delivery by the GPD. GPD should be mindful to structural adjust for any single point of failure in this knowledge base and engage on a mentorship and development program for personnel.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-30. Based on the critical skills assessment, the leadership of GPD should consider working with the recognized collective labor to explore the implementation of a "limited duty officer" (LDO) program. An LDO program would target and incentivize the recruitment of lateral police personnel from other agencies that have specific critical skills (e.g. significant experience in violent crime investigations). Rather than hire these laterals through the traditional patrol/FTO route, they would be hired into their area of expertise with employment conditions that limited promotional and transfer opportunities (unless other criteria were met). Such a program should be narrowly tailored to avoid the perception that promotional opportunities are limited and would require significant communication to the rank and file of the organization.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-31. GPD should review all hiring practices to mitigate unintentional introduction of bias and conduct bias awareness training for people involved in the hiring process for all GPD personnel. GPD should further evaluate any requirements for hiring they are not statutorily obligated to for relevance and potential unintended negative consequences and remove any unnecessary components to hiring.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-32. The GPD should develop a “career officer” program that orients experienced officers to promotional and specialty opportunities and assignments to include shadowing or workers in those positions.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-33. The GPD should establish a required practice of a vetted member of the community serving on all promotional and hiring boards.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-34. The GPD should adopt a policy and practice of capturing and documenting all collateral duties in the organization, assessing workload, and dispersing them among the organization based on position.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation A-35. The leadership team, Commanders, and above should have an annual leadership retreat to align vision and priorities, discuss critical matters, and enhance unity of effort.

Cost: Dependent upon venue selected.

Recommendation A-36. The Chief of Police should meet regularly and in person with collective bargaining leadership, Commanders, and Sergeants, to hear from and communicate with these key personnel directly.

Cost: This can be accomplished with internal staff and is cost neutral.

Medium Priority

Recommendations in this category should be undertaken when organizationally feasible. They represent shifts to best practices, needs for future planning, and other recommendations that should be ignored but do not immediately represent organizational vulnerabilities.

Recommendation B-1. To appropriately plan for impacts of the increasing population, the City should hire services or staff to perform professional economic modeling to ensure that the growth in the tax base and current revenue streams will be sufficient to fund increasing costs of expanded City services; if a disconnect is identified, the City can make more agile and timely adjustments.

Cost: While ongoing monitoring of trends could be accomplished by current GPD staff, more robust modeling and projection could require outside expertise in the form of an economic consultant. When requesting a proposal and engaging a consultant, costs for a project can vary widely, potentially exceeding \$30,000. A project like this may necessitate additional ongoing engagement fees.

Recommendation B-2. While the numbers shown in the forecasts are necessarily imprecise, they should be used as a launching point for more rigorous analysis and projection, identifying potential future demand and resource needs. They should be paired with ongoing adaptations to the projections and incorporation of more complex modeling that accounts for variables outside of the scope of this report.

Cost: While ongoing monitoring of trends could be accomplished by current GPD staff, more robust modeling and projection could require outside expertise in the form of an economic consultant. When requesting a proposal and engaging a consultant, costs for a project can vary widely, potentially exceeding \$30,000. A project like this may necessitate additional ongoing engagement fees.

Recommendation B-3. GPD should work with City Fleet Services to adopt EVT certification for all in-house technicians to ensure standardize skill sets, improve maintenance quality, and align with best practices.

Cost: Cost varies depending upon certification process and organization.

Recommendation B-4. GPD Management should consider extending the Traffic Unit's shift to cover the evening rush hour. Alternatively, it should consider scheduling a second Traffic Unit shift.

Cost: This effort could be accomplished by reallocation of current GPD staff, making this recommendation cost neutral.

Recommendation B-5. GPD Management should consider adding a late relief shift to the late shift, staggered by at least one hour as is present in the "Day" and "Swing" shifts. This would relieve disproportionately long call handling times at the beginning of the "Day" shift.

Cost: This effort could be accomplished by reallocation of current GPD staff, making this recommendation cost neutral.

Recommendation B-6. Management should investigate the cause of the proportion of call clearances being accomplished in under 30 seconds. If the cause is determined to be a cultural trend of clearance "by phone," management should consider whether or not this adheres to standards for procedural justice.

Cost: This effort could be accomplished by current GPD staff, making this recommendation cost neutral.

Recommendation B-7. Consider using data points available from radio logs and visualization techniques to expose outliers in performance. This insight can then be used to weigh the costs and benefits of sector-based policing for the agency.

Cost: This effort could be accomplished by current GPD staff, making this recommendation cost neutral.

Recommendation B-8. While the active Property Crimes case level appears to have returned to normal, such a dramatic climb and fall, especially when compared to the other two crime types, must be investigated.

Cost: This effort could be accomplished by current GPD staff, making this recommendation cost neutral.

Recommendation B-9. While it is theoretically possible for such high (and varying) proportions of case assignments and closures to be attributable to post hoc discovery of a shared perpetrator with a current case, past experience suggests that the levels shown above at least warrant further investigation, as to if there is an explanation not immediately apparent from the data provided. This could be indicative of case management practices that do not adhere to best practices and could undermine future use of data for effective organizational management.

Cost: This effort could be accomplished by current GPD staff, making this recommendation cost neutral.

Recommendation B-10. The Greeley Police Department should examine redistributing work in the Chief's Office as staffing and community expectations change. GPD should consider redefining the role of the Deputy Chief of Support Services to a Deputy Chief of Investigations and Special Services. This position would supervise all investigative units, Special Operations and the SWAT, CNT, and Bomb Squad functions.

Cost: This structural change would be most effective with the development of a professional staff equivalent of a Deputy Chief. Cost for organizational realignment is cost neutral.

Recommendation B-11. In addition to the changes to the Deputy Chief of Support Services, the GPD should examine creating a professional staff position equivalent to a Deputy Chief (other departments often title this as a Chief Administrative Office). The portfolio of work for this position would include all professional staff functions, including financial analysis and grants. This would help address organizational stratification between professional staff and sworn personnel.

Cost: Creation of a professional staff equivalent to a Deputy Chief position would cost greater than \$135,000 plus benefits per year (based on other employee salary data).

Recommendation B-12. GPD should consider immediately reassigning Special Operations to Support Services and move SWAT, CNT, and Bomb Squad functions under this position as well.

Cost: Organizational realignment is cost neutral.

Recommendation B-13. GPD should consider expanding the size of the Persons Crimes Unit and creating clearer divisions of specialty (e.g., Homicide and Assault Team, Robbery Team, Sexual Assault and Special Victims Team) with commensurate supervisory increases. As service the community and service demands grow, as do community expectations, this shift will become more imperative.

Cost: This would likely be reflected as an increase in at least one Sergeant and four detectives pending further workload analysis. At current payrates, this could mean up to an approximate \$550,000 plus benefits per year.

Recommendation B-14. The Greeley Police Department should consider expanding its capabilities and regional impact by transitioning the Task Force from a “drug” task force to a regional organized crime task force model. This task force should include its present components, plus the Gang Crime Unit and the Alcohol and Tobacco Investigator, and expand the professional staff to develop a criminal intelligence unit.

Cost: This is organizational realignment and should be or near cost neutral.

Recommendation B-15. GPD should leverage its position as one of the largest police agencies in Northern Colorado to expand the task force to a regional model, with particular attention to police agencies in Larimer and Boulder counties as strategic partners.

Cost: There is no immediate financial impact to the GPD.

Recommendation B-16. The Greeley Police Department should look into technology solutions for report dictation while enforcing policies and practices that hold officers and supervisors responsible for the timely submission and accuracy of reports. This will reduce workload on personnel capital and create a more equitable culture for all of the Greeley Police Department's staff.

Cost: Cost estimates vary depending on the technology solution adopted. This should be examined relative to personnel hours/cost savings from current record staff.

Recommendation B-17. GPD should examine alternative staffing models that allow greater flexibility in personnel assignment relative to workload. As the city grows, transitioning to a staffing model that affords multiple blocks of days off in any given shift (functionally moving the “team” focus from an “A” or “B” to simply shift hours assigned) may be inevitable to meet service demands.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation B-18. Provided proper data capture occurs for patrol, a new workload analysis should be conducted in the future.

Cost: Cost varies dependent on if an outside consultant is contracted or if internal staff has capacity to conduct the analysis.

Recommendation B-19. GPD should develop metrics and practices to capture the full workload of the NAT. This should include capturing community meetings, mediation work, investigative functions, and report writing.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation B-20. GPD should examine realigning SET with potential other police partners in a task force model and consider the selection of personnel for what are fundamentally high-risk operations. Highly trained, tactically proficient personnel are essential to this assignment for the safety of the community, officers, and those they are aiming to apprehend.

Cost: This should have no direct cost impact to the GPD.

Recommendation B-21. GPD should commit to expanding the Traffic Unit to cover evening hours by increasing the size of the unit and forming an afternoon shift. By adding a Sergeant and three officers, resources could be shifted to have one Sergeant and 5 officers deployed on these teams, ensuring a more appropriate span of control. This enhanced coverage will help to address traffic violations and criminal activity, while ensuring technical expertise to quickly and efficiently process traffic related crimes and significant injury of fatal crashes.

Cost: Based on current salary cost only, absent equipment, cost could be an approximate \$450,000 per year plus benefits. Equipment, depending on car or motorcycle deployment could cost \$140,000 or in initial equipment.

Recommendation B-22. If GPD does expand the Traffic Unit, it should consider making the Traffic Unit its own, stand-alone, function outside of Special Operations and create/add a Commander position to supervise the work. This would also allow for better span of control management as the Traffic Unit may expand in the years to come.

Cost: Salary and benefits of one Commander.

Recommendation B-23. The GPD should conduct a study to evaluate the benefits of divesting itself in its animal control function.

Cost: This research can be conducted by internal staff and is cost neutral.

Recommendation B-24. The GPD should establish a biannual review of all “job descriptions” to ensure they properly reflect the responsibilities and assignments of the position and that positions and that job positions have not experienced “mission creep” from the organizational expectation and standard.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation B-25. The GPD should work to develop outward facing data dashboards to improve community awareness of police services.

Cost: Dependent upon technology capabilities of current software and if acquisition of new software is required.

Average Priority

Recommendations in this category represent actions that should be consider but, if not implemented, do not create obvious organizational vulnerabilities and potential litigation exposure.

Recommendation C-1. GPD should consider adopting a more decentralized or “flattened” organization to encourage cross communication, decrease “siloeing”, and create a “one team” purpose driven culture.

Cost: This is a cost neutral; it is a leadership and culture change process.

Recommendation C-2. The City of Greeley establish some ‘north star’ service metrics and targets for GPD in order to evaluate if the department is performing at desired service level and is sufficiently resourced. Could occur during a focused Strategic Planning effort or engaging an SME consulting firm to develop the performance standards.

Cost: Performance target setting and measuring is a specialized field and either requires in-house subject matter expertise to lead the efforts or contracting with a consulting firm to provide the services. If the City determines this is best suited for in-house work, the costs would equate the staff time or FTE dedicated to the work; for instance, if a full-time Analyst were hired to conduct and coordinate this work, it could exceed \$100,000 in salary and benefits costs. If the determination is to contract with a consulting firm to develop an initial body of performance measures and targets, the costs could range from \$20,000–\$50,000 depending upon the established scope of work.

Recommendation C-3. Crime related community-generated calls for service spiked in August and October 2022. Because no immediate explanation is apparent from the data, and this may warrant further investigation. Multiple dramatic spikes in community-generated demand make it highly improbable that there is no explanatory factor. The cause of these spikes should be investigated and determined to allow GPD to anticipate and counteract future spikes prior to their occurrence.

Cost: This effort could be accomplished by current GPD staff making this cost neutral.

Recommendation C-4. GPD should examine the role and staffing of the PIO office and consider moving to a Communications Manager model with dedicated staffing commensurate with workload.

Cost: Dependent on retraining and potential staff additions from cost neutral to approximately \$100,000 per year plus benefits or more.

Recommendation C-5. If GPD opens additional precincts, the role and function filled by NAT should be replicated and moved from a department-wide unit to a precinct/station level specialty unit. This unit should have a more optimal span of control of 1:5 supervisor to line level personnel or better.

Cost: Cost will be dependent upon when the GPD opens a second precinct and could be assessed to the cost of staffing a second precinct. Based current salaries, an approximate \$450,000 plus benefits can serve as an approximate to adjust the role of NAT.

Recommendation C-6. The GPD should consider developing an ACO program supervisor (if they do not divest of Animal Control work) and CSO program supervisor to lead, mentor and manage these programs from a perspective of technical expertise.

Cost: Dependent on salary and benefits offered for these potential positions, if developed.

Recommendation C-7. The GPD should conduct research into developing a behavioral health unit with service coordination capabilities to evaluate potential implementation for the department.

Cost: The initial study can be accomplished with internal staff and is cost neutral.

Recommendation C-8. While the police industry does not have an agreed upon conventions for naming organizations, GPD should adopt a naming schema that considers a unit's size, organizational responsibility, and requisite levels of supervision. This naming schema will assist GPD as it grows and potentially expands to occupy more than a single police building by making the significance and size of a unit apparent as well as establishing minimum acceptable supervision.

Cost: This can be accomplished with internal staff and is cost neutral.

Recommendation C-9. Similarly, establishing clear upper thresholds of supervision before additional supervisors must be added will help GPD as it grows and will ensure that GPD does not take on new responsibilities of tasks without proper personnel strength and supervision.

Cost: This can be accomplished with internal staff and is cost neutral.

Section V: APPENDICES

Appendix A: Internal Stakeholder Feedback

In this section, we have put together a list of input received from interviews with elected officials, police department staff, and City of Greeley collaborative partners. This list was consolidated and condensed from over 100 pages of interview notes. While an effort was made to capture key and core points from stakeholders in this synopsis, there may be some loss of detail. Please note, these are solely opinions and should not entirely be considered factual, as perceptions amongst ranks and the citizens of Greeley may or may not differ based on previous and current experiences:

Strengths that contribute to the success of the Greeley Police Department:

- Positive changes in the testing process for promotions.
- Responsiveness to feedback, including officer requests for specific vehicles.
- Strong recruiting efforts, hiring close to 50–60 new employees in the past two years.
- Emphasis on civilian support staff to shoulder intake workload, aiding investigative units.
- Officers' willingness to take on additional responsibilities, such as self-teaching IT skills.
- Proactive approach to improving fleet services, though still a work in progress.
- Collaboration and communication within the command staff and with city officials.
- Adaptability to new technology, like using the central square system for electronic tickets.
- Openness to change, such as considering civilian investigators for certain tasks.
- Efforts to address morale issues, including open communication with command staff.
- Willingness to engage in collective bargaining and explore new avenues for representation.
- Strong leadership within the organization, including Sergeants taking on leadership roles.
- Efforts to work with officers on shift trades and offer overtime to cover staffing shortages.
- Efforts to encourage proactive policing and moving past the impacts of police reform bills.
- Use of overtime to maintain minimum staffing levels.

- Implementation of an officer wellness program, including a gym and counseling services.
- Recognition of the need for community feedback and involvement, with plans to increase town hall meetings and community outreach.
- Proactive approach to addressing emerging issues like gang and drug problems, with specialized task forces and community-specific approaches.
- Recruitment efforts to attract young people to the field through career days and educational pathways.
- Focus on retaining officers, with low turnover rates and retirements.
- Awareness of staffing challenges and strategic planning to address future needs.

Areas where the police department performs well:

- Recruitment and retention.
- Hiring laterals.
- Positive work environment.
- Infrequent turnover.
- Strategies to reduce backlog and improve efficiency in records management.
- Utilization of artificial intelligence.
- Collaboration with internal teams to streamline processes and enhance reporting accuracy.
- Supportive Command Staff.
- Advocacy for cultural and procedural changes to improve overall performance and accountability.
- Leadership and support to ensure compliance with reporting standards and deadlines.
- Management of day-to-day operations, including budgeting, forecasting, and resource allocation.
- Mentorship and guidance to enhance team members' skills and professional development.
- Keeping current with industry trends and best practices.

- Establishment and maintenance of relationships with industry partners and stakeholders.
- Regular performance evaluations and feedback to team members.
- Contribution to the development and implementation of divisional strategies and goals.
- Benefits of the five-year rotation for detectives, providing new perspectives and skill development.
- Skill development opportunities for detectives, such as interview skills and data research.
- Implementation of consistent citywide evaluations, despite challenges.
- Victim advocate program contacting victims in 98% of cases, with a focus on improving services.
- Proactive tracking of victim contacts for improved services.
- Victim advocate specialist position showing commitment to improving victim services.
- Advocacy for fair pay for victim advocates doing advocate duties.
- Well-structured team with clear roles for victim advocates, data coordinators, and volunteer managers.
- Grant funding to support victim services.
- Central office location for victim services.
- Supportive atmosphere for victim advocates, with access to mental health support.
- Focus on maintaining victim privacy and confidentiality.
- Pride in unit and services, indicating commitment to excellence.
- Partnerships with other agencies and recognition for quality services.

Areas where the police department could make improvements:

- Provide greater career development opportunities for professional staff, line level officers, and first-line supervisors.
- Address concerns about core detectives potentially resting on their laurels without ongoing evaluation.
- Increase investments in the Real Time Crime Center (RTCC).
- Build a substation on the west side of the city.

- Hire more police officers and detectives.
- Bridge gaps between command staff and the association.
- Increase diversity in police officers and women.
- Restructure the records bureau to a more hierarchical structure with defined lines of supervision.
- Improve information sharing between detectives and patrol officers.
- Allocate more officers to the SET Team.
- Specialize CSOs more.
- Ensure Animal Control Officers are available 24/7.
- Expedite report approvals and corrections turnaround from Sergeants.
- Provide clearer direction and consistency from Commanders.
- Implement consistent training systems.
- Involve all relevant parties in decision-making.
- Establish a standardized training platform.
- Address internal union issues and competing interests.
- Improve the credibility of anonymous surveys and feedback mechanisms.
- Enhance officer value and appreciation.
- Balance metrics and numbers with quality of work and community engagement.
- Expedite the replacement of aging vehicles and issue patrol shotguns.
- Improve communication and collaboration between officers and leadership.
- Address staffing challenges to retain experienced detectives.
- Ensure timely access to central square.
- Address limitations on overtime pay.
- Improve communication and coordination with other agencies.
- Provide better access to mental health support for volunteers.
- Address challenges in obtaining police reports and protection orders.
- Improve capacity to handle an increase in violent crimes and child crimes.
- Fully utilize non-enforcement community engagement and community policing activities.

- Enhance transparency in measuring success, particularly in diversity and inclusion.
- Develop metrics for measuring success in diversity and inclusion efforts.
- Upgrade technology, such as dashboards and data analytics.
- Manage the impact of rapid community growth on staffing and resources.
- Balance tradition and innovation in staffing and recruitment practices.
- Improve communication and decision-making processes within the department.
- Increase diversity in decision-makers.
- Enhance community involvement and storytelling for improved public perception and trust.
- Address gaps in investigating young gang members involved in violent crimes.
- Manage workload and resource challenges due to growth.
- Maintain high standards of investigations and case filings.
- Improve communication and interaction with certain department leadership.
- Thoughts on staffing levels:
- Address poor benefits compared to other agencies.
- Mitigate recruitment challenges from other agencies like Windsor.
- Manage the loss of experienced officers.
- Enhance safety and recruitment with Real-time Information Center implementation.
- Ensure accountability for supervisors and Commanders.
- Provide monetary incentives for officers taking on additional duties.
- Highlight the attractiveness of 10 hours of guaranteed training per month.
- Maintain a variety of career paths and growth opportunities.
- Sustain a positive reputation in Northern Colorado.
- Utilize job advertising outside of Greeley.
- Address funding cuts to victim services.
- Reduce reliance on grants for funding.
- Manage staffing challenges and volunteer management.
- Address inadequate staffing levels compared to other victim services units.
- Ensure resources to respond to every victim rights act crime.

- Manage retirement benefits and potential changes.
- Implement models for keeping retirement costs low.
- Address potential tax increase for public safety staffing funding.
- Thoughts on Community Policing:
 - Continue professionalism and high standards.
 - Maintain integrity and trust within the community.
 - Remain responsive to community needs and concerns.
 - Continue strong training for officers.
 - Utilize technology to streamline processes.
 - Continue recruitment efforts and maintain a diverse workforce.
 - Maintain effective communication with the community.
 - Ensure transparency and openness in engaging with the public.
 - Foster collaboration with other agencies and organizations.
 - Handle disciplinary issues internally.
 - Maintain a dynamic relationship between police departments.
 - Address national challenges in recruiting and retaining police officers.
 - Improve staffing to support proactive community engagement efforts.
 - Address crime trends and community safety issues in diverse neighborhoods.
 - Address the impact of poverty and socioeconomic factors on crime rates.
 - Address intergenerational habits affecting children's perceptions of police.
 - Showcase the positive side of law enforcement to young children.
 - Tailor community policing to community needs.
 - Acknowledge personal bias and engage in candid discussions.
 - Appreciate professionalism and visibility of the department in the community.

Top critical issues facing the Greeley Police Department:

- Difficulty gaining full buy-in for new initiatives.
- Managing workload with limited resources and staffing.
- Resistance to cultural and procedural changes.

- Limited flexibility in budget and resource allocation.
- Navigating organizational hierarchies and decision-making.
- Implementing changes due to entrenched practices.
- Managing conflicts and disagreements within the team.
- Securing approval for additional resources or positions.
- Resistance to change from certain team members.
- Limited support for professional development.
- Balancing operational needs with budget constraints.
- Limited opportunities for career advancement within the professional staff.
- Perception of favoritism and disregard for dissenting opinions within leadership.
- Overworked professional staff due to low pay and high caseloads.
- Minimal feedback loop from officers to command.
- Outdated practices and lack of support from the city IT department.
- Limited resources for specialized units and issues with fleet services.
- Inconsistent application of policies and challenges with the new HR-driven evaluation system.
- Limitations in prosecuting certain cases and impacts of tragedies on morale.
- Need for more officers to improve response times and presence.
- Challenges in maintaining proactive and social community programs.
- Ongoing efforts needed to improve diversity, equity, and inclusion.
- Potential for increased partnership and recruiting events with UNC.
- Frustration with legislation limiting police effectiveness and public safety.
- Concerns about leniency in the legal system and challenges in dealing with the homeless population.
- Need for open communication channels with the community.
- Developing the next generation of agency leadership.
- Dealing with misinformation and maintaining public trust.
- Water access and land availability driving population growth.
- Affordable living in Greeley compared to neighboring areas.

Describe your experiences with the police department:

- Positive personal connection with Chief Turk and trust in his leadership.
- Belief in the effectiveness of the Police Department in ensuring public safety.
- Engagement with social media for approachable and informative presence.
- Efforts to build trust with communities of color, including partnerships with university programs.
- Engagement with youth through programs like Fishing with a Cop and Donuts with Cops.
- Community outreach efforts, including neighborhood interactions and local event engagement.
- Positive perception of the Police Department's response to incidents and management of information.
- Partnerships with UNC, including guest lectures and presentations in criminal justice programs.
- Proactive engagement with the community, including career panels and educational opportunities.
- Recognition of the need for community diversity, equity, and inclusion efforts.
- Desire to support K-12 students with diverse needs and backgrounds.
- Acknowledgment of the importance of exposing students to various career opportunities.
- Efforts to ensure diversity within university staff and police department.
- Advocacy for genuine qualifications in diverse hiring practices.
- Commitment to community engagement and partnership between the university and police department.
- Efforts to increase college accessibility for low-income families.
- Support for community outreach programs to promote diverse career paths.
- Recognition of the need for vulnerable conversations around bias and racism.
- Acknowledgment of the challenging nature of policing and the importance of addressing bias.
- Recognition of positive community support for the police department.
- Acknowledgment of the importance of protecting human and civil rights in policing.

- Support for stronger moral compasses in policing decisions.
- Appreciation for the hard work and dedication of the police department.
- Strong personal relationship between the UNC Police Department chief and the Greeley Police Department chief.
- Improved connections and cooperation between the two police departments.
- Positive changes in the culture of cooperation and collaboration between law enforcement agencies.
- Focus on community policing and building relationships with the public.
- Perception of the Greeley Police Department as respectful and responsive.
- Desire for more proactive community engagement from law enforcement.
- Recognition of the impact of poverty and socioeconomic factors on crime rates.
- Face-to-face community outreach by the neighborhood action team.
- Professionalism and responsiveness of the police department.
- Strong relationship with local businesses and migrant populations.
- Effective communication through social media.
- Handling of major incidents like the murder case in 2022.
- Collaborative efforts like the Crime Collaborative to address theft issues.
- Focus on technology integration for crime prevention and investigation.
- Elected officials' deep personal connection to the Police Department and support for their work.
- Recognition of challenges facing the department, especially in terms of explosive growth and retaining quality officers.
- Concern about potential sacrifices in quality for quantity due to recruiting and retention challenges.
- Criticism of the lack of diversity in the department and challenges with recruitment in underrepresented communities.
- Concerns about the potential to double in size of the department in the next 15 years.

Appendix B: Community Survey Results

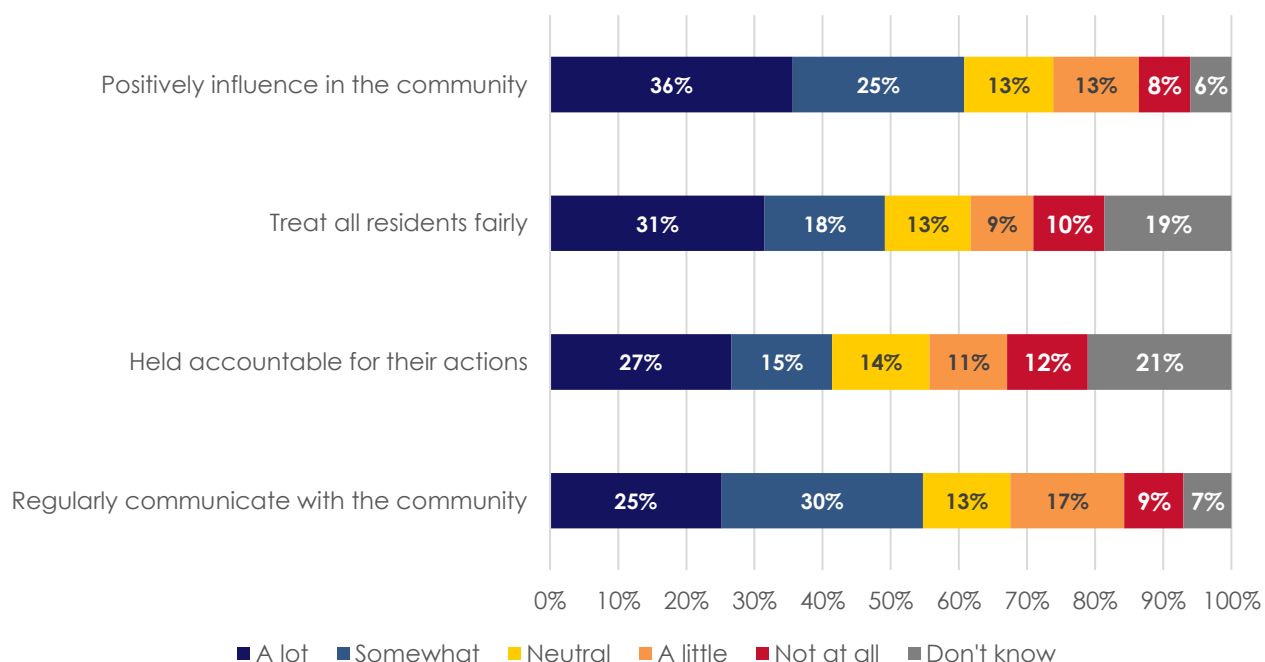
Survey Overview

On April 10, 2024, the Greeley Police Department, in collaboration with AP Triton, conducted a community meeting to introduce the launch of a comprehensive survey as part of this Organizational & Operational Study. This survey was designed to gather insights from residents of Greeley regarding their perceptions, experiences, and suggestions for improving the local police department's operations and engagement with the community.

To ensure broad accessibility and inclusivity, the survey was made available in both English and Spanish. It was open for a period of two weeks, during which we received a total of 416 responses—415 in English and 1 in Spanish. The following sections detail the findings and insights derived from the community's feedback, which are instrumental in guiding future initiatives and adjustments within the Greeley Police Department.

The following is a demographic snapshot of the survey respondents:

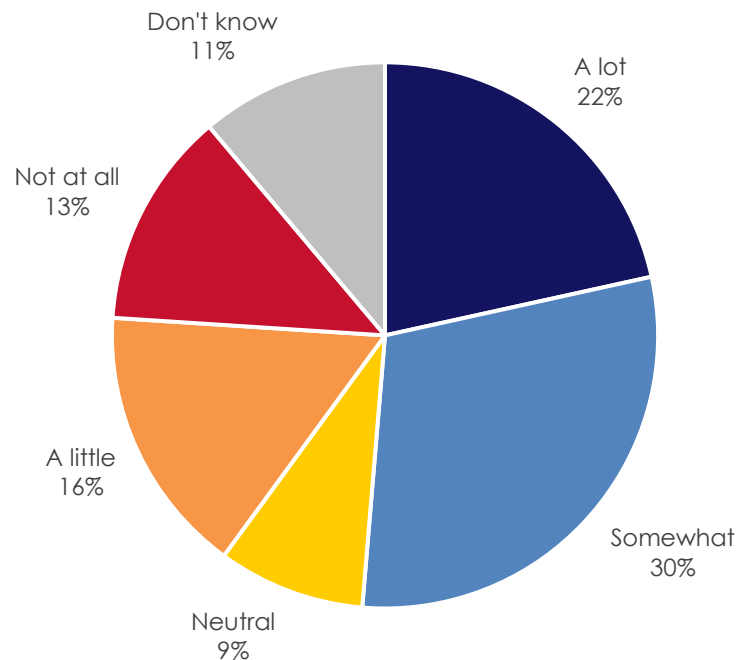
- **Gender Distribution:** Females make up a majority of the respondents at 57%, amounting to 234 individuals. This is followed by males at 35% or 146 individuals, with an additional 8% (32 individuals) preferring not to disclose their gender.
- **Race/Ethnicity:** The survey predominantly features responses from White/Caucasian individuals, who constitute 76% of the participants (313 individuals). Hispanics or Latinos represent the next largest group at 12% (48 individuals), with smaller representations from American Indian/Alaskan Native (4%), African American/Black (2%), and Asian or Pacific Islander backgrounds (1%). An additional 2% specified 'Other' ethnic backgrounds, and 11% chose not to answer.
- **Age Distribution:** The age distribution heavily favors older adults, with 26% of respondents being 65 and over. Those in the 35-44 and 45-54 age brackets represent 19% and 18% of the survey population, respectively. Younger demographics are less represented, with only 2% between 18-24 years.
- **Geographical Distribution:** A significant majority of the responses come from Area C of the city, which accounts for 52% of the total responses. Area B follows with 27%, and Area A with 17%. Area D has minimal representation at just 3%.

Q1. To what extent does the Greeley Police...**Figure 113: Community Perceptions of Police Engagement**

While there are positive indications of community engagement, accountability, and fairness by the Greeley Police Department, the survey results also point to significant areas for improvement. Enhancing transparent communication, increasing accountability measures, and ensuring fair treatment can further build community trust and support for the police department. These efforts should be continuously monitored and adjusted based on ongoing community feedback and changing local dynamics.

Q2. Community policing involves officers in Greeley Police working with the community to address the causes of crime in an effort to reduce the problems themselves through a wide range of activities. Based on this definition, to what extent do you think Greeley Police practices community policing?

Figure 114: Perception of “Community Policing”



The survey results suggest that the majority of the community perceives the Greeley Police Department as having a positive influence, with over a third of respondents indicating strong positive perceptions. However, there is a notable portion of the community that feels improvements are needed. The data highlights the importance of continued efforts in community policing, transparency, and engagement strategies to enhance perceptions and effectiveness further. These efforts should be inclusive and address the concerns of those who feel less positively influenced, aiming to build broader community trust and cooperation.

Q3. In your opinion, what are some ways the police department can improve its services and relationship with the community? Please provide specific suggestions or instances.

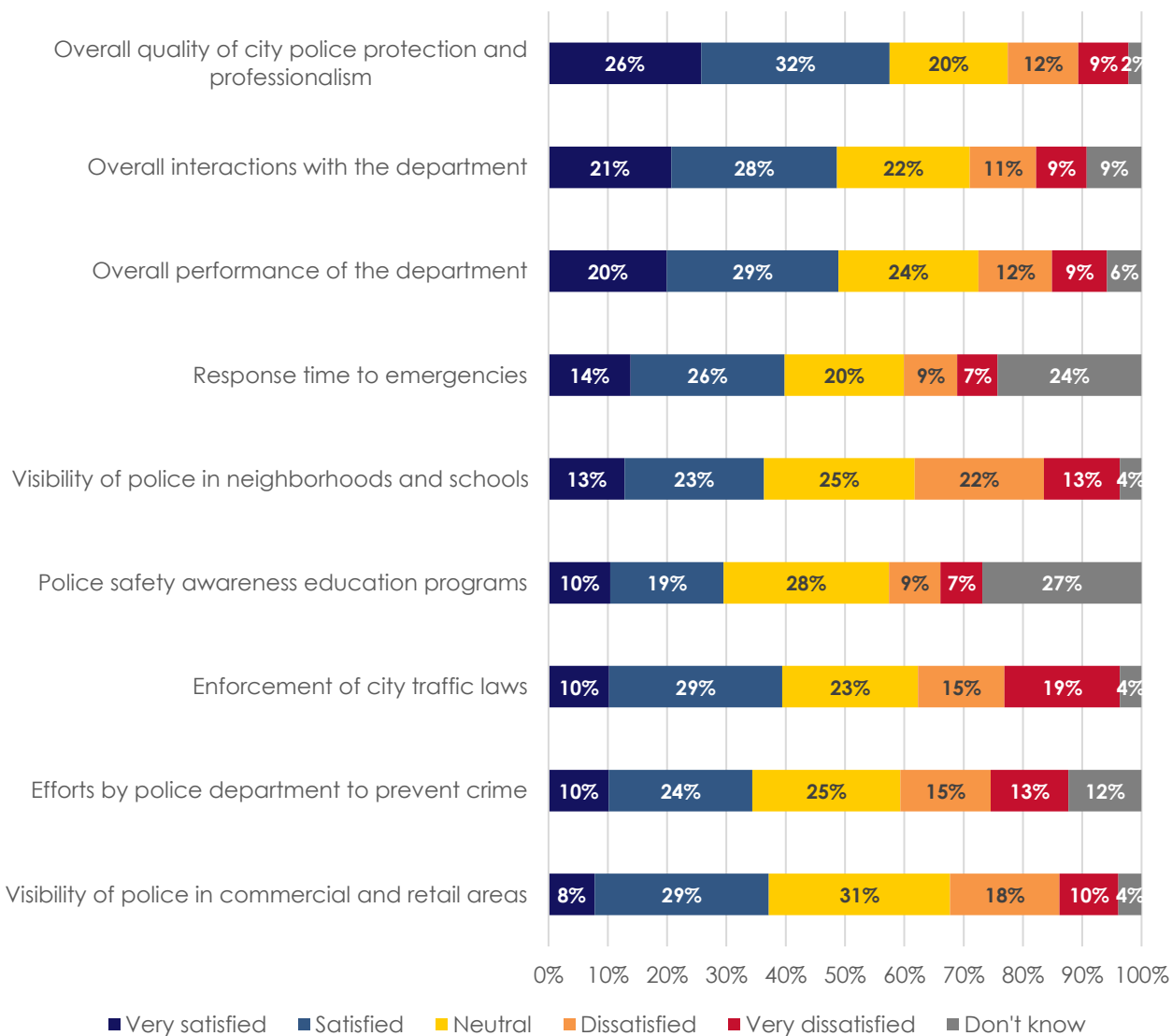
Based on the community responses regarding ways the police department can improve its services and relationship with the community, several key themes and suggestions emerge:

- **Increased Visibility and Presence:** Many residents expressed a desire for more police presence in their neighborhoods and during community events. Suggestions included more patrols, especially during school drop-offs and in high-traffic areas, and having officers be more approachable and engaged during their patrols, such as by stopping to chat with residents or being present at local activities.
- **Community Engagement and Outreach:** Respondents highlighted the importance of the police being involved in the community beyond just enforcement. This includes attending community events, engaging with local businesses, and proactive interactions with residents to build trust and rapport. Programs like "Coffee with a Cop" and community forums were mentioned as valuable for improving relationships.
- **Focus on Traffic and Safety Concerns:** Many comments focused on the need for better traffic enforcement, such as addressing speeding, running red lights, and ensuring safer school zones. The community also expressed concerns about specific areas where pedestrian safety improvements, like crosswalk signals, are needed.
- **Enhanced Training and Professionalism:** Suggestions were made for better deescalation training and general professional conduct, including treating all community members with respect and dignity, regardless of the situation. There was also a call for training on how to interact with individuals with disabilities or those experiencing mental health crises.
- **Transparency and Accountability:** Residents want more transparency about police activities and decisions. This includes clearer communication about police priorities and more openness regarding how officers are held accountable for their actions.
- **Diversity and Inclusivity:** The community expressed a desire for the police force to reflect the diversity of the community it serves and for officers to receive training on cultural competency and non-bias to ensure equitable treatment of all community members.

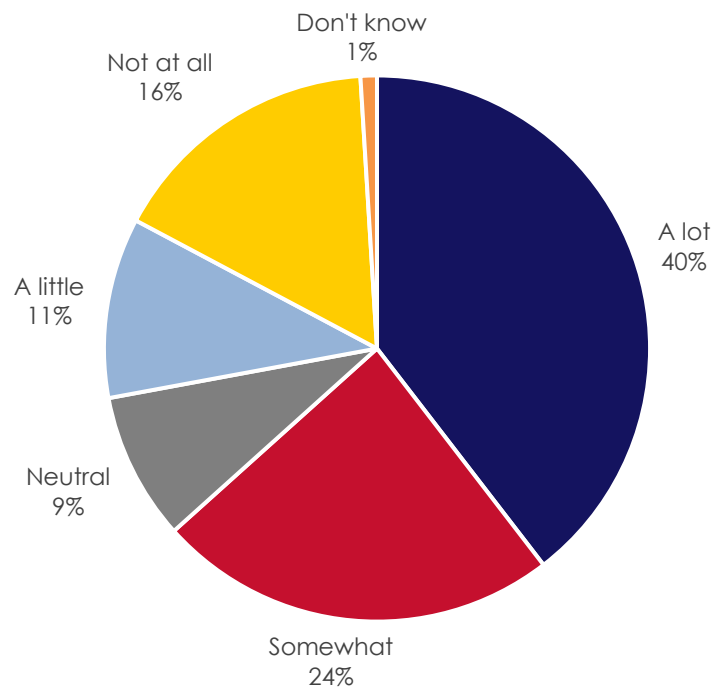
Overall, while many respondents acknowledged the challenges faced by the police, there is a clear desire for increased engagement, visibility, and accountability to foster a safer and more trusting relationship between the police department and the community.

Q4. Please rate your level of satisfaction with the Greeley Police Department. How satisfied are you with...

Figure 115: Community Satisfaction with Greeley Police Department Services



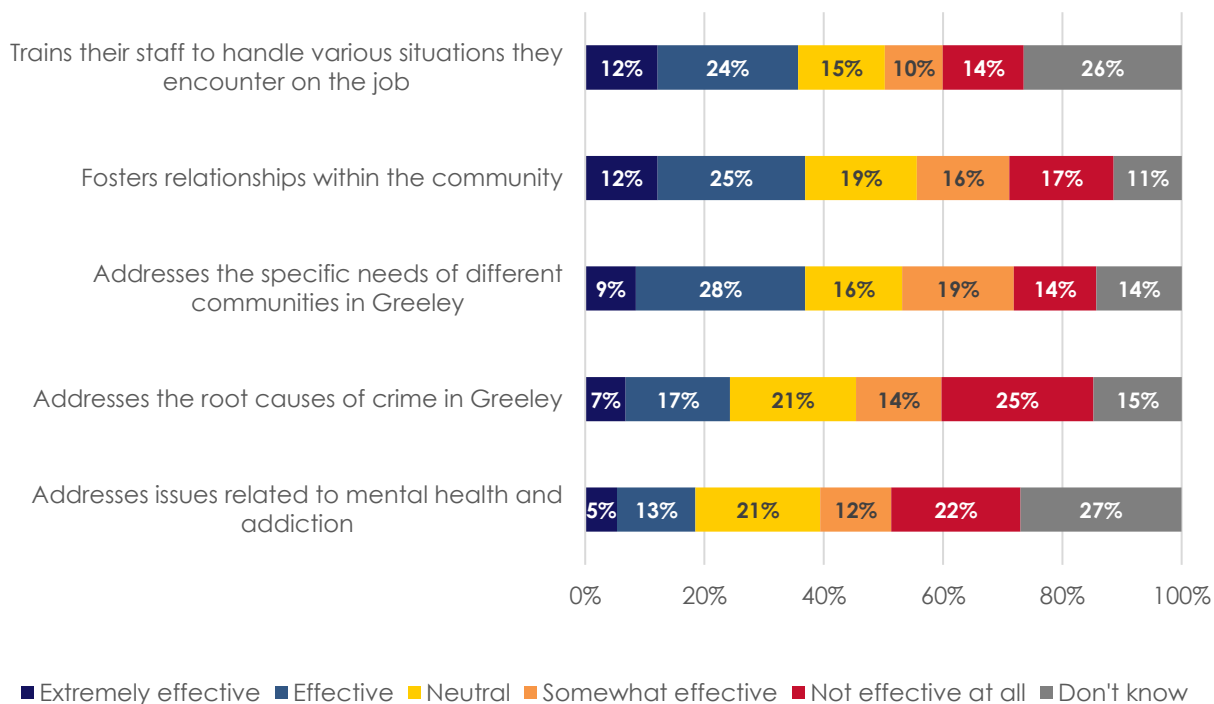
While there are areas of strength, notably in police interactions and professionalism, the data clearly indicates critical areas for improvement, particularly in visibility, response times, and proactive crime prevention. Addressing these concerns through strategic initiatives could enhance community trust and satisfaction with the Greeley Police Department.

Q5. To what extent do you trust the police department?**Figure 116: Community Trust in the Greeley Police Department**

The Greeley Police Department enjoys a relatively high level of trust among the community members surveyed. However, the data also indicates a notable portion of the population that remains skeptical about the police's role and effectiveness. To enhance trust across the community, it would be beneficial for the department to engage more deeply with those who have lower levels of trust, address their specific concerns, and enhance transparency and accountability in their operations. This approach could help in building a more universally trusted and effective police force in Greeley.

Q6. Please rate the level of effectiveness with the Greeley Police Department. How effective do you feel the police department...

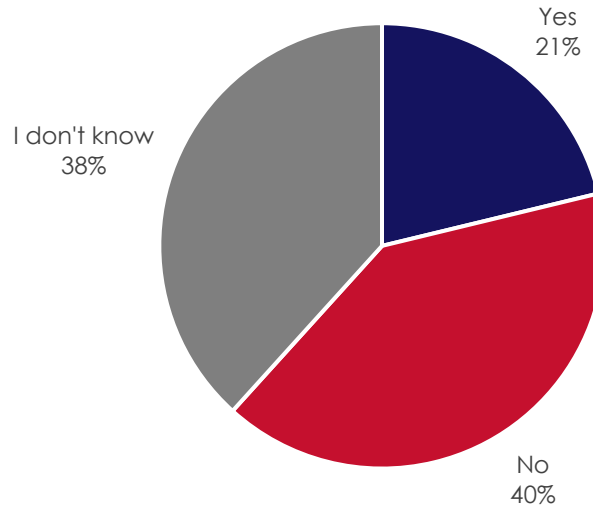
Figure 117: Community Perception of Effectiveness in the Greeley Police Department



Overall, the data indicates moderate to low satisfaction with how the Greeley Police Department handles key aspects of its responsibilities, with notable concerns about mental health and crime prevention strategies. While there is a solid foundation in staff training and addressing specific community needs, enhancing effectiveness in other areas could significantly improve public trust and satisfaction. Promoting greater transparency and engagement, particularly in mental health and preventive policing, could bridge the existing gaps between community expectations and police performance.

Q7. In your opinion, does the current funding for the police department allow it to effectively carry out its responsibilities?

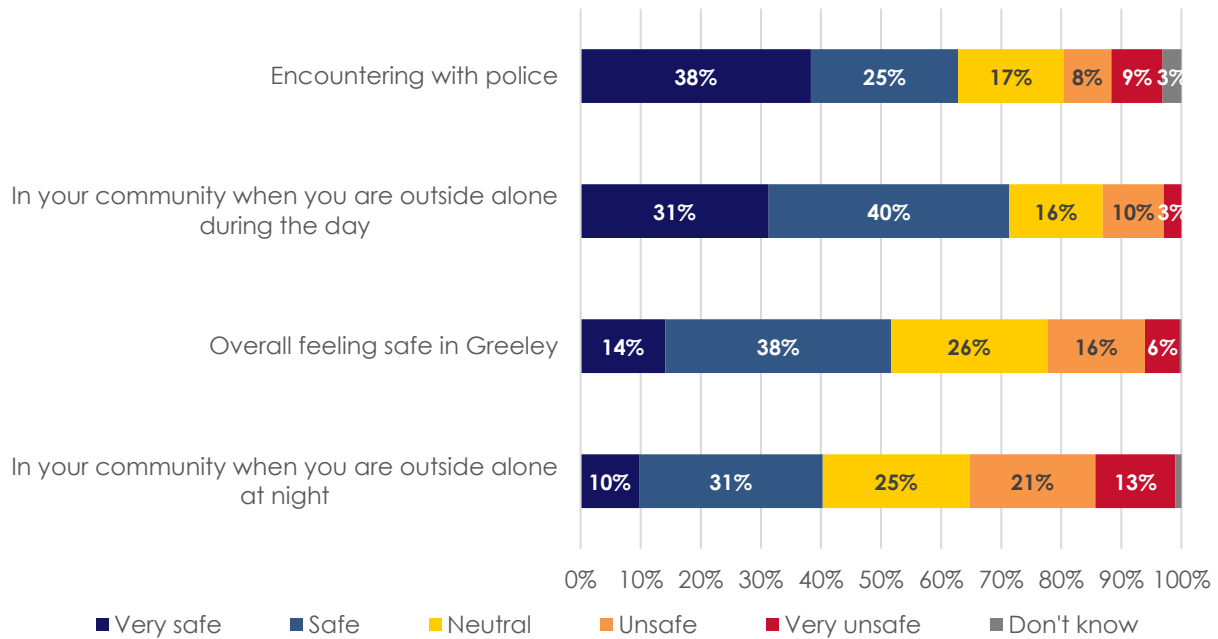
Figure 118: Community Perceptions of Police Funding Effectiveness



The survey results suggest a community perspective that leans more towards the belief that the Greeley Police Department is underfunded. Additionally, the high level of uncertainty indicates a need for greater transparency and communication from the police department regarding how funds are used and the challenges they face.

Q8. Please rate how safe you feel in the following situations. How safe do you feel...

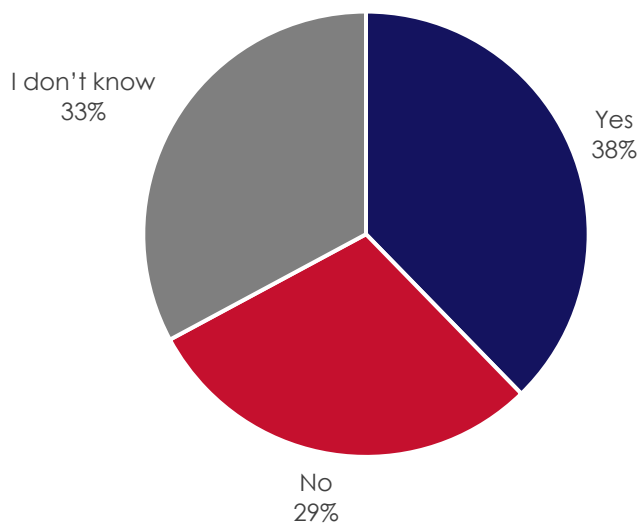
Figure 119: Community Safety Perceptions in Greeley



Overall, while Greeley residents feel relatively safe, particularly during the day, there are specific concerns that could be addressed to improve the community's overall sense of security. Enhanced community policing efforts and targeted safety improvements, especially at night, could further enhance these perceptions of safety.

Q9. Do you think the police department reflects the diversity of the community it serves and actively includes all community members in its operations?

Figure 120: Community Perceptions of Police Department Diversity in Greeley



The mixed perceptions highlighted by the survey suggest that while some community members recognize efforts towards diversity and inclusivity, there is a considerable portion of the population that either disagrees or is unaware of these efforts. This signals a need for the Greeley Police Department to enhance their outreach and perhaps increase transparency about their diversity initiatives and community involvement strategies.

Appendix C: Data Appendices

How Received	System	Definition	Call Count
Officer Report/Radio/Responder Initiated/Self Assign	Spillman/ Central Square	Officer proactively initiates intervention, e.g., Traffic Stop	199,632
TELEPHONE	Spillman	Dispatch receives request for law enforcement assistance via non-emergency line	138,242
911 LINE/911	Spillman/ Central Square	Dispatch receives request for law enforcement assistance via 911 emergency line	98,650
Administrative	Central Square	Dispatch receives request for law enforcement assistance via phone (non-emergency), text or alarm	39,801
SAFE 2 TELL/Safe2Tell	Spillman/ Central Square	Dispatch receives request for law enforcement assistance via https://safe2tell.org/	882
ALARM	Spillman	Dispatch receives notification of alarm trigger in community	558
TEXT-DO NOT USE/Text to 911	Spillman/ Central Square	Dispatch receives request for law enforcement assistance via text message	491
STATE TT/NLETS/Teletype	Spillman/ Central Square	Dispatch receives request for law enforcement assistance via teletype	454
WEB REPORT	Spillman	Dispatch receives request for law enforcement assistance via GPD website	47
E-MAIL/Email	Spillman/ Central Square	Dispatch receives request for law enforcement assistance via email	22
CITIZEN REPORT/IN PERSON	Spillman	Community member requests law enforcement assistance in person	27
<blank value>	Central Square	Officer proactively initiates intervention, e.g. Traffic Stop. Alternatively, dispatch receives request, and does not log source (any other possible, besides 911)	46,618

Definitions of How Calls for Service are Received

The table above defines the various methods requests for law enforcement assistance are received by the Weld County Public Safety dispatch system. Values are contributed by both the Spillman Technologies system prior to 11/2022 and the Central Square system after that. Many of them are shared or have slight differences in syntax (E-MAIL vs. Email). Of note, the Central Square system groups non-emergency telephone, text, and alarm requests under “Administrative,” a value proactively provided by the dispatcher. Central Square only automatically populates the How Received value when a call is placed to the 911 line. Blank values in the Central Square system signal that an officer either proactively initiated an intervention (“On View”), or the dispatcher received a request from the community and did not log the avenue by which it was received. Because of these unknown possibilities, calls with blank values are omitted from the Community Generated Demand analysis of this report.

List of Call Types in Greeley Computer Aided Dispatch System

The following figure shows the 206 available call types across the Spillman and Central Square systems. Many of them are shared or have slight differences in syntax. Some values have been modified for legibility, though no further transformation to assist grouping across systems has been attempted. The general category of the call is also listed, as determined by the author of this report.

Type	Category	Call Count
Traffic Stop	Traffic	113,213
Follow Up	Other	69,833
SUSPICIOUS INCIDENT	Disorder	36,930
Meet	Other	36,525
NEIGHBORHOOD HOT SPOT PATROL	Other	24,143
Check Wellbeing	Disorder	24,068
Animal Complaint	Disorder	18,904
Disturbance	Disorder	16,770
UNWANTED PERSON	Disorder	10,504
Traffic Complaint	Traffic	8,927
HARASSMENT	Crime	8,112
COLD THEFT	Crime	7,454
Neighborhood Patrol Hot Spot	Other	7,364
Citizen Contact	Other	6,751
WARRANT ARREST/ATTEMPT	Assist	6,461
TRAFFIC ACCIDENT NON-INJURY	Traffic	6,319
ALARM BURGLARY	Alarm	5,871
Traffic Accident Hit and Run	Traffic	4,647
Traffic Hazard	Traffic	4,347
Assist Other Agency	Assist	4,235
Civil Process	Civil	4,030
DO NOT USE	Other	3,916
Noise Complaint	Disorder	3,569
DOG AT LARGE	Disorder	3,505
CODE ENFORCEMENT	Crime	3,469
COLD ASSAULT	Crime	3,355
Theft	Crime	3,057
STOLEN VEHICLE COLD	Crime	2,917
VANDALISM COLD	Assist	2,673
ASSIST MEDICAL	Disorder	2,607
Fireworks Complaint	Crime	2,517
CONTROLLED SUBSTANCE CALL	Crime	2,270

Type	Category	Call Count
Traffic Accident	Traffic	2,241
FOUND/LOST PROPERTY	Other	1,984
Runaway Juvenile	Civil	1,893
Follow Up Attempt	Other	1,854
Loud Party	Disorder	1,831
Citizen Assist	Other	1,830
911 HANGUP	Other	1,778
Burglary Alarm	Alarm	1,728
Subject With A Warrant	Assist	1,711
Code Violation	Disorder	1,691
Attempt Suicide	Civil	1,648
Shots Fired	Disorder	1,602
Request for Supervisor	Other	1,588
Animal At Large	Disorder	1,556
TRESPASS COLD	Crime	1,411
Stolen Vehicle	Crime	1,404
School Assignment	Community Policing	1,366
TRAF ACCIDENT UNKNOWN INJURY POLICE	Disorder	1,326
Assault	Traffic	1,308
Hold Up Alarm	Crime	1,281
Barking dog	Alarm	1,270
Loud music	Disorder	1,266
BURGLARY COLD	Disorder	1,252
TRAFFIC ACCIDENT WITH INJURY	Crime	1,144
Vandalism	Traffic	1,121
Disturbance With Weapons	Crime	1,029
THEFT IN PROGRESS	Disorder	923
Trespass	Crime	919
Parking complaint	Disorder	881
Missing Adult	Disorder	846
Fraud	Civil	838
DOG AT LARGE VICIOUS	Crime	829
Probation Client Home Visit	Disorder	785
Drug Related Activity	Assist	737
Area Watch	Crime	736
Property	Disorder	723
Restraining Order Violation	Other	695
Hang Up	Crime	669
BURGLARY IN PROGRESS	Other	656

Type	Category	Call Count
Detail	Crime	652
RESTRAINING ORDER VIOLATION NO THREAT PRESENT	Other	644
Auto prowl/trespass - co	Crime	608
COLD SEX OFFENSE	Crime	591
TRESPASS IN PROGRESS	Crime	539
Mental Health Crisis	Crime	518
Parking Complaint	Civil	504
Sexual assault	Disorder	500
Traffic Accident Unknown Injury	Crime	471
Animal bite	Traffic	443
RESTRAINING ORDER VIOLATION W/ THREAT PRESENT	Disorder	415
Restraining Order Violation	Crime	408
Medical Assist	Crime	402
Missing Child	Assist	392
Bar Check	Civil	391
Business Check	Disorder	375
SPECIAL VICE ENFORCEMENT	Disorder	375
Burglary	Crime	373
Sex Offense	Crime	370
Abandoned vehicle	Crime	317
Trespass In-Progress	Disorder	314
Aggressive Animal At Large	Disorder	312
Theft In-Progress	Disorder	260
Residential Structure Fire	Crime	244
GROUND COVER FIRE	Assist	233
OFFICER REQUESTING BACKUP	Assist	215
VANDALISM IN PROGRESS	Other	215
STOLEN VEHICLE IN PROGRESS	Crime	207
Prison Transport	Crime	199
Medical Assist - Echo	Assist	191
Liquor Violation	Assist	182
Foot Patrol	Crime	171
Menacing – cold	Other	160
ROV In-Progress	Crime	153
Assault in progress	Crime	147
WEAPON	Crime	145
Message	Disorder	140
Robbery	Other	140
Shooting	Crime	132

Type	Category	Call Count
COMMERICAL STRUCTURE FIRE	Crime	122
Person Locked in Vehicle	Assist	119
Noisy vehicle	Disorder	116
Vin Inspection	Disorder	108
ICCS	Civil	102
Small Vegetation Fire	Other	99
FIRE ALARM	Assist	98
Stabbing	Alarm	95
VEHICLE FIRE	Crime	94
Overdose	Crime	89
Selective Enforcement	Assist	89
Vandalism In-Progress	Other	85
Auto prowl/trespass In-Progress	Crime	80
SEX OFFENDER REGISTRANT	Crime	80
Request for Backup	Disorder	75
Menacing in progress	Other	72
Alarm - other	Crime	70
COLD ROBBERY	Alarm	66
Stolen Vehicle In-Progress	Crime	59
Hazmat	Assist	54
Medical	Crime	54
Recovered stolen vehicle	Assist	51
PROBLEM ORIENTED POLICING REPORT	Disorder	47
HOME VISIT	Other	44
Stampede-LAW	Civil	40
Vehicle Fire - passenger	Disorder	39
Kidnapping	Assist	38
REQUEST ASSISTANCE FROM F/A	Crime	38
ARMED ROBBERY IN PROGRESS	Other	38
SHOOT VICTIM AT MED FACILITY	Crime	33
Sex Offender Registration	Assist	28
Traffic Accident - Extricate	Crime	24
Stand By	Traffic	23
EXPLOSION LAW, FIRE, EMS	Other	23
Commercial Structure Fire	Assist	22
STABBING COLD	Assist	22
Bomb Threat	Crime	21
Certified Vin Inspection	Disorder	20
Fraud in progress	Disorder	20

Type	Category	Call Count
Shooting - patient at hospital	Crime	19
SEX OFFENSE IN PROGRESS	Assist	17
Explosion	Disorder	17
Bailiff Duties	Crime	15
Problem Oriented Patrol	Assist	15
Multi Family Structure Fire	Disorder	15
Repossession	Other	14
Robbery In-Progress	Assist	14
VIN CHECK	Civil	13
Suicide	Crime	12
Kidnapping – cold	Crime	11
Range Training	Disorder	11
Shooting - cold	Civil	11
STAB VICTIM AT MED FACILITY	Other	10
Large Vegetation Fire	Crime	10
Stabbing - patient at hospital	Assist	10
Oil and Gas Fire	Assist	9
Private Tow	Assist	8
TRAFFIC ACCIDENT UNKNOWN INJURY	Traffic	8
SUSPICIOUS ACTIVITY	Civil	8
ARSON	Assist	8
Deliver message	Crime	7
Vehicle Fire - commercial	Disorder	7
Sex Offense In-Progress	Other	7
Mental Health Crisis - weapon	Assist	7
Traffic Accident - Commercial	Crime	6
INVESTIGATED DEATH	Civil	6
Citizen Transport	Other	5
Vice Enforcement Unit	Assist	5
Foot Pursuit	Other	5
Residential Structure Fire	Traffic	5
Assault - NJC	Other	4
Kidnapping in progress	Assist	4
ASSAULT IN THE JAIL	Crime	3
SICK AND INJURED POLICE/FIRE	Crime	3
Airplane Crash	Assist	3
RAPE	Crime	3
ACTIVE ASSAILANT	Crime	2
TRAFFIC PURSUIT	Traffic	2

Type	Category	Call Count
Test Problem Nature	Crime	2
Littering violation	Other	2
Mauling	Disorder	2
TRAFFIC ACCIDENT - COLD	Assist	2
ANIMAL ATTACK ON A PERSON	Traffic	2
Aircraft - inflight emergency	Disorder	2
HAZARDOUS MATERIALS INCIDENT	Disorder	2
Aircraft - downed aircraft	Traffic	1
EMD Transfer	Other	1
ZZ TRAFFIC ACCIDENT - DUI	Assist	1
CONAN	Assist	1
CERTIFIED VIN CHECK	Other	1
Suspicious vehicle	Disorder	1
Injured dog	Crime	1
FORGE	Disorder	1
ALL POINTS BULLETIN	Disorder	1
CURFEW VIOLATION	Assist	1
FIRE ASSIST	Assist	1

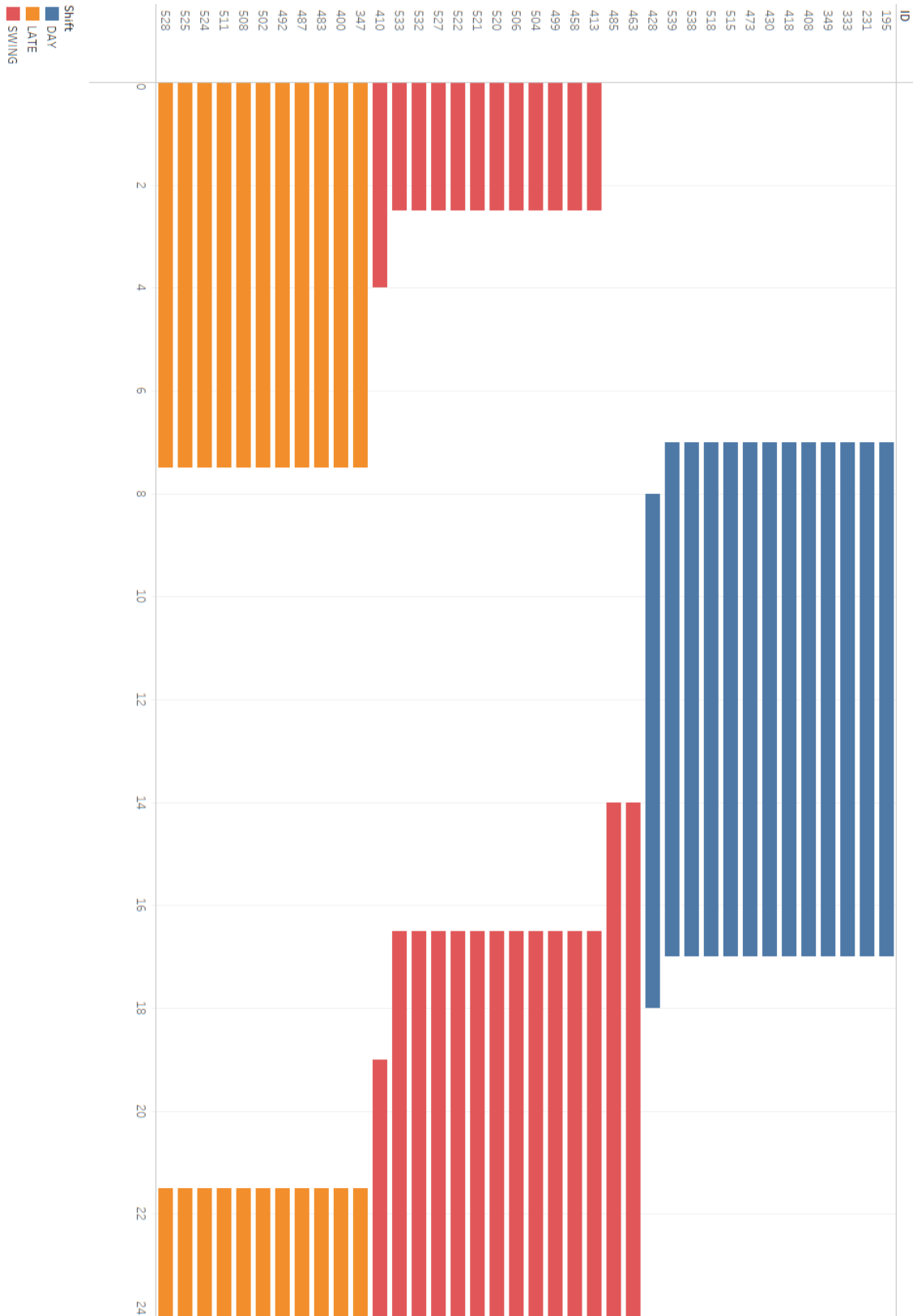
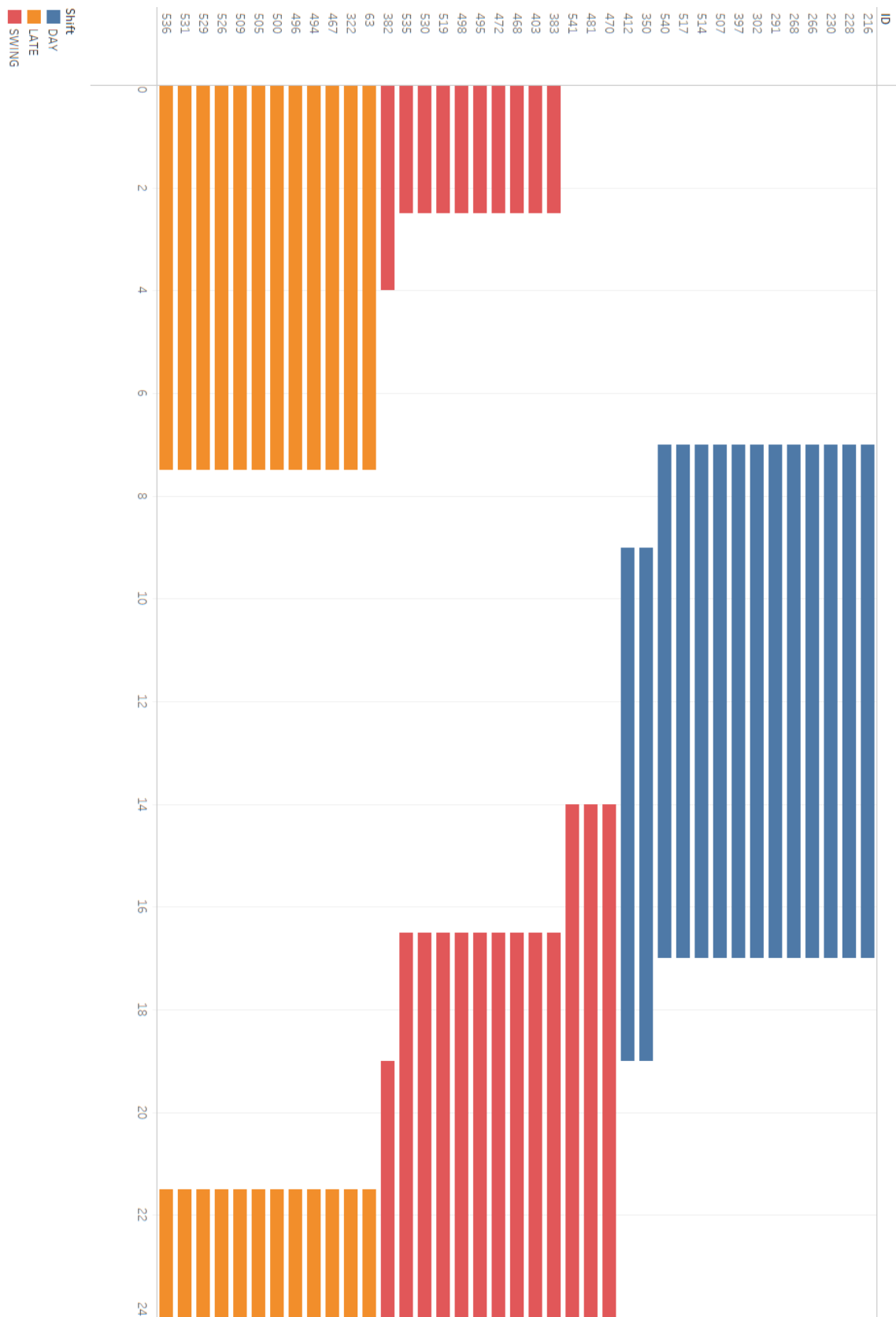
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Figure 122: GPD Patrol Shifts Sunday to Wednesday



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Greeley Police Department Organizational Assessment Overview

Adam Turk, Chief of Police

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City Council Work Session – October 8, 2024



Secure Communities





Agenda

- Department Overview and Key Goals
- Organizational Assessment
- Key Findings and Recommendations
- Purpose: Informational Only

Police Department Key Functions & Responsibilities

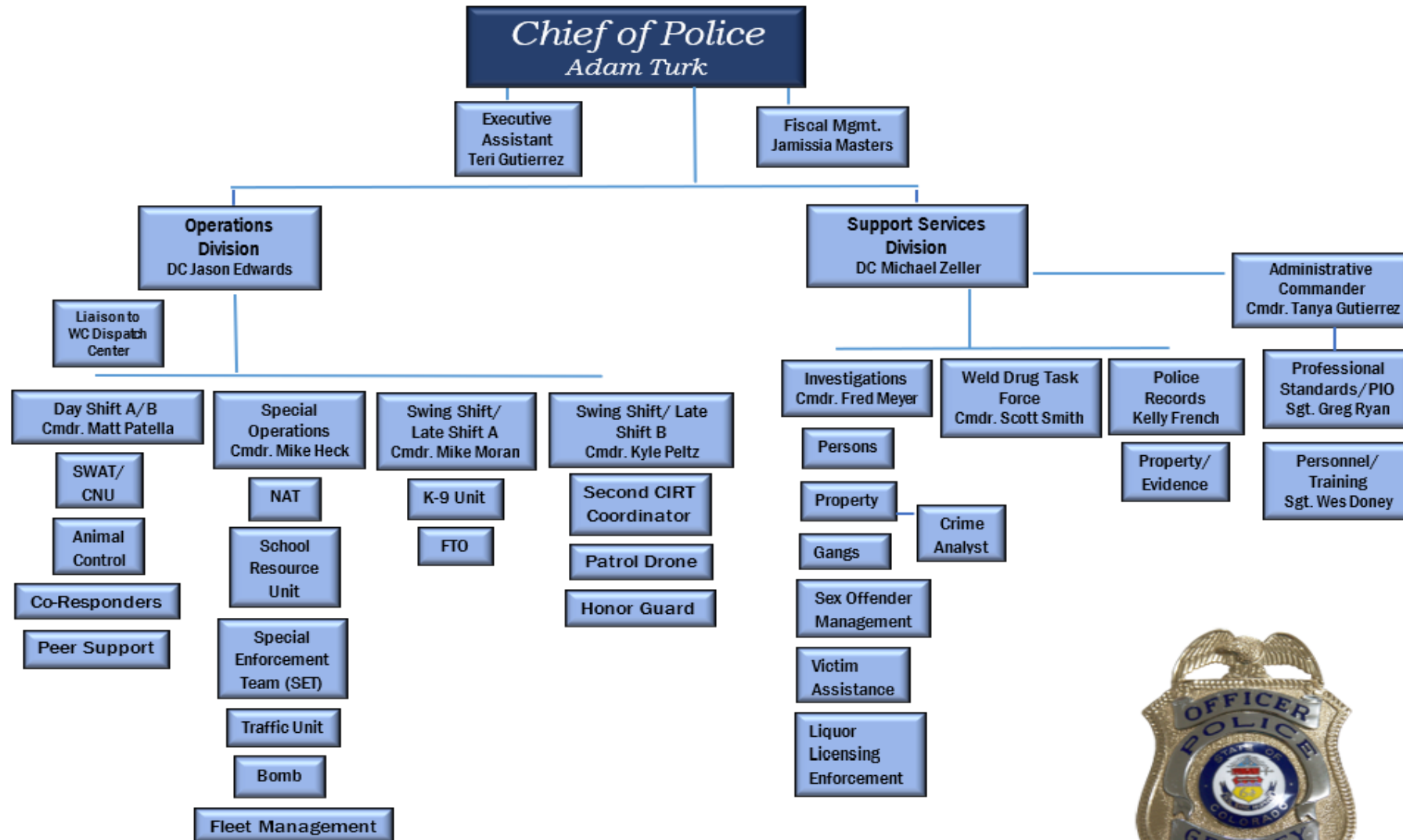
- Protect the Public
- Enforce Laws
- Maintain Order
- Community Engagement
- Traffic Control & Safety
- Emergency Response
- Crime Prevention
- Support Criminal Justice System



2024 Key Goals

- Improve Traffic Safety
- Pursue Violent Criminals
- Work with External Partners to Address Public Safety Issues
- Provide Excellent Police Service
- Recruit & Retain the Best

Police Organizational Chart



Services Provided by GPD

GPD is divided into two major divisions

158 Sworn, 226 total Full Time Employees (FTE's)

-Operations

Patrol

Special Operations – (Traffic, Schools, NAT, SET, K-9, SWAT, BOMB, CNU)

-Support Services

Investigations

Weld Co. Drug Task Force

Police Records and Property Evidence

Professional Standards

Personnel and Training

Organizational Assessment



- Purpose & Approach
- Process
- Limitations of Study
- Findings and Observations
- Recommendations

Purpose and Approach

- Purpose:

To review, assess and make recommendation of review, assess and make recommendations regarding the organizational structure and operational functions of the Greeley Police Department to help maximize efficiency and effectiveness to ensure Greeley's long-term success.

- Approach:

Nationally recognized guidelines and generally accepted industry best practices.

Balancing resources with opportunities specific to the City of Greeley and the community's expectations.

Process

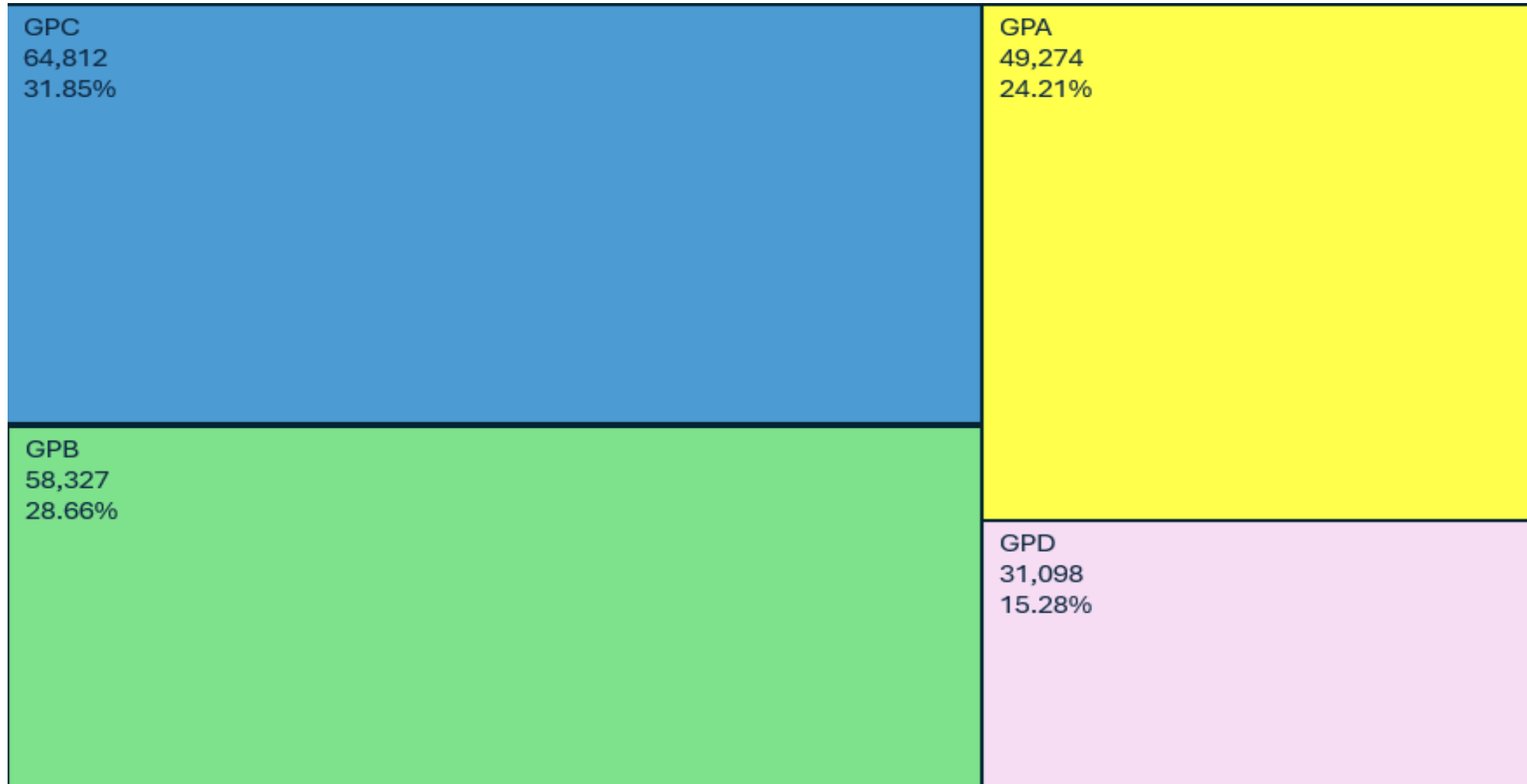
AP Triton's project team analyzed data provided by GPD, as well as others, to determine current practices, capabilities, programs and approaches to providing police services for the community

From this analysis, and measuring against industry best practices, the team identified opportunities for organizational improvement. These improvements were examined from a perspective of best practices, efficiency, community expectation of service and expected growth of the community.

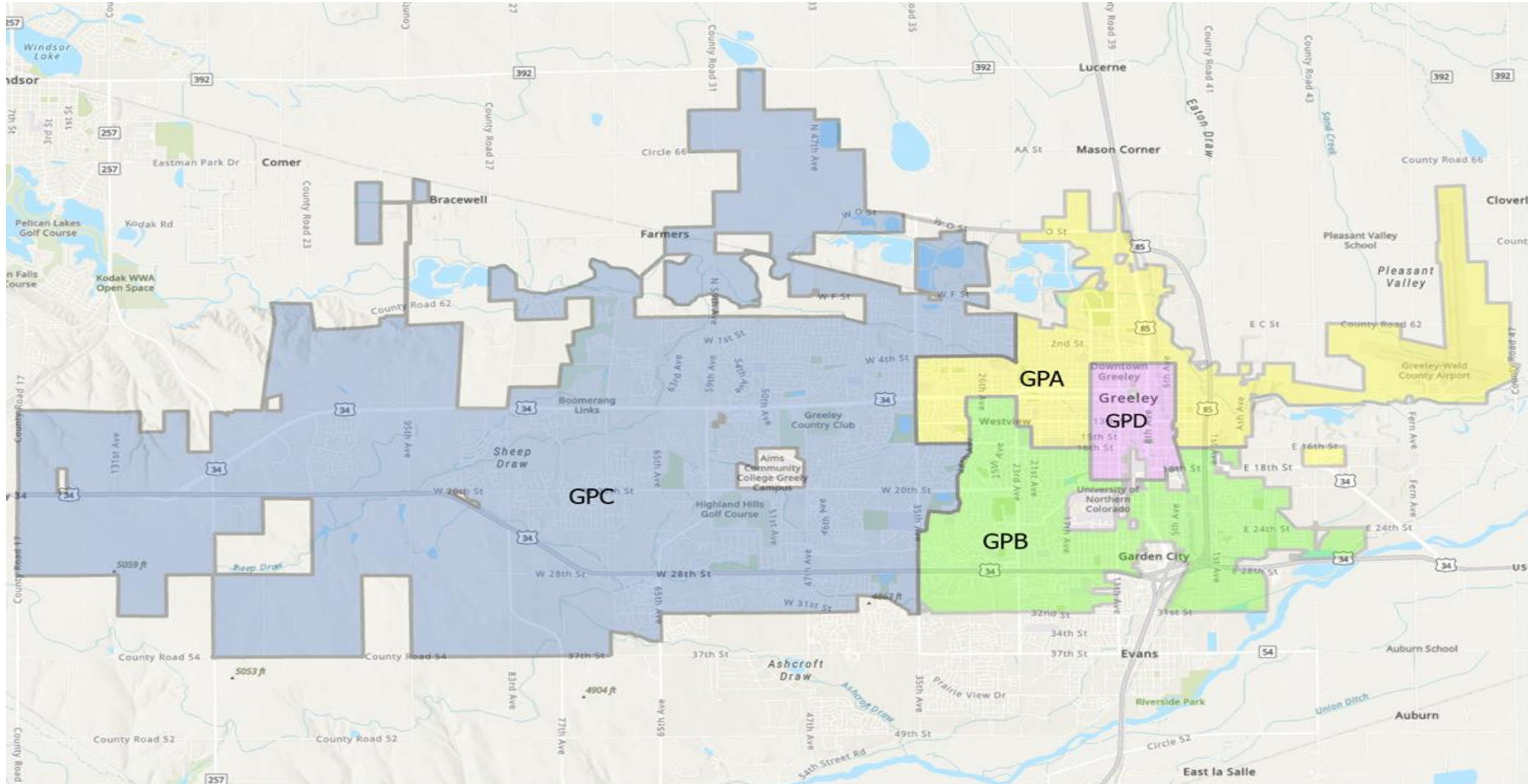
Limitations of Study

- The study is a “snapshot in time”
- Multiple datasets made ensuring an “apple to apple comparison” difficult
- Each community is unique

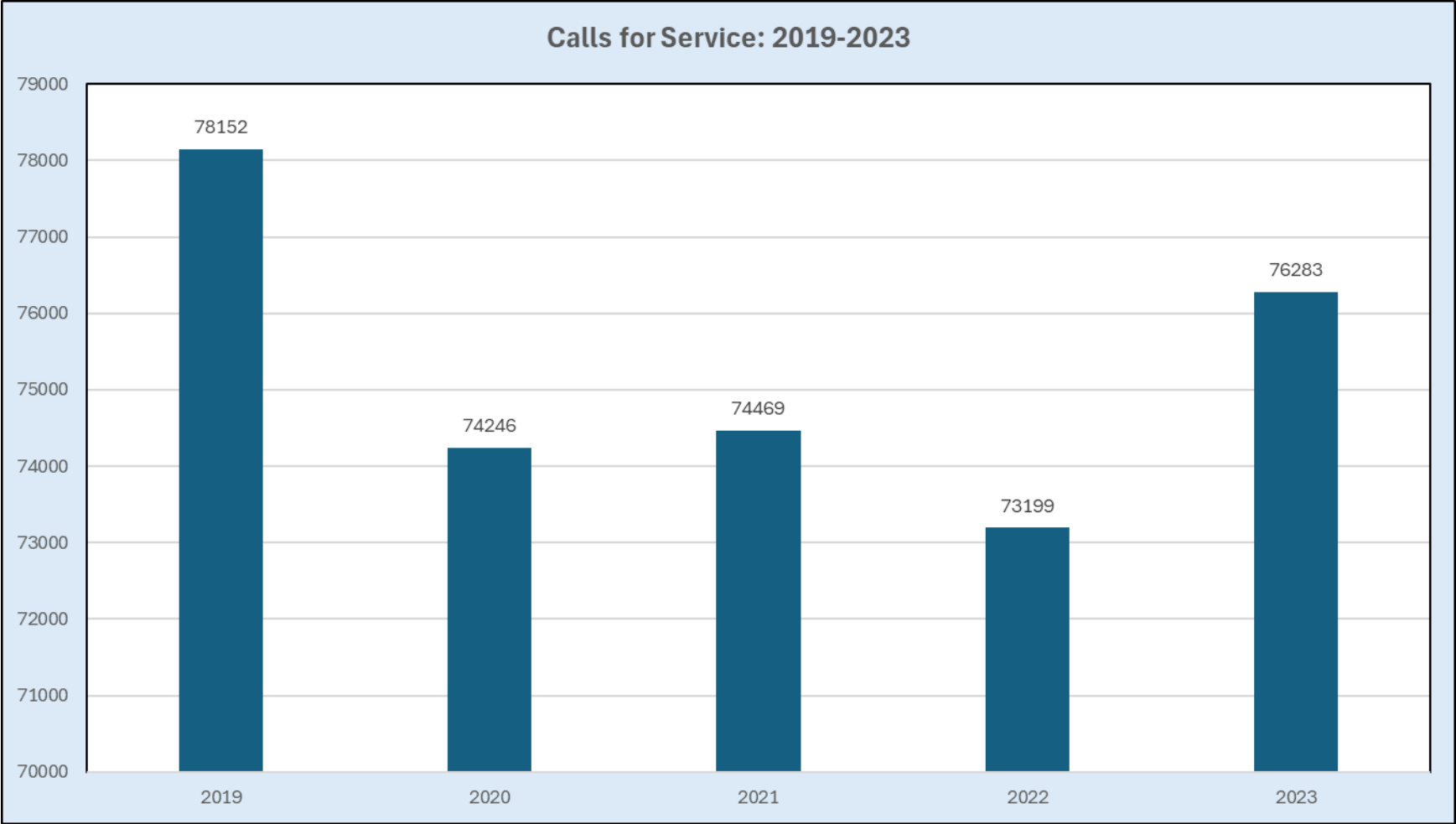
Incidents/Calls For Service by Sector



Current Sector Assignments



Total Calls for Service 2019-2023



AP Triton Recommendations

- AP Triton provided 60 recommendations
 - A – High Priority (36)
 - B – Medium Priority (25)
 - C – Average Priority (9)
- Each recommendation came with a cost estimate: Cost Neutral versus Budgetary Implications
- Every recommendation has been assigned to command staff

Recommendations Completed or Near Completion

- 1) Ensure strict, regular and frequent file backups (A-2)
- 2) Prioritize upgrading a significant portion of the fleet (A-3)
- 3) Implement more robust performance measurement tracking (A-9)
- 4) Eliminate the assistant records manager position (A-12, A-13)
- 5) Training needs assessment and annual training plan (A-15)
- 6) Clear, detailed training lesson plans, approved and retained, specialized units (A17)
- 7) Acquire dedicated training software, Frontline (A-19)
- 8) Retain all pre-employment documents (A-20)
- 9) Purchase gym equipment from GPOA (A-23)
- 10) Develop a real time information center (A-28)
- 11) Have a vetted community member on promotional and hiring boards (A-33)
- 12) Meet regularly with labor organization, sergeants and commanders (A-36)
- 13) Investigate technology to replace report dictation (B-16)
- 14) Evaluate the benefits of divesting itself in animal control functions (B-23)
- 15) Develop outward facing data dashboards to improve community awareness (B-25)

Recommendations of Note

- 1) Consider a secure system to host critical bulletin information outside of email (A-1)
- 2) Consider mitigating the size of Sector C and evaluate all sectors (A-5)
- 3) Increase property crime detective staffing and examine increase in property crimes (A-11, B-8)
- 4) Increase training unit personnel by 2 FTE and develop professional staff training (A-16, A-18)
- 5) Develop Criminal Intelligence Unit and house it within the RTIC (A-27)
- 6) Evaluate staffing and responsibilities of the Professional Standards Unit/Internal Affairs (A-21)
- 7) Evaluate training needs (civil & mental health calls) (A-4)
- 8) Expand number of commanders for 24/7 coverage (A-24)
- 9) Command staff annual leadership retreat (A-35)
- 10) Chief of Police and regular communication with GPOA and command staff (A-36)

Recommendations of Note

- 11) Hire services or staff to perform professional economic modeling (B-1)
- 12) Expand traffic unit by 6 FTE's, extend coverage hours (B-4, B-21, B-22)
- 13) Examine creation of a professional staff position equivalent to deputy chief (B-11)
- 14) Expand investigations persons unit by 5 FTE (B-13)
- 15) Evaluate “drug” task force and consider regional model (B-14, B-15)
- 16) Evaluate alternative staffing models (team focus) and workload analysis (B-17, B-18)
- 17) Evaluate animal control functions (B-23, C-6)
- 18) Examine role and staffing of the public information office (C-4)

AP Triton Comment

“The Greeley Police Department, under the guidance of your leadership team, should be commended for your forward-looking efforts to help modernize and improve the services you provide to the community. We recognize and appreciate that many of the recommendations made by AP Triton in our report, the Greeley Police Department has already taken substantial steps towards undertaking. The fact that many of these efforts started prior to the publication of the report is a testament to your organization's culture of continuous improvement and desire to provide effective, efficient and modern services to your community.”

- CEO Ryan Lee, AP Triton

Questions?





Work Session Agenda Summary

Item: 6.

October 8, 2024

Key Staff Contact: Paul Trombino, Public Works Director

Title:

Mobility Development Plan Update

Background:

In 2023, the City of Greeley adopted the Greeley on the Go Transportation Master Plan which outlined a high-level strategic path forward for the City of Greeley and how it approaches transportation. A key next step outlined within the master plan was the completion of Mobility Development Plan (MDP), which will provide a roadmap for the implementation of the master plan's Mobility Umbrella. This worksession aims to provide City Council with an overview of the plan's status, objectives, key components, and implementation strategies.

During the worksession, the council will have the opportunity to engage in discussions about opportunities related to how Greeley approaches mobility, particularly in the context of our growing population and increased demand for diverse transportation options. The goal of this worksession is to gather valuable feedback from the council to help refine the Mobility Development Plan and ensure that it reflects the city's vision for a safe, efficient, and forward-thinking mobility network.

Strategic Focus Area:

Infrastructure and Mobility
Quality of Life

Attachments:

1. Item 6 - Presentation



Greeley Mobility Development Plan

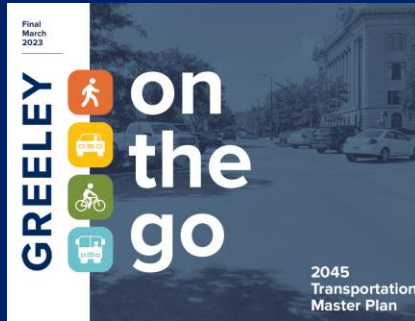
Paul Trombino III, Public Works Director
Michelle Johnson, Mobility Manager
Hanna Feldmann, Transportation Planner
City Council Work Session - October 8, 2024

Agenda



- Greeley on the Go Vision & Background
- Provide an update on process and development of Mobility Development Plan (MDP)
- Share information about community and stakeholder engagement
- Purpose: Solicit input from City Council Members and answer questions

Mobility Development Plan (MDP) Vision & Goals



Vision

An ample, easy, and connected transportation system providing seamless mobility to enrich lives and promote economic vitality.

MDP Goal Areas

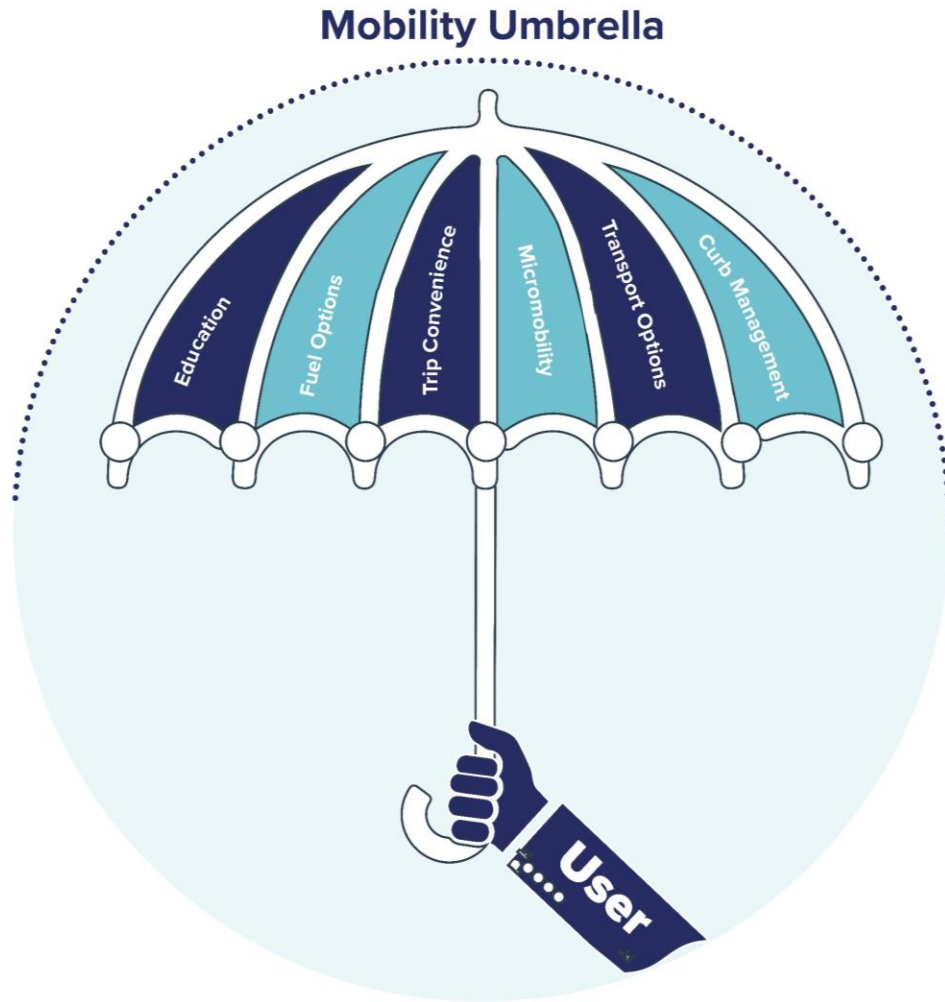
Mobility System & Community Access

Funding & Strategic Investment

Environment & Technology

Information & Education

Mobility Development Plan Objectives



- **Advance the Mobility Umbrella** concept created as a part of Greeley on the Go
- Provide a 10-Year **implementation-focused** Mobility Development Plan
- Position city staff and stakeholders with a roadmap to **continue developing an integrated mobility network**

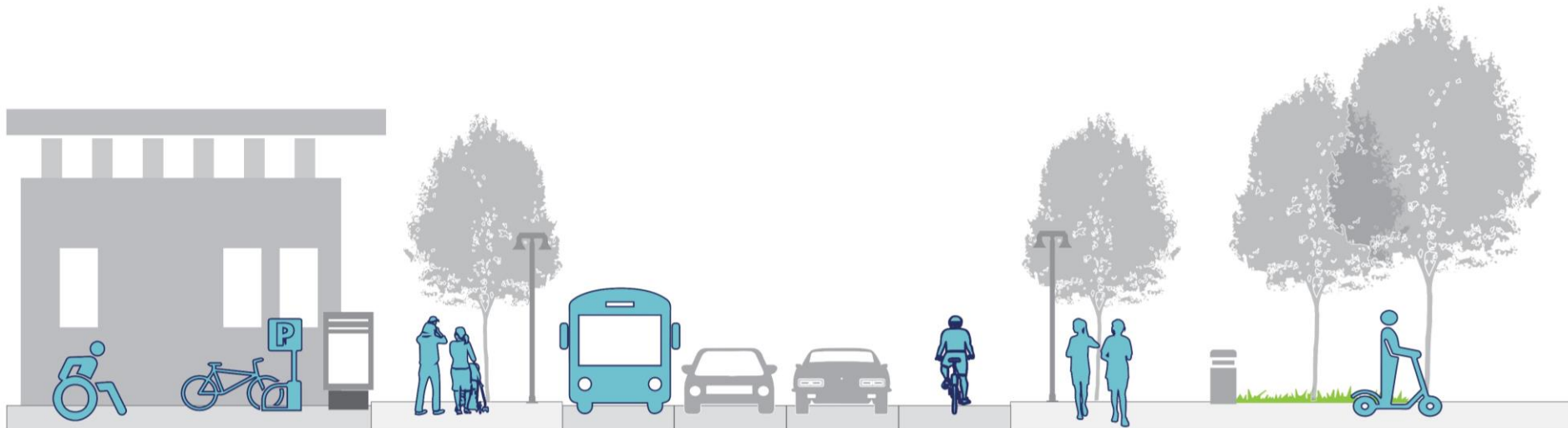
Plan Process and Status



Greeley on the Go & the Mobility Umbrella are the foundation of the **Mobility Development Plan**. Key plan elements include:

-   Inventorying existing mobility system
-   Developing a strategic vision and set of goals
-   Considering future technologies and trends
-  Identifying potential solutions and scenarios
-  Determining key strategies, actions, and performance measures
-  Building on the City's cutting-edge approach to mobility and project delivery

Community & Stakeholder Engagement



Integrated Mobility Vision Elements

Neighborhood

Community

Regional

Each Mobility Hub Typology provides guidance on connections, the types and number of amenities, and resources at each hub. Transit acts as the spine of the system.

Mobility Options

Bike Share/Parking



Scooter Share/Parking



Carshare



Taxi/Ridehailing



Amenities & Programs

Placemaking/
Landscaping



EV Charging



Shelters/Benches/
Trash Receptacles



Retail/Delivery



Information

Wayfinding



Information Kiosk



Infrastructure

Bicycle & Pedestrian
Access & Connectivity



Passenger
Loading Zone



Safety/Security



Development/Equitable TOD



Greenway
Connectivity



Neighborhood - Mobility Hub Examples



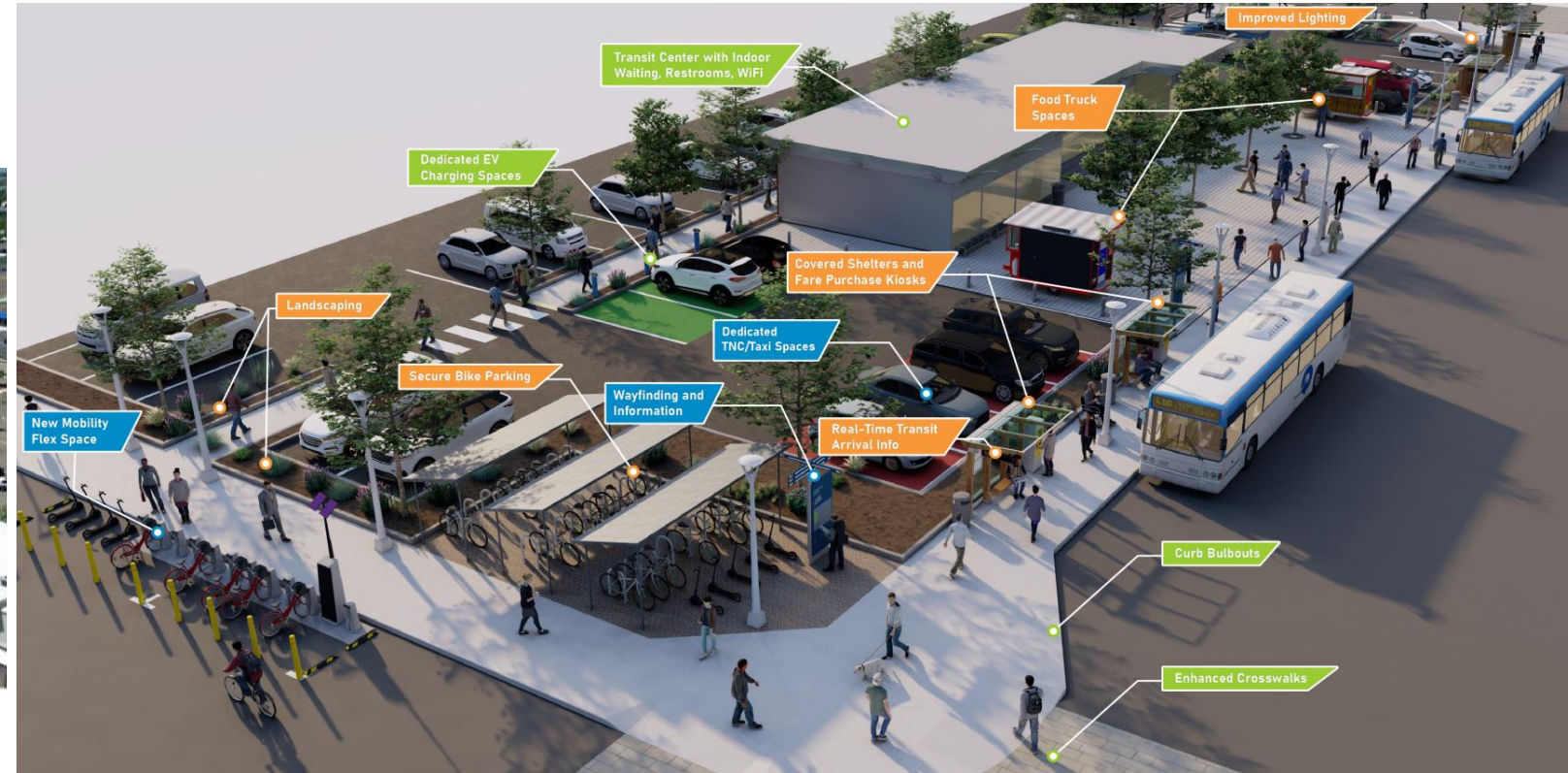
Focused on connecting to the local/regional transit system via first/final mile services and context appropriate mobility options including micromobility and micro transit

Community - Mobility Hub Examples



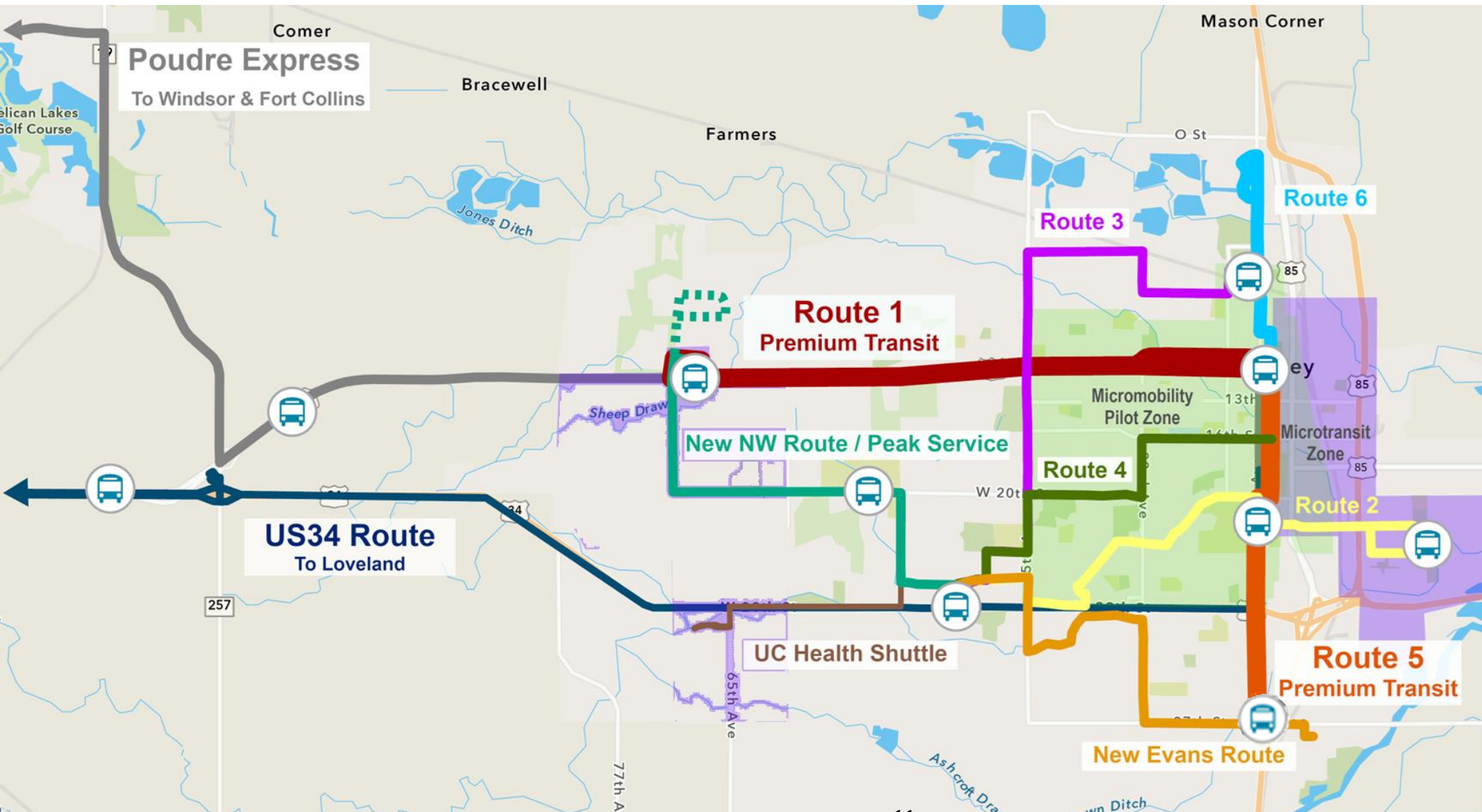
Connects with the local transit system and provides first/final mile connections and context appropriate mobility options to important community resources

Regional - Mobility Hub Examples



Provides connections to local, regional, and interregional transit systems, first/final mile connections and other appropriate mobility options

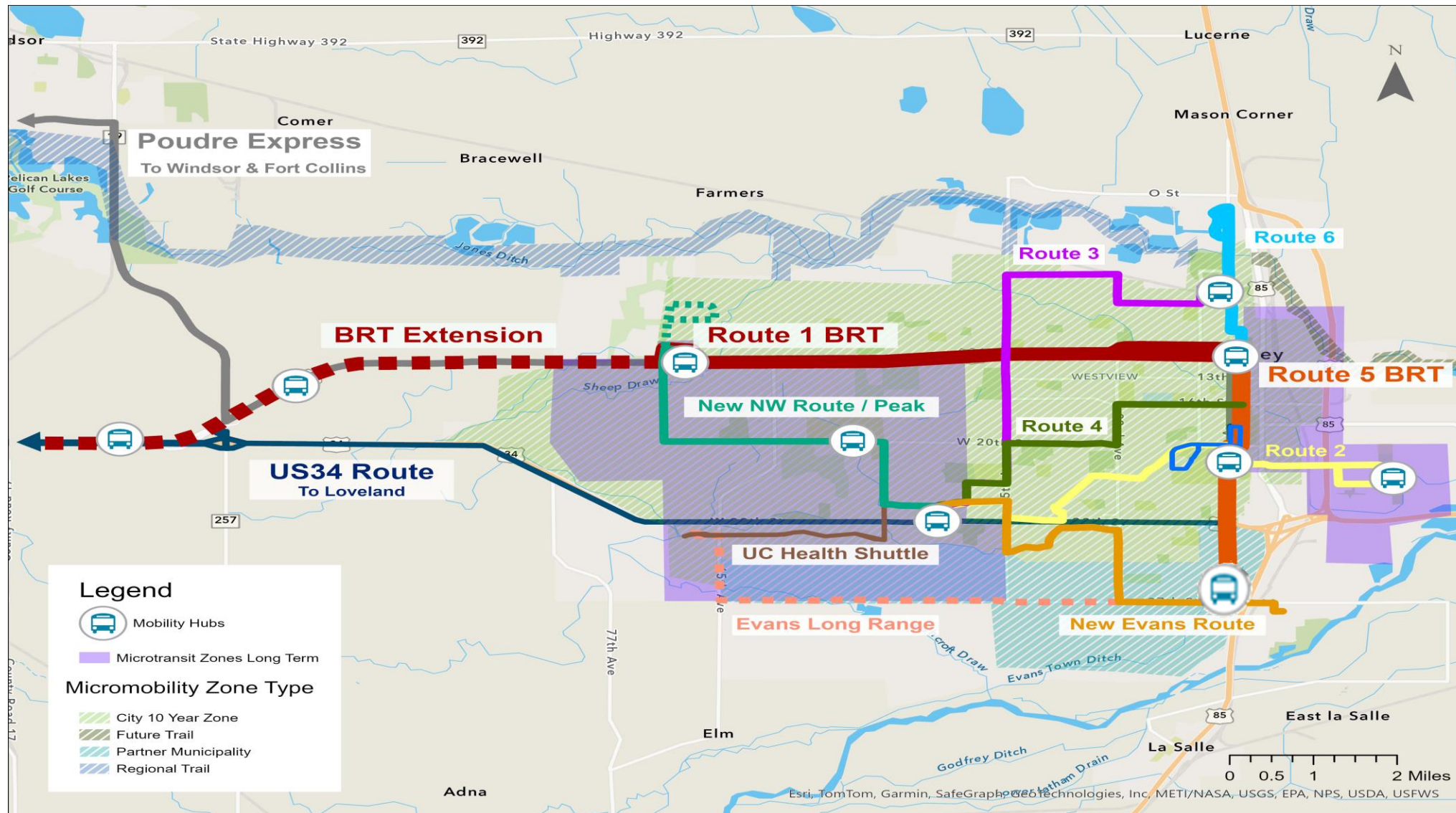
Short-Term Scenario (0-2 Years)



Transit-Oriented/ Equitable Development

NO specific location has been identified, but the City anticipates that a TOD would eventually be in West Greeley. A TOD typically dense housing with mixed use buildings that are intentionally adjacent to transit and mobility centers. The goal is to walk/bike to transit, home and other goods and services. This can also refer to land-use policy changes, placemaking and more.

Long-Term Scenario (3-10 Years)



Transit-Oriented/ Equitable Development

NO specific location has been identified, but the City anticipates that a TOD would eventually be in West Greeley. A TOD typically dense housing with mixed use buildings that are intentionally adjacent to transit and mobility centers. The goal is to walk/bike to transit, home and other goods and services. This can also refer to land-use policy changes, placemaking and more.

Next Steps



Complete Phase 2 Public Engagement and refine scenarios to reflect community input



Draft Mobility Development Plan and conduct Phase 3 engagement to validate recommendations



Finalize Mobility Development Plan and present to City Council for adoption

Thank you





Work Session Agenda Summary

Item: 7.

October 8, 2024

Key Staff Contact: Heidi Leatherwood, City Clerk

Title:

City Council Policies and Protocol: Proposed Updates and Rules of Decorum Discussion

Background:

The Home Rule Charter Article III section 3–3 references that the City Council (Council) shall determine its own rules of procedure. The City Council established its Policies and Protocol in 1992 and every few years the document is updated and approved by resolution. Updates this year include minor changes to keep the document accurate with current practices, procedures, and technological advancements. In addition to these minor updates, the council is being asked to consider supplementing the Policies and Protocol with Rules of Decorum.

Council Rules of Decorum ("Rules") are guidelines that establish clear expectations for how participants should behave in council meetings. City staff researched many surrounding municipalities to gather information on what other towns/cities include rules, the language used to create them, where to display said rules for easy access and awareness.

Staff has included a list showcasing categories compiled from neighboring jurisdictions to prepare for this discussion and is asking the Council to guide the City Clerk's Office about next steps for a regular meeting where adoption of the resolution to approve the Council Policies and Protocol will be considered.

Strategic Focus Area:

Business Growth
Community Vitality
High-Performance Government
Housing For All
Infrastructure and Mobility
Quality of Life
Safe and Secure Communities

Attachments:

1. Council Policies & Protocol Comments of Changes
2. City Council Policies and Protocol Review 2024
3. Research of Rules of Decorum from Neighboring Municipalities
4. Item 7 - Presentation

City Council

Policies & Protocol

June 2021



City of Greeley, Colorado

VISION STATEMENT

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.

Adopted: Resolution No. 05, 1992 (02/18/1992)
Amended: Resolution No. 11, 1992 (05/05/1992)
Resolution No. 14, 1992 (06/02/1992)
Resolution No. 03, 1996 (01/16/1996)
Resolution No. 54, 2002 (10/01/2002)
Resolution No. 52, 2003 (08/19/2003)
Resolution No. 43, 2004 (08/03/2004)
Resolution No. 21, 2005 (05/17/2005)
Resolution No. 42, 2005 (09/06/2005)

Resolution No. 06, 2007 (02/20/2007)
Resolution No. 06, 2010 (01/05/2010)
Resolution No. 09, 2011 (02/15/2011)
Resolution No. 03, 2012 (01/17/2012)
Resolution No. 21, 2013 (04/16/2013)
Resolution No. 15, 2016 (02/16/2016)
Resolution No. 85, 2017 (10/17/2017)
Resolution No. 12, 2020 (03/17/2020)
Resolution No. 22, 2020 (05/19/2020)
Resolution No. 20, 2021 (06/15/2021)

Summary of Comments on Council Policies & Protocol-Last Updated June 2021

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1

1.1 Charter

Authority and Purpose

Section 3-3 of the Charter of the City of Greeley provides that the Council shall determine its own rules of procedure. Upon adoption by the Council, the following set of rules shall be in effect until such time as they are amended or new rules adopted in the manner provided by these rules.

1.2 Purpose

This document is intended as a general guide to various legislative activities and compiles policies relative to the actions of the Greeley City Council.

2

2.1 Suspension

Suspension & Amendment of these Rules

Any provision of these rules not governed by the Greeley City Charter, Greeley City Code, or Federal or State law, may be temporarily suspended by a vote of a majority of Council.

2.2 Amendment

These rules may be amended or new rules adopted, by a majority vote of all members of the Council by Resolution.

3

3.1 Mayor

Roles, Responsibilities & Time Commitment

a. Recognized as head of the City Government for all ceremonial purposes. [Charter § 3-2(a)]

b. Preside over meetings of the City Council. [Charter § 3-2(a)]

c. Has same speaking and voting rights as any other member. [Charter § 3-2(a)]

d. Shall in no case have the power to veto. [Charter § 3-2(a)]

e. Executes and authenticates legal instruments requiring signature. [Charter § 3-2 (a)]

f. Shall be the conservator of peace, and in emergencies may exercise within the City the powers conferred by the Governor of the State of Colorado for purposes of military law, and shall have the authority to command the assistance of all able-bodied citizens to aid in the enforcement of the ordinances of the City and to suppress riot and disorder. [Charter § 3-2(b)]

g. Designate a written emergency succession order for the remaining Councilmembers. [Charter § 3-2(b)]

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3.2 Mayor Pro Tem

- h. Leads the Council into an effective, cohesive working team.
- i. Appoints standing Council committees and Council liaisons to other boards or committees.
- j. Serves as the Council's primary point of contact for the City Manager.
- k. Meet with the City Manager at least weekly.

3.3 All Members of Council

Performs the duties of the Mayor if the Mayor is absent or disabled. [Charter § 3-2(a)]

- a. Inspire public confidence in Greeley's City government.

b. All members of the City Council, including the Mayor and Mayor Pro-Tem, have equal votes. No Councilmember has more power than any other Councilmember, and all should be treated with equal respect.

c. City Council as a whole is the corporate authority of the City of Greeley. (Charter § 3-1)

d. City Council has the power of legislative authority as provided by law. (Charter § 3-1)

The fiscal and service impact, including enforcement, of new legislation should be carefully considered.

e. City Council shall appoint, and have the power to remove, a City Manager, City Attorney, and Municipal Judge and conduct a periodic performance review. (Charter § 4-1, § 4-3, § 6-1, § 7-1)

f. Appoint or designate an Interim City Manager during the period of a vacancy or prolonged absence of the City Manager. (Charter § 4-1)

g. No member of Council shall be appointed City Manager during the term for which the member of Council shall have been elected nor within one year after the expiration of the member's term. (Charter § 4-1)

h. Provide advice and consent to the City Manager for the appointment, or removal, of a City Clerk and a Director of Finance. (Charter § 3-9, § 5-1)

Confer with the City Manager, as requested by the City Manager, on the appointment or removal of other senior management staff.

i. Appoint advisory board and commission members and review each group every three years. (Charter § 2-8)

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- j. Have the authority, in order of the emergency succession order designated by the Mayor, to suppress riot and disorder, and may exercise all powers conferred by the Governor of the State for purposes of military law. [(Charter § 3-2(b))]
- k. As provided by Charter, the Council shall be the judge of the election and qualifications of its own members. (Charter § 3-3)
- l. Adopt an annual budget and make appropriations by ordinance. (Charter § 5-15)
- m. Annually set a tax levy to be certified to the County Commissioners. (Charter § 5-14)
- n. Authorize debt as provided by law. (Charter, Part IV of Article V)
- o. Council shall determine its own rules of procedures. (Charter § 3-3)
- p. Council may compel the attendance of absent members in such manner and under such penalties as the Council may provide. (Charter § 3-3)
- q. Council shall approve the minimum and maximum schedule of compensation for boards, commissions, and all employees of the City. (Charter § 3-4)
- r. The Council, or a duly authorized committee thereof, may investigate any agency and the official acts of any officer or employee thereof, and may compel by subpoena, attendance and testimony of witnesses and production of books and documents. (Charter § 3-4)
- s. The Council shall provide for enforcement of its ordinances. (Charter § 3-4)
- t. Powers expressly withheld from Council: Except for the purpose of inquiry, the Council and members of its committees, shall deal with the administrative service solely through the City Manager and neither the Council nor any member thereof shall give orders to any subordinate of the City Manager either publicly or privately. (Charter § 3-4)
- u. City Council may enter into agreements, contracts and leases with governmental and private entities according to policy established for such purpose. (Charter § 3-5)
- v. City Council shall provide for an annual financial audit of the municipal government. (Charter § 3-8)
- w.. Review Council protocols and procedures at least annually.



x.. Participate in an annual retreat to review the City's vision and formulate goals and objectives. Note: Sometimes a full retreat is not necessary, not scheduled or may require a "review" instead.

y.. Represent the City at ceremonial functions at the request of the Mayor.

z.. Meet individually with the City Manager as desired.

3.4 Time Commitment

Councilmembers may expect to invest an estimated twenty to thirty or more hours per week in their role as an elected official in communicating with members of the community, meeting preparation including extensive review of various reports, and meeting attendance.

1. Additional time would be typical for the Mayor, Mayor Pro Tem, and Councilmembers serving as City representatives on regional, state or national commissions or committees.
2. The usual meeting schedule includes a weekly meeting of the Council; one or two sessions monthly with the City Manager; one monthly session with the County Commissioners and/or other governmental agencies; and periodic sessions to interview candidates for appointive boards/commissions.

4

Code of Ethics

4.1 Purpose

Code of Ethics & Code of Conduct

The proper operation of democratic government requires that actions of public officials be impartial; that government decisions and policies be made in the proper channels of government structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its government. In recognition of these goals, a Code of Ethics is adopted to establish guidelines for ethical standards of conduct by setting forth those acts or actions that are incompatible with the best interests of the City, and by directing disclosure of private financial or other interests in matters affecting the City of Greeley.

4.2 Definitions

a. Anything of Value - Such as money, property, favor, service, payment, advance, forbearance, loan, guarantee of loan, or promise of future employment. Does not include the solicitation, acceptance or receipt of political campaign contributions regulated by law, or hospitality extended for a purpose related to city business by a person, or items of nominal value such as souvenir type items and also meals,

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lodging, travel expenses, or tickets to sporting, recreational, educational, or cultural events.

b. Confidential Information - All information, whether transmitted orally or in writing, which is of such a nature that it is not, at that time, a matter of public record or public knowledge.

c. Person - Any business, individual, union, committee, club, other organization, or group of individuals.

d. Public Official - For purposes of this section, public official shall include the Mayor, members of Council, and members of any board, commission, authority, or committee.

4.3 Ethics Code

Public Officials shall:

a. Strive to protect and enhance the reputation of the City of Greeley.

b. Treat all persons equally with courtesy and impartiality, and refrain from granting special advantage to any person beyond what is available to all citizens.

c. Avoid real or potential conflicts between private and public duties, remembering that the public interest must be the principal concern.

d. Keep undisclosed all confidential information acquired by reason of one's position which may be used for personal or financial gain, consistent with the public's right of access to public information.

e. Refrain from securing special privileges or exemptions for one's self or any other persons that are not available to all citizens.

f. Avoid receiving, soliciting or otherwise obtaining anything of value from any person which is intended to influence or reward the performance of official duties.

g. Avoid exceeding one's authority or asking for special consideration or asking other persons to do so.

4.4 Disclosure

Public officials shall declare to the appropriate authority the nature and extent of any financial or personal interest in a City contract or other legislation as provided in Section 11.6 of these Rules (Conflicts of Interest), or 4.20 (Purchasing) of the Greeley Code of Ordinances, report gifts and honoraria as may be required by state law, and any other applicable disclosure laws.

Code of Conduct

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4.5 Purpose

Greeley's governance relies on the cooperative efforts of elected officials, city staff and many other members of the City and the broader community. There are a variety of complex issues involved in running a City organization, pressures of huge workloads, and decisions made that impact the lives of thousands of community members. As a result, issues can often become contentious. Despite these pressures, elected officials are called upon to exhibit appropriate conduct at all times and demonstrate respect for every individual through their words and actions. This Code of Conduct describes the manner in which Councilmembers should treat one another, city staff, constituents, and others they come into contact with in representing the City of Greeley.

4.6 Code of Conduct

a. ***Council conduct with one another in public meetings:***

- i. **The Use of formal titles.** The Council may choose to refer to one another formally during the beginning of Council meetings as Mayor, Mayor Pro Tem, or Councilmember followed by the individual's last name to acquaint the audience with the meeting participants. Then, addressing one another informally is encouraged to create for the audience a more welcoming tone.
- ii. **Practice civility, professionalism and decorum in discussions and debate.** Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. Be respectful of diverse opinions.
- iii. **Honor the role of the Mayor in maintaining order and equity.** Respect the Mayor's efforts to focus discussion on the agenda item under consideration. Objections to the presiding officer's actions should be voiced politely and with reason, following parliamentary procedures.
- iv. **Demonstrate effective problem-solving approaches.** Councilmembers have a public stage to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole. Councilmembers are role models for residents, business people and other stakeholders involved in public debate.
- v. **Be respectful of other people's time.** It is important to be punctual and that the meetings start on time. Stay focused and act efficiently during public meetings.

b. ***Council conduct with one another in private encounters:***

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- i. **Continue respectful behavior in private.** The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations.
 - ii. **Be aware that even private conversations can have a public presence.** Elected officials are always on display; their actions, mannerisms, and language are monitored by people around them that they may not know. Lunch table conversations will be eavesdropped upon, parking lot debates will be watched, and casual comments between individuals before and after public meetings noted.
- c. **Council conduct with other public agencies.**
- i. **Be clear about representation when attending other agency meetings or events.**
 - 1) If a Councilmember appears before another governmental agency or organization to give a statement on an issue, the Councilmember must clearly state whether the Councilmember's statement reflects personal opinion or is the official stance of the City, and if appropriate, whether it is the majority or minority opinion of the Council.
 - 2) If the Councilmember is representing the City, the Councilmember must support and advocate the official City position on an issue, not a personal viewpoint.
 - 3) If the Councilmember is representing another organization whose position is different from the City, the Councilmember should withdraw from voting on the issue if it significantly impacts or is detrimental to the City's interest. Councilmembers should be clear about which organizations they represent and inform the Mayor and Council of their involvement.
 - ii. **Correspondence also should be equally clear about representation.**
 - 1) City letterhead may be used when the Councilmember is representing the City and the City's official position, and the City Manager's Office will prepare, transmit, and retain the correspondence as part of the public record. Note cards will be made available to Councilmembers for use in transmitting individual expressions of gratitude, congratulations, etc.

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- 2) City letterhead should not be used for correspondence of Councilmembers representing a personal point of view, or a dissenting point of view from an official Council position.

d. **Council Conduct with City Staff:**

Governance of a City relies on the cooperative efforts of elected officials, who set policy, and City staff, who implements and administers the Council's policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual for the good of the community.

- i. **Treat all staff as professionals.** Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. As with Council colleagues, practice civility and decorum in all interactions with City staff.
- ii. **Channel communications through the appropriate senior City staff.** Questions and requests for information should be directed only to the City Manager, Deputy City Managers, Assistant City Manager, City Attorney, Municipal Judge, or Department Heads. The City Manager should be copied on or informed of any request to Department Heads. When in doubt about what staff contact is appropriate, Councilmembers should ask the City Manager for direction.
- iii. **Respect the City Manager's work program.** Councilmembers are encouraged to continually share ideas, suggestions, and feedback. The time and resources needed to develop and implement these ideas and suggestions, however, can sometimes compete with the time and financial resources needed to fulfill Council's established goals and priorities. To assist in balancing these competing requests, Councilmembers should consider handling petitions, generally categorized, as follows:
 - 1) Routine requests for action or information made directly to staff.
 - a) For routine requests for action (i.e. reports of property nuisance or safety concerns), Councilmembers should depend on staff to respond by contacting the City Manager's Office with information about the request. This type of request can be forwarded to the City Manager at any time rather than waiting for a formal referral at a Council meeting. The same protocol outlined in

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Section 6.2 of these policies, regarding communication and correspondence, can be utilized and will help ensure a timely response.

- b) Routine requests for information or reports that may take less than an hour for staff to fulfill should be made directly to the appropriate department head or to the City Manager.

2) Significant requests requiring Council consensus.

- a) Requests for additional information or reports that may take more than one hour to fulfill should be presented as a formal petition at a Council meeting so the information project, or modification of current reporting practices, can be considered by the Council as a whole and agreed upon as something that merits an investment of staff time.
- b) Policy or program modifications. Requests to research and analyze the viability of new or modified legislation, policies, or programming should be presented as a formal petition at a Council meeting so the matters can be considered by the Council as a whole and agreed upon as something that merits an investment of staff time.

iv. **Refrain from soliciting political support from staff.**

Refrain from soliciting any type of political support (financial contributions, display of posters or lawn signs, name on support list, etc.) from city staff at work. Staff certainly may, as any other citizen, support political candidates away from the workplace. The City will distribute campaign literature to City employees at work if it arrives by mail and includes the employee's department/division in the mailing address. The City as an employer, however, prefers that personal mail for employees, including campaign material, be sent to their home address.

v. **Never publicly criticize an individual employee.**

Criticism is differentiated from questioning facts or the opinion of staff. All critical comments about staff performance should only be made to the City Manager through private correspondence or conversation. Comments about staff in the office of the City Attorney or Municipal Judge should be made directly to these executives through private correspondence or conversation.

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- vi. **Do not get involved in administrative functions.** Avoid any staff interactions that may be construed as trying to shape staff recommendations. Councilmembers shall refrain from coercing staff in making recommendations to the Council as a whole.
- vii. **Do not attend staff meetings unless requested by staff.** Even if the Councilmember does not say anything, the Councilmember's presence may imply support, show partiality, intimidate staff, or hamper staff's ability to do its job objectively.
- viii. **All Councilmembers should have the same information with which to make decisions.** Council may expect that staff will make every attempt to provide each member of Council with the same information (i.e. requests made of staff for information will be distributed to all; correspondence to one Councilmember will be distributed to all).

e. Council Conduct with Boards and Commissions.

The City has established several Boards and Commissions as a means of gathering more community input. Citizens who serve on Boards and Commissions become more involved in government and serve as advisors to the City Council. They are a valuable resource to the City's leadership and should be treated with appreciation and respect.

- i. **Maintain an active liaison relationship.** Appointed Council liaisons are encouraged to attend all regularly scheduled meetings of their assigned Board or Commission.
- ii. **Attending board meetings, generally.** Councilmembers may certainly attend any board or commission meeting, which is open to any member of the public. Remember, however, that a Councilmember's presence can affect the conduct of the meeting and limit the board's role and function.
 - 1) Any comments made at a meeting of a board for which the Councilmember is not an appointed liaison should be identified as the Councilmember's personal views or opinions and not the official position of the Council.
 - 2) Since the attendance of 3 or more Councilmembers constitutes a legal Council meeting, Councilmembers should advise staff of their planned attendance so appropriate and timely public notification can be prepared and posted.

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- iii. **Limit contact with Board and Commission members to questions of clarification.** It is inappropriate for a Councilmember to contact a Board or Commission member to lobby on behalf of an individual, business, or developer, or to advocate a particular policy perspective. To clarify a position taken by a board, Councilmembers should contact staff.
- iv. **Boards are advisory to the Council as a whole.** The Council as a whole, and not individually, appoints individuals to serve on boards and any removal of a board member is also Council's responsibility as a group. Appointments should be based solely on established diversity goals and membership parameters. An appointment should not be used as a political "reward."
- v. **Be respectful of diverse opinions.** A primary role of the City's boards is to represent many points of view in the community and to provide Council with advice based on a full spectrum of concerns and perspectives. Councilmembers must be fair and respectful of all residents serving on boards.
- vi. **Keep political support away from public forums.** Board members may offer political support to a Councilmember but only in a forum outside the official duties of the board. Conversely, Councilmembers may support board members who are running for office but not in an official forum in their capacity as a Councilmember.
- vii. **Concerns about an individual Board or Commission member should be pursued with tact.** Inappropriate behavior by a board member should be noted to the City Manager or designee, and the Manager or designee should counsel the board member. If the behavior continues, the Manager should forward the matter to Council for consideration of removal from the Board, pursuant to Section 2-8 of the Greeley Charter.

f. Council conduct with the public.

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice or disrespect should be evident on the part of individual Councilmembers toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

- i. In public meetings:

- 1) **Be welcoming and respectful to speakers.**
Addressing Council at public forums can be a

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daunting experience even for the most seasoned speaker. Some issues for which Council will make a decision may affect people's daily lives and their homes. Some decisions are emotional. The way in which a speaker is treated can do a lot to help them relax and convey a message, and not elevate emotions to a higher level of intensity.

- 2) **Be fair and equitable in allocating public hearing time.** The Mayor will determine and announce limits on speakers at the start of the meeting or public hearing. Generally, each speaker will be allocated three minutes; applicants and appellants or their designated representatives will be allocated more time. If many speakers are anticipated, the Mayor may shorten the time limit and/or ask speakers to limit information to new information and points of view not already covered by previous speakers. No speaker should be turned away unless the speaker exhibits inappropriate behavior. Each speaker may only speak once during a hearing unless Council requests additional information or clarification later in the process. After the close of the public hearing, no more public testimony will be accepted unless the Mayor reopens the public hearing for a limited and specific purpose.
- 3) **Listen actively.** Being attentive and making eye contact will make speakers feel they are being heard. Be aware of facial expressions that could be interpreted as "smirking," disbelief, anger or boredom.
- 4) **Ask for clarification; avoid debate and arguments.** Questions from Council to speakers should seek to clarify or expand information. Avoid challenging or criticizing speakers. If a speaker is off the topic or exhibits behavior or language that is disturbing, the Mayor should interrupt, focus the speaker, and maintain the **order and decorum of the meeting.**

ii. In unofficial settings:

- 1) **Make no promises on behalf of the Council.** Councilmembers will frequently be asked to explain a Council action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of City policy and to refer to City staff for further information. It is inappropriate to overtly or implicitly promise Council action, or to promise City staff will do something specific (fix a pothole, plant new flowers in the median, etc.)

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- 2) **Make no personal comments about other Councilmembers.** It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Councilmembers, their opinions and actions.
- 3) **Remember that despite its impressive population figures, Greeley is a small town at heart.** Councilmembers are constantly being observed by the community every day that they serve in office. Their behaviors and comments serve as models for proper deportment in the City of Greeley. Honesty and respect for the dignity of each individual should be reflected in every word and action taken by Councilmembers, 24 hours a day, seven days a week. It is a serious and continuous responsibility.

Common Practices & Expectations

5.1 Purpose

The purpose of this chapter is to enhance the administration of City Council business activities by documenting accepted practices and clarifying expectations. Although it cannot integrate all practices and expectations that may exist, a summary of some of the most prominent ones are being listed.

5.2 Election Methods

With the goal of encouraging the greatest possible voter participation in City elections, the methods of election preferred are (1) coordinating the City election with Weld County whenever possible, and if not possible, (2) conducting the election independently by mail.

5.3 Performance Evaluations

- a. Personnel reporting directly to City Council: Annual performance assessments should be completed by March 1.
- b. Council self-assessment: Council may conduct a self-assessment as desired.

5.4 Council Orientation

An orientation for newly elected members of Council will be provided and participation is anticipated. An orientation for Mayoral and Council candidates also will be provided.

5.5 Annual Report to the Community

A report to the community, regarding accomplishments and plans of the community's local government, is to be furnished each year. The anniversary of Greeley's incorporation, April 6, is an appropriate time to deliver the report to the community. **Note:** This report may come in the form of information summary, address to the community, annual highlights or other.

Communication & Correspondence

6.1 Communication Tools

To enhance communications with the public and City staff, cellular phones, computers, and supporting services may be provided to the Mayor and Members of Council during their term of office.

a. Cellular telephones and supporting cellular service may be provided, if desired, to the Mayor and Members of Council within the City Council program budget and agreed upon by Council. Council is encouraged to use a city provided cell phone for City business.

b. A City-purchased computer and/or supporting internet provider service, if desired, may be provided to the Mayor and Members of Council within the City Council program budget and agreed upon by Council.

c. While City staff will maintain computer applications related to City affairs, staff cannot provide assistance for personal computer applications.

6.2 Communication & Correspondence

The City of Greeley invites and encourages members of the community to participate in local government affairs and help shape local decisions. One way to participate is direct communication with Councilmembers through telephone calls, postal and electronic mail, and addressing elected and appointed officials at public meetings.

An established practice will help ensure that Council/constituent communications receive timely acknowledgement and response from staff, appropriate distribution, and proper disclosure and retention according to the State's open records law and the City's records retention requirements. An additional benefit of the protocol is to make certain the City Manager is aware of the issues of interest to the community and any emerging trends or problem areas.

a. Protocol. Depend on staff to respond to citizen requests for action and other communications whether Council receives the information by telephone call, by letter, electronic mail, or through conversation in an informal setting or in a public meeting. Councilmembers may either:

- i. Provide the City Clerk's Office contact information to the individual, or
- ii. Take a name, contact information and nature of the communication and forward the information to the City Clerk's Office for response.

 Number: 1 Author: Heidi Leatherwood Date: 7/31/2024 1:33:00 PM

Delete since city issued cell phone service is already budgeted out of the CCO Council budget. Note that the purchase of the phone in 2023 came out of the IT Budget. We may need to revisit this and make sure this is addressed for future councils.

 Number: 2 Author: Heidi Leatherwood Date: 7/31/2024 1:35:00 PM

Same as above. ipads were issued and purchased by IT and built in wireless service is provided monthly by the CCO-Council budget.

b. Staff Response. The City Manager will forward the communication to the appropriate department, the department is expected to respond to the request and report back to the Manager's Office as well as notify the requestor that the investigation has been completed and if action has already been or will be taken to remedy the concern. The Manager's Office will notify the Councilmember of the results so as to inform the Councilmember of the response status.

- i. The City Manager may utilize communication tracking systems to assist in managing this function.
- ii. Generally, staff's response will be in the same format as the communication received unless otherwise requested or deemed appropriate (i.e. a request for action received via e-mail likely would receive an e-mail response).
- iii. Anonymous correspondence or other communication will not be addressed unless staff determines the issue is compelling enough to be processed (i.e. a major health or safety matter).

c. Correspondence received via postal mail at City offices.

The City Clerk's Office will be responsible for managing the correspondence received through the mail for City Council. Unless a different process is provided or required by law, staff will open the correspondence (unless it is marked personal or confidential), confer with Council, and provide a response. Note: Often the correspondence will be directed to the subject matter expert department head or designee for a response unless otherwise directed. Responses will be signed by the Councilmember to whom the correspondence was addressed, and the Mayor will sign those addressed to Council as a whole.



d. Citizen Input at Council Meetings. A sign-up sheet will be available at meetings to record contact information. Most often, a speaker's questions can be answered at the meeting. If more information is needed in order to provide a response, the City Clerk's Office will contact the speaker as soon as possible after the meeting. If a speaker's expectations are unclear, the Mayor or Manager should ask the speaker to clarify the speaker's desired outcome for the request made.

e. Electronic mail (email) management. Email is simply mail in an electronic format. Mail received or sent, in any format, contains a variety of information, or *content*, and each email should be managed in a way that is appropriate for its content. Treat each email as if it were received in a paper format through the mail. Council's email likely will fall into two general categories:

- i. *Transitory email* – For most users, most email messages fall within this category. These temporary messages

 Number: 1 Author: Heidi Leatherwood Date: 7/31/2024 1:39:00 PM
As noted.

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7.1 Compensation

7.2 Travel - Purpose

7.3 Travel - Guidelines

are retained only until the material has been read and is no longer useful. It is general documentation of extremely short-term value, including drafts and worksheets, desk notes, copies of materials circulated for informational "read only" purposes, and other records with preliminary or short-term informational value. Some are even considered "non-records" such as advertisements, catalogs, bulletins, what is commonly referred to as "junk" mail, etc. The email should be deleted as soon as it is read or no longer useful.

- ii. *Email having lasting value* – An email with lasting value is to be retained according to the City's *Records Retention Schedule*, and the retention period varies according to the informational content of the message. The content of this type of e-mail usually can be characterized as either (a) correspondence, or (b) policy issues. Councilmembers are encouraged to forward these emails to the City Clerk's Office for appropriate response (to correspondence) and retention (correspondence has a minimum retention of one year; some policy matters carry a permanent retention period). After the email has been forwarded to the City Clerk's Office, the email should be deleted from the Councilmember's computer.

Compensation, Travel & Special Events

a. Council shall receive compensation as provided by ordinance.

b. During their term, the Mayor and Members of Council are authorized to participate at their own expense in any fringe benefit program available to City employees.

c. Council shall review its compensation at least once every four (4) years, to begin after May 12, 2004.

Recognizing that it is in the interest of constituents for Councilmembers to attend various meetings, especially meetings of the National League of Cities and the Colorado Municipal League, for the purpose of learning about current issues affecting local government and to gain information that will be useful in making policy decisions, the City Council establishes the following guidelines for Councilmember educational and city government relevant travel.

a. Expenses will be reimbursed in accordance with the schedule established for city employees. If a Councilmember's spouse or a guest accompanies the

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Councilmember to a conference, event registration for the spouse or guest shall be reimbursed.

b. Each Councilmember shall be reimbursed for attendance at the CML Annual Conference.

c. Each Councilmember shall be reimbursed for attendance at no more than one of the two NLC conferences each year.

d. Attendance at other conferences or educational programs out-of-state shall be reimbursed only as a substitute for NLC, for example, National Civic League.

e. Attendance at out-of-state meetings, seminars, workshops, etc., on a specific topic or to represent the city shall be authorized by the Council and will generally be limited to one member for such meeting or workshop.

f. Council may allow one member to serve on an NLC committee and reimburse expenses for two additional meetings per year.

g. As the budget allows, attendance at in-state meetings related to city business shall be reimbursed.

7.4 Special Events

It is often desirable to have City representation, or to show City support for community functions/events. The charge to attend these events may vary and reimbursement will be made to Councilmembers based on the general guidelines provided in Section 7.3 of these Rules and within the City Council program budget.

a. The City government is directly involved as a sponsor or participant.

b. The event is sponsored by another public agency and having city representative(s) is important.

c. The event is sponsored by a community organization which the City is a member or which the City provides financial support and City representation is important.

d. Reimbursement for spouse/companion would be authorized in the event the Mayor or designated attendee was attending an event as the official City representative.

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Meetings of Council

8.1 Defined

A meeting is defined as any kind of gathering, including telephone calls and serial emails, of three (3) or more members of City Council, held to discuss public business. (Code Section 2-150)

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8.2 Meeting Types

a. Council Meetings. Meetings of the City Council are sessions held to consider public business and take formal action.

- i. The Council shall meet in regular session on the first and third Tuesdays of each month in Council Chambers in City Center South at 1001 11th Avenue, and beginning at 6:00 p.m. By motion, the Council may, from time to time, alter the foregoing schedule.
- ii. The Council may meet in special session, scheduled no sooner than twenty-four (24) hours from the time it is called, to consider items of business that require the immediate or special attention of the City Council. The special session shall be called by either motion at a regular meeting, or by the Mayor and any three (3) members of the City Council, as evidenced by signatures on a notice and call of special meeting, and a notice to all members of the City Council, personally served or left at his or her usual place of residence, by telephone or by electronic transmission by the City Clerk.

b. Work sessions. Work sessions of the City Council are sessions held to consider public business and take no formal action except:

- i. A motion to conduct an executive session in conjunction with the work session; or
- ii. A motion to call a special City Council meeting for the sole purpose of conducting an executive session.

The regular work sessions of the City Council shall be held on the second and fourth Tuesdays of each month in the Council's Chambers in City Center South at 1001 11th Avenue, and beginning at 6:00 p.m. By motion, the City Council may from time to time alter the foregoing schedule. Special work sessions may be scheduled in the same manner as provided for special Council meetings.

c. Town meetings. Town meetings of the City Council are work sessions held throughout the City within each of the wards, generally on an annual basis, to provide an informal setting for community discussions.

d. Adjourned Meetings. If at a regular or special meeting, Council is unable to complete its work, an adjourned meeting can be scheduled for a later time to take up its work at the point where it was interrupted, provided that no adjournment shall be for a longer period than until the next regular meeting. No meeting will be adjourned during a public hearing; however, a public hearing may be continued.

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e. Executive Sessions. The Council may, upon the affirmative vote of two-thirds (2/3) of the quorum present, hold an executive session for the purpose of discussing matters allowed by law.

f. Emergency Meetings. Attempts will be made to follow Section 10.2 (Notice of Meetings) for meetings of Council held to handle matters of a natural disaster. Contrary to Section 11.1 (Quorum), a majority of the members will not be necessary to conduct the business related to a natural disaster meeting. However, actions taken at the emergency meeting shall be considered for ratification at a regular City Council meeting.

8.3 Meetings to be Public

All official meetings of the Council, except Executive Sessions, shall be open to the public and the media, freely subject to recording by radio, television, and photographic devices at any time, provided that such arrangements do not interfere with the orderly conduct of the meetings. Members of the public shall have a reasonable opportunity to be heard under such rules and regulations as the Council may prescribe.

8.4 Electronic Participation

a. Emergency Situations. In the event a quorum is unable to meet at the day, hour, and place fixed by these rules because meeting in-person is not practical or prudent due to a public health pandemic or unforeseen emergency affecting the City, meetings may be conducted by telephone, electronically, or by other means of communication so as to provide maximum practical notice and participation. Meetings may be held by telephone, electronically, or by other means of communication subject to the following conditions:

1. The City Manager or the Mayor determines that meeting in person is not practical or prudent, because of a public health pandemic or other unforeseen emergency affecting the City;
2. All members of the City Council can hear one another or otherwise communicate with one another and can hear or read all discussion and testimony in a manner designed to provide maximum notice and participation;
3. Members of the public are given the opportunity to hear or read all discussion, testimony and votes, in a manner designed to provide maximum notice and participation unless not feasible due to the public health pandemic or emergency;
4. At least one member of the City Council is present at the regular meeting location, unless not feasible due to the pandemic or emergency circumstances;

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9.1 Presiding Officer

5. Votes may be conducted by roll call at the request of any Councilmember or executive staff for clarity;
 6. Minutes of the meeting are taken and promptly recorded, and such records are open to public inspection; and
 7. To the extent possible, full and timely notice is given to the public setting forth the time of the meeting, the fact that some or all members of the City Council may participate by telephone, electronically, or by other means and the right of the public to monitor the meeting from another location.
- b. Hybrid meeting participation.** Meetings of the City Council, including work sessions, may include a virtual component in order to allow for hybrid participation in the meeting room and via webinar by Councilmembers, staff, presenters, and the public. The technology used for hybrid meeting participation must allow for Councilmembers participating remotely to be seen and heard in the meeting room, and the activities in the meeting room to be seen and heard by anyone participating remotely.

Meeting Participants

a. Mayor. The Mayor shall preside over meetings of the City Council and have the same right to speak and vote therein as any other member. The Mayor shall in no case have the power of veto. (Charter § 3-2)

Duties of the presiding officer include:

- (1) Open the meeting at the appointed time, and call the meeting to order.
- (2) Announce the business coming before the Council in accordance with the prescribed order of business, or direct the City Clerk to introduce items of business by reading the title of each agenda item.
- (3) Recognize members who are entitled to the floor and ensure that ample opportunity is extended to express the opinions of constituents.
- (4) State and put to a vote all questions that legitimately come before the council, and announce the results of each vote. Although not prohibited, the presiding officer generally does not propose a motion.
- (5) Enforce the Council's rules relating to debate, order, and decorum at meetings.
- (6) Expedite business in every way compatible with the rights of members.

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- (7) Decide all questions of order.
- (8) Declare the meeting adjourned.

b. Mayor Pro Tem. The City Council within its membership shall elect, at its first meeting following its election, a Mayor Pro Tem who shall become acting Mayor with the same duties as provided for the Mayor in the case of absence or disability. (Charter § 3-2)

c. Temporary Chair. In case of the absence or disability of the Mayor and Mayor Pro Tem, the City Clerk shall call the Council to order and call the roll of members. If a quorum is found to be present, Council shall proceed to elect, by a majority vote of those present, a Temporary Chair to serve as presiding officer of the meeting until the arrival of the Mayor or Mayor Pro Tem at which time the Temporary Chair shall relinquish the chair upon conclusion of the business immediately before the Council.

9.2 Councilmembers

All members of Council have the right to full participation in all meetings.

Councilmembers are expected to attend all regularly scheduled Council meetings and Work sessions. In case of emergency, e.g. illness, Councilmembers should notify the City Manager, City Clerk or Mayor in advance of the meeting if at all possible. Members detained but expecting to attend should, whenever possible, notify the Mayor or City Clerk which can be done by calling the City Manager, the City Clerk, as appropriate. In accordance with section 8.4, a member may also elect to participate in a regular Council meeting or work session through a virtual mechanism when hybrid meetings are available.

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Councilmembers who wish to be excused from a regular meeting should make this request as early as possible but no later than the regular meeting preceding the anticipated absence. This will assist in scheduling important items to obtain the participation and vote of all Councilmembers.

Councilmembers are expected to be in their seats one minute before meeting start time for microphone checks. Any Councilmember participating in a meeting through a virtual platform should log into the online portion of the meeting at least five minutes prior to the meeting start time in order to ensure their connection is in place.

For personal security reasons, out-of-town trips will not be announced publicly in advance of or return from travel.

9.3 Executive Staff

a. City Manager. The City Manager, or the City Manager's designee, shall attend all meetings of the Council unless excused, and shall have the right to take part in all discussions of the Council, but shall have no vote.

 Number: 1 Author: Heidi Leatherwood Date: 7/31/2024 1:47:00 PM
Not congruent with current practices.

9.4 City Clerk

b. City Attorney. As Council's legal representative, the City Attorney or the City Attorney's assistant shall attend all meetings of the Council unless excused, and shall have the right to take part in all discussions of the Council, but shall have no vote. Upon request, the City Attorney shall provide either a written or oral opinion on questions of law. The City Attorney shall act as Council's parliamentarian.

The City Clerk, or the City Clerk's designee, shall attend all meetings of the Council unless excused, and shall keep the official journal of proceedings and perform such other duties as may be requested by the Council.

9.5 Other Municipal Officials and Employees

The head of any department, or any officer or employee of the City, as directed by the City Manager, shall attend meetings of the Council.

Agenda and Notice of Meetings

10.1 Agenda Procedures

Prior to each meeting of Council, the City Clerk shall distribute to each Councilmember:

- a. A copy of the agenda of the meeting, stating therein each matter to be discussed or debated by the Council by title, description and/or synopsis.
- b. A copy, in its latest form or edition, of each ordinance, resolution, or other written or printed document to be presented at the meeting, including background information, analysis and recommendation to City Council when applicable.
- c. A copy of the minutes of the previous meeting.

10.2 Notice of Meetings

a. Method of Notification. The agenda of meetings, as meetings are defined in Section 8-1, shall be posted at least twenty-four (24) hours prior to the meeting. Any other notice allowable by law shall be permissible. In addition, a reasonable effort will be made to notify the media normally covering the City Council meeting when the decision is made to call the meeting.

b. Posting Locations. Notice of a Council meeting shall be posted on the City Council website. The posting location shall be designated annually at the first regular City Council meeting of each calendar year. Notices also may be posted at other appropriate locations.

 Number: 1 Author: Heidi Leatherwood Date: 7/31/2024 1:51:00 PM
Indicate the website as it remains consistent and is indicated each year by the motion.

Meeting Procedures

11.1 Quorum

A majority of the members of the entire Council shall constitute a quorum and be necessary for the transaction of business. If a quorum is not present, those in attendance will be named and they shall adjourn to a later time. The only action Council may take in the absence of a quorum is the motion to adjourn.

11.2 Rules of Order

a. Purpose. The primary purpose for use of parliamentary procedure is to protect the rights and privileges of those deliberating, and to assure that the minority is protected while facilitating the will of the majority.

b. Reference. The most recent edition of "Robert's Rules of Order Newly Revised" shall govern the proceedings of the Council in all cases, unless they are in conflict with these rules, the Greeley Code of Ordinances, or the Greeley Charter.

11.3 Preservation of Order

The presiding officer shall preserve order and decorum; prevent attacks on personalities or the impugning of members' motives, and confine members in debate to the questions under discussion.

11.4 Debate

a. Each member of Council has a right to speak on every debatable motion before it is acted on.

b. When recognized by the presiding officer, a Councilmember shall confine remarks to the matter or question then under discussion.

c. A Councilmember shall speak only once on the question until all other members of Council who wish to speak have had the opportunity to do so.

11.5 Voting

a. Required. The ayes and nays shall be taken upon the passage of all ordinances, resolutions, and motions and entered upon the journal of the Council proceedings. Every member, when present, must vote unless excused by majority vote of the Council. (Charter § 3-14)

b. Voting Methods. A vote by voice shall generally be used, and a show of hands may be requested by Council or Executive Staff for verification.

A roll call vote may be requested by any member of Council. It shall not be in order for members to explain their vote during roll call.

c. Tie Vote. In the case of a tie in votes on any item or motion, the action shall be defeated. Council may reconsider the

 Number: 1 Author: Heidi Leatherwood Date: 7/31/2024 1:52:00 PM
Ask if Council wants to add detailed Rules of Decorum?

item or motion if, at the same meeting the tie vote occurred, a majority of Council votes to reconsider.

11.6 Conflicts of Interest

Upon determining that a Councilmember has a personal or private interest, potential conflict, or appearance of conflict, in a matter proposed or pending before the Council, the member shall request to speak when the agenda item with which the member has a conflict is called, and either:

a. disclose that there may be a personal or private interest, potential conflict, or appearance of conflict, in the matter and will not participate in the discussion or decision; and step down from the Council platform and leave the Chambers during the Council's discussion and action; or

b. request legal advice from the City Attorney.

NOTE: When possible the Councilmember should discuss the potential conflict before the meeting with the City Attorney.

11.7 Order of Business

a. Call to Order. The presiding officer opens the meeting by calling it to order, and may announce, "This (date) (regular or special) meeting of the Greeley City Council will come to order."

b. Opening Ceremonies. The presiding officer, or other individual or group approved by the presiding officer, may lead in the recitation of the Pledge of Allegiance to the American Flag.

c. Roll Call. After the opening ceremonies, the roll is called to verify member attendance and enter the names of those attending in the minutes to substantiate that the Council has complied with quorum requirements for holding a meeting. The presiding officer directs the City Clerk to call the roll, and may then announce the presence of a quorum.

d. Approval of Agenda. The City Manager will review the agenda, calling attention to any additions, deletions or corrections that may be necessary. Unless a majority objects, the order of business may be amended or suspended at any meeting.

e. Recognitions and Proclamations.. Proclamations, special citations, and awards are presented. With regard to proclamations:

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- (1) City Council believes it to be in the best interests of the City to limit the issuance of proclamations to persons, community events and activities that are non-controversial in nature, so that the City is not perceived as taking positions on issues or causes that are the subject of significant differences of opinion within the community.

- (2) Proclamations are to be utilized exclusively for ceremonial and recognition purposes, and should promote the cultural, social, economic or intellectual welfare of the community.
- (3) Proclamations may be requested by any individual or organization, or by the Mayor or individual members of the City Council.
- (4) Proclamations should concern persons, events or activities of local interest that are non-controversial in nature. If the Mayor believes that a particular person, event or activity may be deemed controversial or not of local interest by the majority of Council, the Mayor shall consult with the Mayor Pro Tem and the City Manager to determine whether to issue the proclamation and shall notify the City Council of the decision. Any such decision may be overridden by a majority of the City Council.
- (5) Whenever possible, proclamations should be accepted by a local representative.
- (6) Proclamations will be presented to the appropriate representative, who may be provided an opportunity to make brief comments.
- (7) Upon request, the Mayor or members of the City Council may present proclamations outside of a City Council meeting, at special events or activities or other designated locations.

f. Citizen Input. Members of the public may address the Council on any subject not already listed for public hearing or public comment on the agenda by securing the permission of the presiding officer. A total of 10 minutes may be spent on Input from members of the public and individual speakers may be limited to three (3) minutes or other time based on the meeting's agenda. Persons who have notified the City Clerk's Office, in advance of the meeting, of their desire to speak will be recognized by the presiding officer without further action and at the outset.

g. Reports.

- (1) Oral or written reports to Council may be made by Councilmembers, Executive Staff, other administrative officers, or Board or Commission members. The Council may:
 - (i) Receive the report, which means merely that the report was given. No motion is required.
 - (ii) Implement the recommendations of the report. A motion is made, and requires a second, to accept or reject only the recommendations of the committee, rather than the entire report.
 - (iii) Adopt or accept the entire report. An affirmative vote on this motion has the effect of endorsing the entire report, including all facts and explanations.
 - (iv) Defer the report to a subsequent meeting.

h. **Initiatives.** Any Councilmember may bring before the Council any business that the member feels may be deliberated upon by the Council. These matters need not be specifically listed on the Agenda, but formal action on such matters shall be deferred until a subsequent Council meeting. Initiatives must be approved by a consensus of Council for staff to begin work or research.

i. Consent Agenda. The Consent Agenda is intended to allow the City Council to expedite those items that are of a routine nature and not controversial. The Consent Agenda is provided as a convenience and time savings to the citizens attending the Council meeting.

Councilmembers may request an item on the Consent Agenda be "pulled" and considered separately under "Pulled Consent Agenda Items" in the order they were listed.

Examples of items typically included on the Consent Agenda:

- (1) Approval of City Council proceedings (reading of the minutes shall be dispensed with unless requested by a Councilmember).
- (2) Reports on Council Work sessions, Committees, and Boards.
- (3) Motions.
- (4) Resolutions.
- (5) Introduction and First Reading Ordinances
- (6) Other.

[1]

The City Clerk shall read each item on the Consent Agenda and its recommended action into the record. The Consent Agenda, after removal of any items, shall thereupon be adopted as a unit.

i. Public Hearings, Final Reading of Ordinances. Public hearings shall proceed as follows:

FOR QUASI-JUDICIAL MATTERS:

- (1) City Staff presentation
 - description and analysis
 - recommendation
 - subject to Council questions
- (2) Applicant or Petitioner presentation
 - subject to Council questions
- (3) Public Hearing opened
 - subject to Council questions
 - Council may limit time of speakers
- (4) Applicant or Petitioner rebuttal, if requested
 - Council may limit time of speakers
- (5) Staff response, if requested
 - subject to Council questions
- (6) Public Hearing closed
- (7) Council discussion
- (8) Council decision

12.1 Council Chambers

12.2 Excusal During Meeting

12.3 Recess

12.4 Journal of Proceedings

FOR LEGISLATIVE MATTERS:

- (1) City Staff presentation (if requested)
 - description and analysis
 - recommendation
- (2) Council questions of staff
- (3) Public Hearing
- (4) Council discussion
- (5) Council decision

j. Adjournment. Upon no further business, the Presiding Officer may simply declare the meeting adjourned.

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General Rules

a. Supervision. The Council Chambers shall be under the supervision and control of the City Clerk when Council is not in session, and may take whatever actions necessary to protect the public health, welfare, and peace, and allow for the orderly conducting of the meeting.

The Council Chambers shall be used solely for the transaction of public business of the City; or as authorized within the intent of Council policy on the use of the Council Chambers.

b. Sergeant-at-arms. The Chief of Police, or qualified representative, shall maintain the peace in the Council Chambers.

c. Seating Arrangement. Members shall occupy the respective seats in the Council Chambers assigned to them by the Mayor.

d. Smoking. Smoking shall be prohibited in the Council Chambers or any designated meeting space.

Councilmembers may be excused from the remaining Council Meeting with permission from the presiding officer.

The presiding officer may call a recess not to exceed twenty (20) minutes at any time during a meeting to determine a rule of order, or at the request of a majority of Council. The presiding officer may call a recess at any time between items of business.

An account of all proceedings of the Council meetings shall be kept by the City Clerk and shall be entered in a book constituting the official record of the Council.

 Number: 1 Author: Heidi Leatherwood Date: 8/1/2024 9:48:00 AM
This is not part of the agenda.

a. The minutes for Council meetings should be primarily a record of the action taken at a meeting, not what was said by members of the Council. The minutes shall contain a separate paragraph for each subject matter and, at a minimum, reflect each subject or item considered and the language of and disposition of each motion, resolution, ordinance, or matter on which action is taken. With respect to annexation and zoning hearings, considerably more detail may be needed.

b. The minutes for Council work sessions should be primarily a record, in summary, of the discussion and any direction provided.

c. The record for executive sessions shall be as provided by ordinance.

d. Although not required for other sessions at which Council is present, a report may be prepared that lists the topics of conversation.

The minutes may be corrected or amended after they have been approved, if an error or material omission is reasonably established. In this case, the motion "to amend something previously adopted" may be used.

Ordinances, Resolutions & Motions

The hierarchy of actions taken by Council include: (1) Ordinances, (2) Resolutions, and (3) Motions.

An Ordinance is the most authoritative form of action the Council can take. An adopted ordinance becomes an established rule or law of the City and remains in effect until otherwise rescinded or amended by the Council.

Every ordinance shall require the affirmative vote of the majority of the membership of the entire Council for final passage. (Charter § 3-14)

The form, need, and procedure for enactment are set forth in the Greeley Charter, Article III.

Resolutions are acts of a relatively permanent nature and remain in effect until rescinded or amended by Council.

Generally, resolutions implement or carry out the terms of an ordinance, provide a statement of policy, or express Council's opinion on a public matter.

Resolutions shall be introduced in written form and may be adopted by a majority of a quorum of the Council upon a

13.1 Ordinances

13.2 Resolutions

This page contains no comments

13.3 Motions

single reading. Resolutions need not be published, but shall be kept on public file.

a. Defined. A motion refers to a formal proposal by a Councilmember that the Council may take action upon. Motions are generally introduced by voice. However, if long or involved, motions should be in writing and, in any event, any two members of Council may ask that a motion be put in writing.

b. Classes.

(1) MAIN motions introduce items of business before Council. A main motion can be made only when no other motion is pending, and it ranks lowest in the order of precedence of motions.

(2) SUBSIDIARY motions are secondary or supplemental to the main motion and must be dealt with before the main motion can be voted on. This motion class includes those to:

- Postpone indefinitely
- Amend
- Refer to a committee
- Postpone to a certain time
- Limit or extend limits of debate
- Previous question
- Lay on the table

(3) PRIVILEGED motions are those of a more administrative function and do not relate directly to the pending question, such as:

- Call for the orders of the day
- Raise a question of privilege
- Recess
- Adjourn
- Fix the time to which to adjourn

(4) INCIDENTAL motions have no connection with the main motion, but are important enough for immediate consideration and temporarily sets aside the main motion. Examples:

- Point of order
- Appeal
- Suspend the rules
- Objection to the consideration of the question
- Division of a question
- Consideration by paragraph or section
- Division of a question
- Consideration by paragraph or section
- Division of the assembly
- Motions relating to methods of voting and the polls
- Motions relating to nominations

This page contains no comments

14.1 Council Committees

14.2 Citizen Boards and Commissions

- Requests and inquiries

(5) MOTIONS THAT BRING A QUESTION AGAIN BEFORE THE ASSEMBLY may be made, like main motions, while no other business is pending. Examples:

- Take from the table
- Rescind or amend something previously adopted
- Discharge a committee
- Reconsider (the vote)

c. Presentation and Disposition. Unless otherwise required, the following steps shall be taken for the presentation and disposition of motions:

- (1) A Councilmember addresses the presiding officer;
- (2) the member is recognized by the presiding officer;
- (3) the member proposes a motion;
- (4) another member seconds the motion;
- (5) the presiding officer states the motion to the entire membership;
- (6) the Council debates or discusses the motion [while debate on a main motion is under way, amendments and subsidiary, privileged, and incidental motions may be introduced (if they are in order), debated (if they are debatable), and disposed of];
- (7) the presiding officer restates the motion and takes the vote on the motion; and
- (8) the presiding officer announces the results of the vote.

Creation of Committees, Boards and Commissions

(Reserved)

a. Purpose. Volunteer citizen advisory groups may be established with a variety of roles and responsibilities, and provide formal and continuous citizen involvement in City government. Some groups are established to satisfy state or local law.

City Council anticipates and welcomes recommendations from advisory boards. In balancing the needs of the community, Council may not always adopt a board recommendation. It is expected that board members honor the decision made by Council and not circumvent Council's conclusions.

b. Administrative Support. Administrative support will be provided to the various Boards and Commissions by the appropriate City department.

c. Recruitment and Qualifications.

This page contains no comments

(1) General recruitment efforts shall be made to Greeley residents with special measures being taken to balance ward representation and attract minority and special population applicants.

(2) Generally, volunteers will be limited in serving on one board or commission at a time. It is at Council's discretion to appoint someone to serve on more than one board or commission at a time.

(3) With the exception of the Water and Sewer Board members, the number of terms served by a board member generally shall be limited to two so as to allow broad citizen participation. Council may consider retaining board members beyond two terms on a case-by-case basis when such a continued appointment appears to be in the best interest of the board and the City.

(4) Absence excuses may be given by the chairpersons of each board. Excessive absences of board members may also be considered during reappointment application, and may be cause for dismissal at Council's discretion.

d. Application and Appointment.

(1) Unless otherwise stated, positions on Boards and Commissions shall be appointed by Council from applicants who have completed the appropriate application form and interview process. Greeley residents will be given appointment preference, and property owners living outside of Greeley and other non-Greeley residents may be considered on a case-by-case basis.

(2) Application forms shall be developed and made available to potential board candidates.

(3) Interview of the candidates may be conducted by an interview team consisting of two members of Council and the City's Boards & Commissions Program Coordinator/Manager (or the Coordinator/Manager's designee). Notwithstanding the above, candidates for the Water and Sewer Board and the Planning Commission will be interviewed by the Council.

(4) At the option of the interview team the chair or chair's designee will be invited to be present at the interviews and serve as a resource for their board or commission.

(5) The interview team's recommendations for appointments is noted on the ballot provided to Council.

(6) Council appointment may be by written ballot and candidates must receive the vote of a majority of Council.

This page contains no comments

(7) Individuals appointed to fill a vacancy with an unexpired term of six months or less shall also be appointed to serve the succeeding full term.

e. Orientation. The citizen volunteer shall be provided the opportunity to receive an orientation and working knowledge of overall City functions and responsibilities with a specific focus on the board to which the volunteer has been appointed.

f. Council & Commission Roundtable. Dialogue between the boards and Council concerning goals and key issues is desired at least annually. In lieu of an annual roundtable, Council may utilize other methods of communications with boards and commissions, such as a periodic newsletter or triennial review.

g. Leadership Training. Members of boards who function as officers are expected to partake in training sessions which are geared toward the development of leadership skills, which may be funded from City Council's budget, if needed.

h. Recognition/Appreciation. A program to recognize the special efforts of the City's outstanding citizen volunteers, and a standard method of recognizing the service of all citizen board members may be implemented.

i. Triennial Review. With the exception of the boards and commissions authorized by the Greeley Home Rule Charter, each City board and commission will be reviewed every three years by City Council and then authorize its continuance or sunset. In preparation for the Council review, each board and commission may complete a self-assessment and submit the group's accomplishments, goals and program plan.

 Number: 1 Author: Heidi Leatherwood Date: 8/1/2024 9:49:00 AM
Updated with current practices

 Number: 2 Author: Heidi Leatherwood Date: 8/1/2024 9:49:00 AM
Duplicate. See 14.2c3

Policies and Protocol Suggested Changes 2024			
Page Number-Chapter-Header Title	Task for action	Reason	Impact
Page 5- 3.3 w-All Members of Council	Remove	Duplicated on page 6	clean up
Page 6- 3.3y-All Members of Council	Update and add "note"	Note: Sometimes a full retreat is not necessary or scheduled or may require a “review” instead.	clarification of a review v. retreat
Page 15-4.6 f (i)(3)-Council Conduct with the Public	Update bolded sentence; "Remember that despite its impressive population figures, Greeley is a small town at heart."	contradicts the new image campaign of Greeley	consistency -
Page 15-5.5-Annual Report to the Community	1. Update Header: Annual "report" to Annual "information" 2. Update "report" in sentence	Note: This report may come in the form of information summary, address to the community, annual highlights or other.	clarification
Page 16- 6.1 a- Communication Tools	Remove and update sentence: "A total of \$40.00 per month will be reimbursed for cellular telephone service for each member of Council." Update to: A City purchased Cellular phone is recommended for Councilmembers and corresponding service will be budgeted out of the City Clerk's Office.	This is not needed because issued cellular phone service is fully provided by the CCO Budget in excess of \$40.00 per month.	clarification
Page 16- 6.1 b-Communication Tools	Remove and update. "A city -purchased computer and/or supporting internet provider service, if desired, may be provided to the Mayor and Members of Council with the City Council program budget and agreed upon by Council. A total of \$50.00 per month will be reimbursed for internet service for each member of Council." Update to: " A city-purchased tablet or computer will be issued to each councilmember with corresponding internet service to be budgeted out of the City Clerk's Office."	Currently, Council has received i-pad tablets with built-in wireless service provided each month by the CCO Budget.	clarification
Page 17-6.2 c-Communication and Correspondence	review with CAO..."confer with Council and provide a response. Responses will be signed by the Councilmember to whom the correspondence was addressed and the mayor will sign those addressed to Council as a whole."	Mayor does respond by phone and email. CCO scans in mail and sends to councilmembers often with additional information or copying subject matter expert.	clarification
Page 18-6.2 e(ii)-Communication and Correspondence	Check with Record Retention Schedule	contradicts the new image campaign of Greeley	consistency
Page 20-8.2 c-Meeting Types;Town Meetings	1.Update "Town Meetings" to "Ward Meetings" 2....."generally on an annual basis" to "as needed basis" 3.May need to add which Department pays for the event, plans and supports.	sets correct expection and specifies location; Clarifies who is funding the meeting and preparing the event	CAO suggests leaving it as there is a specific "Town Meeting"
Page 23-9.2 Councilmembers	Remove words in the 2nd paragraph... "or the Police front desk."	this does not apply (may be an old reference)	clarification
Page 24- 10.2 b-Posting Locations	Remove current link and add link to CivicClerk https://greeleyco.portal.civicclerk.com/	most current link	clarification and transparency
Page 25-11.3-Preservation of Order	Does Council want to add Order and Rules of Decorum?	might be a good idea to add rules	clarification and proactive approach
Page 26- 11.7 e-Order of Business-Presentations	Remove "Presentations" and update with "Recognitions and Proclamations"	Consistency with the agenda terminology	clarification
Page 27- 11.7 f-Input from Members of the public	Remove "Input from members of the public" and update with "Citizen Input"	Consistency with the agenda terminology	clarification
Page 27- 11.7 g-Reports and Initiatives	Remove "and Initiatives" and remove (1)	Consistency with the agenda terminology	clarification
Page 27-11.7 h-Initiatives	Remove (2) and Add "h. Initiatives"	Consistency with the agenda terminology	clarification
Page 27-11.7h-Initiatives	Add that initiative must be approved by consensus of Council for staff to begin work	Consistency with current practices	clarification
Page 27-11.7h-Consent Agenda	RENUMBER the order of Examples of items typically on the Consent Agenda as follows: 1. Approval of Proceedings 2. Reports of WS 3.Motions and Calling Special Meetings 4.Resolutions 5.Introduction of Ordinances 6. Replats, vacations and dedications 7. Contracts		
Page 28-11.7i-Public Hearings, Final Reading of Ordinances- for Quasi-Judicial Matters:	Udpate 3. from "Public Presentation" to "Open Public Hearing" and Update 6. to "Close Public Hearing"	Consistency with the agenda terminology	consistency
Page 28-11.7i-Public Hearings, Final Reading of Ordinances for Legislative Matters	Update 3. from "Public Input" to "Open Public Hearing" and "Close Public Hearing"	Consistency with the agenda terminology	consistency
Page 29- 11.7 j-New Business	Remove	We do not have this area on the agenda.	consistency
Page 29-12.4-Journal of Proceedings	Update "Journal of Proceedings" to "Proceedings" and update the sentence to remove "shall be entered into a book" as I believe this is outdated with electronic keeping of the proceedings.	We do not use a book for minutes; we post on the website	consistency
Page 33-14.2 d(5)-Application and Appointment	Add to the sentence that the "recommendation is provided on the ballot" ?	Consistency with current practices	consistency
Page 33-14.2 d(8)-Application and Appointment	Remove (8) as it duplicates 14.2 c(3)	Duplication	clarification
Page 34-14.2 f-Application and Appointment	Remove Council and Commission Roundtable? Do we do this?	Consistency with current practices	consistency

Basics

- Detailed procedures for the conduct of City Council regular and special meetings will be incorporated into each agenda and available online and at the meeting for members of the public but will not be read aloud. [City of Loveland](#)
- Town Clerk will make a copy of these guidelines available to all members of the public in attendance at regular or special meetings [Town of Mead](#)

Public Expectations

- All speakers and audience members should treat everyone with respect and dignity, maintain a welcoming environment, [City of Fort Collins](#)
- Large posters or signs, sound effects, audio/visual presentation equipment, or other disruptive or distracting materials may be prohibited. [City of Delta](#)
- Signs are limited to 18 x 24 inches in size so as not to block other meeting attendees' views. Participants with signs must display them in a manner so as not to obstruct the views of other meeting attendees. [Town of Winter Park](#)
- Avoid audio or video recording that is distracting or obstructs others [City of Fort Collins](#)
- Avoid noise from phones or mobile devices, such as ringtones, notifications, alarms or conversations [City of Fort Collins](#)
- Be considerate of your fellow speakers. There should be no applause, booing or other audible disruption to the proceedings. [Town of Mead](#)

Addressing Council

- All statements shall be limited to Town business and matters of community interest that are relevant to Town business. [Town of Winter Park](#)
- Defamatory or abusive remarks, shouting, threats of violence or profanity are OUT OF ORDER and will not be tolerated. [City of Delta](#) [Town of Mead](#)
- Respectful rhetoric is required. [Town of Mead](#)
- Comments should be statements, not questions. [City of Delta](#)
- Focus your comments on relevant facts and your point of view. [City of Delta](#)
- Presenters are urged to: (1) state your concern/issue; (2) list possible solutions; and, (3) if you have a hand-out, provide all copies for all members of the Council, City Manager and the City Clerk. [City of Delta](#)
- Personal attacks against Board Members, Administrative Staff or Employees will not be recognized. [Town of LaSalle](#)
- The City Council encourages all persons making public comments to maintain a sense of decorum and conduct themselves in a manner respectful of the rights and feelings of others. [City of Loveland](#)
- Those wishing to address the City Council must print their names on the sign-in sheet.
- Residents will be allowed a three-minute presentation.
- Any person or Council member wishing to speak shall do so only after being recognized by the Mayor. [City of Loveland](#)

- Citizens wishing to address the Council should dress appropriately. No shirt, no shoes, no service. [City of Delta](#)
- Silence is accepted as a form of public comment. [City of Loveland](#)
- Written materials for presentation to Council may be submitted to the City Clerk as the speaker approaches the podium. The City's computer presentation equipment is not available for general public use [City of Centennial](#)
- Handouts are encouraged to be in 8.5 x 11 format. [City of Delta](#)

Council's Response

- The Council may or may not respond. [City of Delta](#)
- Public comment is not a question-and-answer session [City of Fort Collins](#)
- The Board of Trustees may not respond to your comments during this meeting, rather they may take your comments and suggestions under advisement and your questions will be directed to the appropriate person or department for follow-up. [Town of LaSalle](#)
- When a member of the public raises specific concerns during the Public Comment portion of the meeting, Council may ask questions only for clarification purposes and may refer the matter to the City Manager for follow up. Council will not try to "solve" the problem at the meeting. [City of Loveland](#)
- An immediate response should not be expected, as issues are typically referred to City staff for follow-up or research and are then reported back to Council and the individual who initiated the comment or inquiry. [City of Centennial](#)
- The Mayor is free to limit the physical conduct or activity of any person or Council member if such conduct or activity impairs the efficient function of the City Council [City of Loveland](#)
- The Mayor or presiding officer may limit the total time for citizen comments based on the length of an agenda. In such case, comments will be received on a first-come, first-served basis during the available time. [City of Delta](#) [City of Wheat Ridge](#)
- The presiding officer may Interrupt, warn, or terminate a participant's statement when the statement is too lengthy, abusive, obscene, or irrelevant, [Town of Winter Park](#)
- The presiding officer may request any individual to leave the meeting when that person does not observe reasonable decorum [Town of Winter Park](#)
- The presiding officer may Request the assistance of law enforcement if a person's conduct interferes with the orderly progress of the meeting; [Town of Winter Park](#)
- The presiding officer may Call for a recess if the lack of decorum so interferes with the orderly conduct of the meeting as to warrant such action. [Town of Winter Park](#)
- Anyone who violates the guidelines of the public hearing may be asked to leave by the Mayor or by majority vote of Board of Trustees. [Town of Mead](#)

City Council Policies and Protocol: Proposed Updates and Rules of Decorum Discussion

Heidi Leatherwood, City Clerk

City Council Work Session - October 8, 2024



Agenda



- Policies and Protocol
- Rules of Decorum
- Direction
- Purpose: Direction from Council

Policies and Protocol (P&P)

Background

- **Authority-** Section 3-3 of the Charter of the City of Greeley provides that the Council shall determine its own rules of procedure. Upon adoption by the Council, the following set of rules shall be in effect until such time as they are amended or new rules adopted in the manner provided by these rules.
- **Purpose-** This document is intended as a general guide to various legislative activities and compiles policies relative to the actions of the Greeley City Council. Generally, every few years, the document is updated and must be adopted by Resolution.

Current State- Last updated in 2021

Proposed Changes for 2024: Updates include changed to match current practices, removal of redundancies, and possible addition of “Rules of Decorum” if desired by Council

Benefits: Alignment ,Consistency, Reference/Information

Rules of Decorum

Definition

Rules of decorum are a set of guidelines that establish clear expectations for how participants should behave in a given situation. As it relates to Council meetings: conduct during regular meetings, public participation in person and remote

Comparisons

Of cities and towns in the region

Categories

- Expectations in Council Chambers
- Addressing Council
- Council Response
- Display of Rules of Decorum

Expectations in Council Chambers

Some Examples include:

- Signs - Suggested size and refrain from blocking views of others
- Phones - must be silenced and calls taken outside of chambers
- Public display - No clapping (except for proclamations), booing, speaking while others have the floor, out bursts
- No packages, bundles, suitcases or other large potentially dangerous objects brought into Chambers without prior authorization from the Presiding Officer
- No animals in Chambers other than service animals
- No approaching dais unless approved by the Presiding Officer

Addressing Council in Chambers during a Regular Meeting

Some Examples include:

Definition of Addressing of Council: To formally communicate to Council on matters related to City business or concerns

- Encourage orderly conduct
- Comments should be directed towards Council and not individual members of public or staff
- Speak only after being recognized by the Presiding Officer
- Handouts- recommended size is 8.5 x 11 for archiving purposes
- Written materials to be submitted to the City Clerk as speaker approaches the podium
- Computer presentations are not permitted for general public participation

Council Response

Some Examples include:

- Public Comment is not a question-and-answer format
- Council may ask questions for clarification but may not respond immediately. Rather they may direct department staff to follow-up
- Immediate response should not be expected as issues are generally referred to city staff
- Presiding Officer may call for a recess if the lack of decorum interferes with orderly progress of the meeting
- The presiding officer may request the assistance of law enforcement if a person's conduct becomes threatening or dangerous

Display of Rules of Decorum

Some Examples include:

- On agendas as footer or on the coversheet
- Hard copies available on sign up table
- Website
- Physical sign posted in Council Chambers
- On/In doorways leading into the Chamber

Direction from Council

Options:

- DRAFT Rules of Decorum to consider with P&P updates at regular meeting
- Continue RESEARCH and DELAY P&P updates to a future date
- MOVE FORWARD with P&P updates only at regular meeting

Thank you





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 Work Session 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

Council Meetings and Other Events Calendars

October 6 – November 2, 2024

Tuesday, October 8, 2024

- City Council Work Session Meeting 6 p.m. (1001 11th Ave Greeley CO 80631) City of Greeley Council Chambers
-

Tuesday, October 15, 2024

- NOCO Disposal Breaking Ground Ceremony 9 a.m. 16th Ave and Ash Ave Greeley Co, 80631
- UNC State of the University 11:30 a.m. Rocky Mountain Grand Ballroom University Center (2101 10th Ave Greeley CO 80639)
- City Council Meeting 6 p.m. (1001 11th Ave Greeley CO 80631) City of Greeley Council Chambers

Wednesday, October 16, 2024

- Water & Sewer Board 2 p.m. (1001 11th Ave Greeley CO 80631) City of Greeley Council Chambers
- Greeley Evans District 6 Celebration of the 2019 Bond Issue 5:30 p.m. Greeley West High School (2401 35th Ave, Greeley, CO 80634)

Thursday, October 17, 2024

- Downtown Development Authority 7:30 a.m. 802 9th St #100, Greeley, CO 80631
 - NoCo Quarterly Consultation on Refugees 9:30 a.m. Microsoft Teams
 - Reimage Lincoln Park with Consultants Kimley Horn and Agora Partners 651 10th Ave, Greeley, CO 80631 Room 201
 - Airport Authority 3:30 p.m. Greeley-Weld Airport, 600 Airport Road
-

Tuesday, October 22, 2024

- 2024 State of the County 7:30 a.m. Aims Community College Welcome Center (4901 W. 20th Street, Greeley, CO 80634)
- City Council Work Session Meeting 6 p.m. (1001 11th Ave Greeley CO 80631) City of Greeley Council Chambers

Thursday, October 24, 2024

- 2024 Spread the Good Luncheon 11:30 a.m. Aims Community College (4901 W 20th St, Greeley, CO 80634) Ballroom

Friday, October 25, 2024

- High Plains Library District Board Trustees' Interview 1 p.m. LINC Library Innovation Center (501 8th Ave, Greeley, CO 80631)
-

Monday, October 28, 2024

- Greeley Chamber of Commerce 11:30 a.m.

Tuesday, October 29, 2024

- City Council Meeting - Cancelled 5th Tuesday

Wednesday, October 30, 2024

- Upstate Colorado Economic Development 7 a.m. (822 7th Street Greeley CO 80631) Upstate Colorado Conference Room
- Hold Amazon Conference 10:30 a.m. DoubleTree by Hilton Greeley at Lincoln Park (919 7th St., Greeley, CO 80631)
- Town and County Dinner and Meeting - Board of Commissioners 6 p.m. Weld County Administration Building, Events Center, 1150 O Street, Greeley

Thursday, October 31, 2024

- Poudre River Trail Meeting 7:30 a.m. Poudre Learning Center (8813 W. F Street Greeley CO 80631)
-

City Council Meeting Scheduling 2024			
	10/1/2024		
	This schedule is subject to change		
Date/Type	Description	Sponsor Presenter/Director or Project Manager	Placement/Time
October 08, 2024 Council Work Session	PD Organizational Assessment Results	Adam Turk	WS
	Mobility Development Plan Update	Will Jones/Paul Trombino	WS
	Council Policies and Protocol - Rules of Decorum Discussion	Heidi Leatherwood	WS
October 15, 2024 Council Meeting	Minutes - September 10 WS; September 17 CC	Heidi Leatherwood	Consent
	Fall UNC Update	President Feinstein/Mayor	Intro
	Resolution- Gray and Black Market Marijuana Enforcement Grant Program (GBMJ)	Adam Turk	Consent
	Resolution - Peace Officers Behavioral Health Support and Communtiy Partnerships Grant Program	Adam Turk	Consent
	Resolution - 2025 Tax Levy Certification	Caleb Weitz	Consent
	Resolution - Support of Ballot Measures 2L and 2M		Consent
	Intro & 1st Rdg Ord - Code amendment to retention period -Administrative Hearing Officer Records	Tasha Reynolds/ Heidi Leatherwood	Consent
	Intro & 1st Rdg Ord - Historic Designation	Betsy Kellums/ Brian McBroom	Consent
	PH & 2nd Rdg Ord - 2024 Second Appropriation	Caleb Weitz	Regular
	PH & 2nd Rdg Ord - 2025 Budget	Caleb Weitz	Regular
	PH & 2nd Rdg Ord - 2025 Pay Plan	Martha Lanaghen	Regular
	PH & 2nd Rdg Ord - Code Procurement Revisions	Caleb Weitz	Regular
	Resolution and Public Hearing - CDBG Home 5 Year Consolidated Plan	Deb Callies/Consultant	Consent
	PH & Resolution - Poudre Heights Special Improvement District Amendment	Jeff Woeber/Don Threewitt	Regular
	PH & Resolution - Cache Special Improvement District Amendment	Jeff Woeber/Don Threewitt	Regular
	Boards & Commissions Appointments	Heidi Leatherwood	Regular
	Executive Session - West Greeley	Blair Snow	ES
October 22, 2024 Council Work Session	CPRD Master Plan Update	Diana Frick	WS
	Open Space Update and Naming	Diana Frick	WS
	Amendments to Landscaping Codes Artificial Turf	Don Threewitt/Brian McBroom	WS
	Downtown Zoning Phase 1	Don Threewitt/Brian McBroom	WS
	Strategic Plan Update	Kelli Johnson	WS
November 05, 2024 Council Meeting	Cancelled due to Election Day		
November 12, 2024 Council Work Session	B&C 2024 Triennial Review	Heidi Leatherwood	WS
	Office of Emergency Management Update and Review on Upcoming Priorities	Peter Perez	WS
	Council Compensation Review	Martha Lanaghen	WS
	Water Valley Presentation	Blair Snow	WS
November 19, 2024 Council Meeting	Proclamation - Alzheimer's Awareness Month	Mayor	Intro

City Council Meeting Scheduling 2024			
	10/1/2024		
	This schedule is subject to change		
Date/Type	Description	Sponsor Presenter/Director or Project Manager	Placement/Time
	Minutes - Oct 1 & 15 CC; Oct 8 & 22 WS	Heidi Leatherwood	Consent
	Resolution - Ratifying the appointment nominees for the Board of Trustees HPLD	Heidi Leatherwood	Consent
	Resolution - Change Order Keep Greeley Moving Concrete Project	Paul Trombino	Consent
	Intro & 1st Rdg Ord - Reauthorizing Boards for B&C	Heidi Leatherwood	Consent
	Intro & 1st Rdg Ord - L&T Annexation	Doug May/Brian McBroom	Consent
	Intro & 1st Rdg Ord - L&T Zoning	Doug May/Brian McBroom	Consent
	Intro & 1st Rdg Ord - Amendments to Landscape Code - Artificial Turf	Don Threewitt/Brian McBroom	Consent
	Intro & 1st Rdg Ord - Backflow Cross Connection Program	Rebecca Andrus/Sean Chambers	Consent
	Sprypoint CIS - Utility Billing Software Project Overview	Sean Chambers	Regular (Informational)
	PH & 2nd Rdg Ord - Code amendment to change the retention period for Administrative Hearing Records	Tasha Reynolds/ Heidi Leatherwood	Regular
	PH & 2nd Rdg Ord - Historic Designation	Betsy Kellums/ Brian McBroom	Regular
	Boards & Commissions Appointments	Heidi Leatherwood	Regular
November 26, 2024 Council Work Session	Cancelled due to Thanksgiving Holiday		
December 03, 2024 Council Meeting	Resolution - Approving DDA Budget	Caleb Weitz	Consent
	Resolution - DDA Mil Levy	Caleb Weitz	Consent
	Resolution - Council Policies and Protocol	Heidi Leatherwood	Consent
	PH & 2nd Rdg Ord - Reauthorizing Boards for B&C	Heidi Leatherwood/Jennifer Middleton	Regular
	PH & 2nd Rdg Ord - L&T Annexation	Doug May/Brian McBroom	Regular
	PH & 2nd Rdg Ord - L&T Zoning	Doug May/Brian McBroom	Regular
	PH & 2nd Rdg Ord - Amendments to Landscape Code - Artificial Turf	Don Threewitt/Brian McBroom	Regular
	PH & 2nd Rdg Ord - Backflow Cross Connection Program	Rebecca Andrus/Sean Chambers	Regular
December 10, 2024 Council Work Session	Xcel Energy Update	Will Jones/Paul Trombino	WS
	Safe Streets for All City of Greeley Vision Zero Action Plan	Steven Younkin/Paul Trombino	WS
	Five Year Housing for All Strategic Plan Update	Deb Callies	WS
	Q3 Financial Report	Robert Miller/Tyra Litzau	WS
	Non - Profit Sponsorship Policy	Blair Snow	WS
December 17, 2024 Council Meeting	Minutes - Nov 19 and Dec 3 CC; Dec 10 WS	Heidi Leatherwood	Consent
	Sidewalk Funding Projects	Steven Younkin/Paul Trombino	Regular (Informational)
	Boards & Commissions Appointments	Heidi Leatherwood	
December 24, 2024 Council Work Session	Cancelled due to Christmas Holiday		

Greeley City Council

Status Report of Council Initiatives

Initiative No.	Council Member Initiating	Council Request	Council Meeting or Work Session Date Requested	Next Steps & Schedule	Anticipated Deliverable & Date (Report, Council Presentation, etc.)	Assigned to:
15-2021	Olson	Formation of a committee for implementation of a funding strategy for the 35th and 47th interchanges.	December 7, 2021 Council Meeting	•Next grant application expected May 2023	• City was awarded a RAISE grant for \$20.5 Million. City has submitted for a MPDG grant and is waiting on the results. Discussions continue with CDOT on the 1601 process.	Paul Trombino
04-2023	Hall	Pumpkin Ridge - Bridge	March 7, 2023 Council Meeting	•PW report provided to Council on March 24, 2023. Neighborhood meeting planned on June 29, 2023. •Included Raymond's 9/1/2023 Council Update	Bid solicitation, October 3rd, Bids due by October 24th	PW
11-2023	Clark/Butler	Artificial turf and landscape standards	August 1, 2023 Council Meeting	•Come back to Council with a draft ordinance	Scheduled for the October 22, 2024 Work Session	Brian McBroom
1-2020	Hall	Follow-up on the Poudre River Trail- Narrows Project	August 1, 2023 Council Meeting	•The grant application, which will be submitted in October, will complete baseline river modeling in addition to an alternative alignment analysis which will also look at the existing alignment, with high level cost estimates for each alternative. The scope will also include a 30% design of the preferred alignment. Working with existing consultants, we've established an estimated cost for the design process to get to a 30% of roughly \$150,000. •Unless a new alignment comes out of the design process, utilizing the existing alignment or an alternative on the north side of the river identified by past studies will likely exceed \$2 million to completed design/permitting and construction for this section.	Received a \$45,000 planning grant from the State Trails program in Colorado Parks and Wildlife, and Poudre River Trail Corrido, Inc. is contributing \$25,000 toward the design process at this integral section of the trail. Natural Areas & Trails (NAT) division of CPRD has contracted Otak to conduct geotechnical analysis for the Narrows section of the Poudre River Trail in west Greeley. NAT and Public Works staff have engaged in the process and provided feedback on the site constraints and possible solutions. The project team will be meeting with Poudre River Ranch area HOA members, the PRTC board, and Councilmember Hall on Sept. 17th to discuss the project and garner feedback from the neighborhood on solutions to secure this section of the trail, and to monitor its condition until design is completed and construction can commence.	Diana Frick
4-2024	Butler	Requested Work Session for information on the Lincoln Park Redesign- to include status of project, timeline of project and overview of the coming outreach Work Session	April 2, 2024 City Council Meeting	Requested Work Session for information on the Lincoln Park Redesign- to include status of project, timeline of project and overview of the coming outreach Work Session	The consulting team is working on market analysis and programming opportunities. October 17 there is a on site visit with Steering Committee members, stakeholders, and community open houses to share the first draft of the plan.	CPRD
5-2024	Hall	Impact Fee Study Structure	May 7, 2024 Council Meeting	Requested staff bring a report to a future work session explaining more in depth the Impact Fee Study Structure - how the ratio is calculated, review process, timeline of review, and development fees	Staff will come back to a future work session to discuss the Development Code	Allena Portis/Robert Miller/Brian McBroom
6-2024	Butler	Sidewalk Funding Projects	May 21, 2024 Council Meeting	Requested staff to come to a work session to report on sidewalk work and plans being done	Presentation at the December 17 Council Meeting as an informational item	Paul Trombino

7-2024	Butler	Building Permit Fees	September 17, 2024 Council Meeting	Would like staff to provide information to a work session relating to building permit fees for the last few years and what they are currently		Brian McBroom
8-2024	Olson	Code Compliance	Oct 1, 2024 Council Meeting	Requested staff to present at a future work session on code compliance- what is complaint and what is not and to develop a plan to assist with low-income residents specifically relating to yards and vegetation		Brian McBroom
9-2024	Butler	Resolution of Support for 2L and 2M Ballot Measures	Oct 1, 2024 Council Meeting	Requested staff to come back with a resolution of support for Ballot Measure 2L and 2M within the next few weeks	Tentaitvely scheduled for the October 15 Council Meeting	



Work Session Agenda Summary

Title

Adjournment