

# CITIZEN BUDGET ADVISORY COMMITTEE

**Wednesday, June 25th, 2025 -- 5:00 p.m.**

<i>Committee Members</i>	<i>Present</i>	<i>Absent</i>	<b>Attending Guests &amp; City Personnel:</b>
<i>Barry Eastman</i>	X		<i>Kalen Myers: Interim Budget &amp; Policy Director</i>
<i>Tyler Mowery</i>		X	<i>Laura Delp</i>
<i>Anthony McCune</i>		X	<i>Martha Lanaghan: Director, Human Resources</i>
<i>John Schull</i>		X	<i>Chief Brian Kuznik: Fire Chief, GFD</i>
<i>Merrie Foreman</i>		X	
<i>Lori Williams</i>	X		
<i>Javier Alvarado Vega</i>		X	
<i>Khalil N Bhanji</i>		X	

- **CALL TO ORDER**—Meeting called to order at 5:02PM by Barry Eastman, there was no quorum, so no second.
- **ATTENDANCE & ANNOUNCEMENTS**
- **APPROVE MINUTES FROM MAY 28, 2025** – There was no quorum, so minutes were not approved
- **DISCUSSION ITEMS**
  - **Human Resources Overview – Martha Lanaghan**
    - Director Martha Lanaghan provided a comprehensive overview of the department’s progress, restructuring, and strategic initiatives aimed at improving internal operations, employee satisfaction, and organizational leadership. The department has focused on strengthening foundational HR functions, including customer service for internal stakeholders, operational excellence, and cultivating a culture of inclusion and engagement. Notable staffing updates include the addition of a Chief People Officer, a Risk and Safety team, and a new Director of Strategic Initiatives, with further emphasis placed on talent development, compensation, and HR compliance. A significant achievement has been the reduction of the average time-to-fill job positions from over 120 days to 70 days, with over 450 positions filled in the first quarter of 2025, including seasonal roles. An expanded orientation program now includes enhanced cybersecurity training and wellness offerings, such as mental health support through a local provider.
    - In terms of employee development, the City launched virtual and in-person learning opportunities, including leadership academies and over 15,000 courses through a new Learning Management System. A revised engagement strategy using the GLINT platform shows steady improvement in employee sentiment, with engagement scores increasing from 67 to 72 over the past 18 months. The City has seen particularly high scores in employee sense of purpose and departmental leadership, though challenges remain around perceptions of executive leadership visibility and follow-through on feedback.
    - Operationally, the HR team has implemented dashboards for tracking internal performance and launched an RFP process to replace its health insurance provider,

aiming for better value and cost savings. While progress on employee resource groups and succession planning was delayed due to staffing changes, plans are in place to launch both initiatives later in 2025, starting with identifying critical roles that pose organizational risks if vacated unexpectedly. Leadership development has also been emphasized through the reintroduction of a citywide Leadership Summit, which was well received and will continue biannually.

- Finally, addressing turnover remains a priority. While Greeley’s turnover rates are comparable to neighboring cities, specific roles like bus drivers experience higher churn. Targeted interventions, such as converting part-time roles to full-time, are underway. A new HR Business Analyst role has been created to improve data quality and dashboard reporting, with the goal of providing real-time turnover and retention insights by year’s end.

- **Fire Dept Overview – Chief Brian Kuznik**

- Fire Chief Brian Kuznik, accompanied by Executive Assistant Danielle Veltry, provided a comprehensive overview of the Greeley Fire Department, highlighting its current operations, accomplishments in 2024, and strategic goals. The department, which holds an ISO rating of 2 and is close to achieving a top-tier rating of 1, operates with 139 full-time staff across seven stations and handles around 18,000 calls annually—80% of which are EMS-related. Notable accomplishments include enhanced response times, the Squad One program’s preventative outreach, over 23,000 hours of documented training, and improved community engagement efforts. The department also focused on staff wellness, including mental health services and annual firefighter physicals, which have already led to early detection of serious health conditions.
- Key 2024 achievements included hiring new personnel, purchasing critical equipment like a new fire engine and dive rescue boat, and strengthening inter-agency collaboration through five automatic aid agreements. Strategic initiatives are underway to support the department’s accreditation efforts, assess risk citywide, and optimize resource deployment. The department is planning for city growth, including a future fire station in the Cascadia development area, but faces long lead times for apparatus and staffing. Priorities for 2025 include expanding public education, standardizing training, deploying advanced ladder trucks, and improving emergency dispatching through technology such as drones and real-time camera integration.
- Chief Kuznik emphasized the need for sustainable funding, referencing ongoing discussions around potential ballot measures, including a dedicated public safety tax. He noted that without new revenue, maintaining and improving service will be difficult, especially as the city grows and call volumes rise. The department is not yet operating at baseline staffing levels, and mandatory overtime remains a challenge. Despite these constraints, the department continues to deliver high-quality service, with strong support from city leadership. The meeting concluded with discussion about funding challenges, equipment lifecycles, and the importance of community advocacy to support public safety needs.

- **OTHER BUSINESS**

- **Triennial Final Review**

- The CBAC meeting focused on completing the Triennial Review questionnaire, with members confirming there were no formal annual work plans but acknowledging ongoing efforts like budget presentations and input on ballot measures. There were no major community events attended by the board, and members agreed improvements to meetings could include attendance enforcement and the formal adoption of Bylaws.
  - **Polling Update**
    - Kalen Myers shared preliminary polling results on potential ballot measures, noting that while individual items had limited support, a combined public safety and homelessness measure showed greater traction, though legal constraints require separating them. Public safety needs include staffing, equipment, and facility upgrades, while homelessness funding would focus on services, excluding housing due to single-issue rules.
  - **Budget Process Updates**
    - The group discussed the city's fiscal challenges, including declining sales tax revenues and slow development, which are contributing to a projected budget gap for FY2026. A hiring pause has been implemented, and departments are undergoing a prioritization and realignment process.
  - **Charter and bylaws update**
    - Bylaws: The Board agreed to pursue basic Bylaws that are not overly restrictive. City Attorney's Office will provide a boilerplate. Follow-up scheduled for fall.
  - **July CBAC Meeting Planning**
    - The upcoming July CBAC meeting will focus on the budget outlook, polling results, and may include a recommendation memo to Council. Agenda adjustments may be made to accommodate these discussions, potentially deferring the housing update.
  - **Additional Updates**
    - Lastly, it was noted that final interviews were held for two strong Director candidates, with a decision expected soon.
  - **NEXT STEPS**
    - Send email/memo to ask CBAC members to RSVP to the meeting invites every month so we will know if there will be a quorum or not
    - CBAC: Prepare recommendation memo regarding public safety tax and homelessness funding combination for Council review
    - Kalen: Prepare budget outlook, polling results, and food tax update presentation for July meeting
    - Budget Office: Schedule Robert Miller to present detailed sales tax revenue analysis at July meeting
    - Kalen: Update the triennial review questionnaire responses based on meeting discussion
    - Josie: Follow up with City Attorney's Office to obtain boilerplate bylaws template for CBAC review
    - CBAC Members: Improve attendance at meetings to maintain quorum
    - Chief Kuznik: Communicate with Community Engagement Team to include Fire Department's CPR and Stop the Bleed classes in city-wide communications
    - Move Housing presentation to August to allow July focus to be Budget and Polling
  - **PUBLIC INPUT – no members of the public present**
  - **ADJOURNMENT – Meeting ended at 6:44pm**
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**Next Regular Meeting:**  
**July 23<sup>rd</sup>, 2025**  
**5:00-6:30 p.m.**

**City Center South - 1001 11th Ave, Greeley, CO 80631**  
**2nd Floor Colorado Conference Room 227**  
**Zoom(<https://greeleygov.zoom.us/j/82522074466>)**

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*Kalen Myers*

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Kalen Myers

Interim Budget & Policy Director

Signed by:

*Barry Eastman*

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Barry Eastman

Chairperson