

**2024 Budget Requests - City Manager's Office**

<b>Request Title</b>	<b>Request Priority</b>	<b>2024 Cost</b>
<b>City Manager's Office</b>		
Office of Energy and Environment- CMO	1	127,000
Strategic Communications Support-CMO	2	90,000
Innovation Specialist - Position Add-COI	1	103,495
Special Events Coordinator-CR	1	114,469
Community/Cultural Events-CR	2	100,000
Community Relations Liaison-CR	3	105,533
Economic Development Incentive Fund-ED	1	500,000
Administrative Specialist III - ED	2	81,996
Workforce and Industry Cluster Study-ED	3	60,000
Municipal Court Probation Officer-MC	1	90,170
<b>CM - City Manager Total</b>		<b>1,372,663</b>



## Initial Budget Request PDF

<b>Request Info</b>			
<b>Request Title:</b>	Office of Energy and Environment	<b>Workflow Instance ID:</b>	Budget Enhancement_ID49_05-18-2023
<b>Request Type:</b>	Budget Enhancement	<b>Submitter:</b>	Annette Peters
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/18/2023 8:40 PM
<b>Division:</b>	CM_241 - City Manager's Office/City Manager	<b>Priority Rank:</b>	1
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	127000		
<b>Ongoing Maintenance Cost:</b>	127000		
<b>Description:</b>	<p>The creation of the Office of Energy and Environment will work to execute the Sustainability Action Plan. The cost breakout is as follows -</p> <p>Travel and Training - \$10,000 annually                      Staff Recertifications - \$5,000 annually                      Intern - \$12,000 annually                      EPAC and Sustainability Plan Items - \$100,000 annually</p>		
<b>Justification:</b>	<p>In 2020 the City created the position of Environmental Planner to assist with the reviews of oil and gas permits and other environmental issues. The intent at that time was to eventually move into a greater focus on energy and environmental issues and in the last few months that need has grown much greater. By creating the Office of Energy and Environment there will be an ability to place a much greater focus on those issues. Also, with the completion of the Sustainability Action Plan this will create the opportunity to implement the recommendations found in the plan.</p>		
<b>Alternative Options:</b>	<p>The alternative option is to continue to work in the fashion in which we are currently.</p>		
<b>City Council Goal:</b>	<p>2 - Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability</p>		

<b>Link to Attachments:</b>	<a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget%20Enhancement_ID49_05-18-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget Enhancement_ID49_05-18-2023</a>
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<b>Budget Enhancement or Reduction</b>	
<b>Budget Benefits:</b>	The benefit will be to have all actions and expenses in a centralized place to better track and execute from.
<b>Budget Risks:</b>	None
<b>Budget Enhancement:</b>	Other

<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:		Department:	CMO
	Office of Energy and Environment	Priority:	1
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			2
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			4
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			2
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			2
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			4
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			3
<b>Subtotal - Council Goals</b>			17
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			1
Justification:	N/A		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			4
Justification:	The plan and their effort is designed to serve the entire community.		
			110

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				4
Justification:	City Council has adopted the Sustainability Action plan that sets measurable goals and performance metrics.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4
Justification:	The new office is called - Energy, and Environment. Its goal is to serve the total community.			
<b>Total Score (highest possible score = 40)</b>				<b>30</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Strategic Communications Support	<b>Workflow Instance ID:</b>	Budget Enhancement_ID77_05-19-2023
<b>Request Type:</b>	Budget Enhancement	<b>Submitter:</b>	Travis Huntington
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:52 PM
<b>Division:</b>	CM_241 - City Manager's Office/City Manager	<b>Priority Rank:</b>	2
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	90000		
<b>Ongoing Maintenance Cost:</b>			
<b>Description:</b>	<p>One additional year of strategic communications support services from existing consultant Slate Communications, with a goal of increasing their scope for 2024 to approximately 50-60 hours per month of available communications support. This includes project-specific support for large-scale, complex, and highly-visible projects, along with creative services (graphic design, branding, collateral, etc.) and overall communication services (planning/strategy, content assistance, media relations support, marketing strategy, industry trends, etc.)</p> <p>Note: if desired, this funding could stay in the CM_241 budget or move to the Community Relations CM_234 budget at the discretion of leadership.</p>		
<b>Justification:</b>	<p>Slate Communications has provided extremely valuable services to assist the city and the Community Relations team with many projects, strategic planning efforts, and operational assistance since the fall of 2021. With a number of high-profile projects continuing to emerge through not only the remainder of 2023 but also into 2024, their services will be extremely helpful to our team and the city overall for another year. The Slate team is now very familiar with city operations, the makeup, demographics, and unique aspects of our community,</p>		

	<p>and staff from many departments, making their transition seamless if their services were to continue to be available to us for another year.</p> <p>The Slate team offers us a diverse group of communications strategists, specialists, graphic designers, branding experts, and experienced media relations professionals to assist us with myriad communications issues and projects. We have built a strong rapport with their staff since late 2021 and would benefit from their continued assistance and increased presence in large-scale city projects.</p> <p>Projects for Slate's 2024 focus could include: Pressure Zone 41, Financial Sustainability Campaign, focus on development, growth, and Economic Development-related issues, internal communications focus, continued Diversity, Equity and Inclusion initiatives, branding and messaging for new city community and cultural events, and more.</p>
<p><b>Alternative Options:</b></p>	<p>In the absence of Slate, Community Relations staff will absorb those additional hours and projects into our normal duties in support of departments and the city at large. These projects would add to an already-increasing workload as new and broader initiatives take shape across the city, which could cause impacts to timeliness and ability to deftly tackle newly-emerging issues or additional projects.</p>
<p><b>City Council Goal:</b></p>	<p>5 - Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness</p>
<p><b>Link to Attachments:</b></p>	<p><a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget%20Enhancement_ID77_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget Enhancement_ID77_05-19-2023</a></p>



<b>Budget Enhancement or Reduction</b>	
<b>Budget Benefits:</b>	Increasing the budget line item will allow greater use of Slate Communication's services as stated above without incurring costs in other areas or causing adverse impacts to staff's ability to handle new, broadening, or emerging projects/issues.
<b>Budget Risks:</b>	Another year of "sole sourcing" Slate's contract could trigger questions about the procurement policy without a formal solicitation and would likely fall just shy of needing council approval due to the cumulative total paid to them since we first retained their services in October 2021.
<b>Budget Enhancement:</b>	Outside Services

<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:		Department:	CMO/CR
	Strategic Communications Support	Priority:	4
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			2.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			2.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			1.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			4.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			2.00
<b>Subtotal - Council Goals</b>			<b>12.00</b>
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			1.00
Justification:	This service is unlikely to lower future expenses or directly increase revenues, except for the more intangible aspects of generally improving the overall image of the city and potential relational improvements with businesses and those who could spent money within the city.		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			3.00
Justification:	It's fair to say that most residents would encounter the efforts of our strategic communications support consultation in some way, shape, or form. Through our broad set of communications tools, public events, and marketing/media relations efforts, most community members would encounter their impact in some way.		

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				3.00
Justification:	With many new initiatives, emerging priorities, and high-profile projects continuing to crop up for the organization, demand is growing for strategic communications services and support. Council and the community demand high-quality information to be disseminated more often than what was previously expected, making this a need that continues to grow.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4.00
Justification:	With the Community Relations focus on broadly accessible communication (including more bilingual content than any other area jurisdiction, tailored and highly accessible writing and messaging, and the organization's focus on DEI initiatives), this kind of work absolutely helps encourage and foster equity and diversity while also hopefully helping to convince community members that such things are valued by the organization.			
<b>Total Score (highest possible score = 40)</b>				<b>23.00</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Innovation Specialist - Position Add	<b>Workflow Instance ID:</b>	New Position - without vehicle_ID64_05-19-2023
<b>Request Type:</b>	New Position - without vehicle	<b>Submitter:</b>	Trenten Robinson
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 5:28 PM
<b>Division:</b>	CM_231 - Center for Innovation	<b>Priority Rank:</b>	1
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	103,495		
<b>Ongoing Maintenance Cost:</b>	100,055		
<b>Description:</b>	This request adds another line-level position in the Center for Innovation – Innovation Specialist.		
<b>Justification:</b>	<p>The Center for Innovation (CFI) is currently staffed by a Chief Innovation Officer, a Senior Innovation Specialist, and an Innovation Specialist. By adding another line-level position, the CFI will increase its service level by taking on more process improvement projects and training simultaneously. It will also enable the CFI to respond to emergent needs from the CMO and City Council without other smaller projects being dropped. This position also provides key support to the CFI in running workshops, training, and retreats, increasing the CFI’s capacity to serve more customers.</p> <p>The CFI’s workload has increased in 2023 and likely will continue to increase in 2024. Our workload includes innovation partnerships, trainings and education, and strategic planning, all of which this position would help support. By adding this additional position, we aim to increase CFI capacity to take on more partnerships and increase our reach to all corners of the City. This position would move the needle by providing much</p>		

	<p>needed planning, execution, and research support for major projects; moreover, once fully trained in Lean 6 Sigma, this position will lead smaller partnerships.</p> <p>The CFI adds value to the community through our support of other departments. By facilitating the process improvement experience, the CFI provides tools and skills that will help all employees improve their work efficiency, accomplish more of their work outcomes, and, ultimately, deliver better value to the community. To illustrate this benefit, the CFI has laid out the partnerships and training that have already occurred to illustrate what impact a new position would have.</p> <p>Partnerships          Note: The CFI rates projects across a priority matrix that allows the CFI staff to manage workloads. Please see the attached matrix for reference and methodology. Projects below have a number (#) that indicates where the CFI ranks its active and pending partnerships on that matrix.</p> <p>The CFI has taken on several partnerships with various departments since its inception in late 2022, including, but not limited to: Development Review Process (4), CIP Program Improvements (2), Engineering Development Review (3), City Grant Processing (4), and the Agenda Management and Item Entry processes (6). The CFI has projects that must currently be shelved because of the capacity of incumbent staff, including, but not limited to: Public Works Construction Management Process (7), Records Management and Retention (7), and PRG's IT Systems (7). The CFI also has another major process improvement partnership to address the City's Contracting and Procurement (4).</p> <p>Since a majority of active partnerships and pending partnerships are major projects that take the most effort and resources from the CFI to complete, this position will create additional capacity to complete those major partnerships while also increasing the ability to take on smaller, "quick-win" projects. The CFI's partnerships are expected to save a significant amount of money, as well, through reducing process times and improving customer service.</p> <p>Training Savings</p>
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	<p>The CFI also provides regular trainings to employees. The CFI's Lean 6 Sigma trainings require significant preparation and planning before the 4-hour session hosted once a month. Unlike other trainings, however, CFI staff will partner up to provide coaching and guidance to each trainee individually to take on their own innovation project. In 2023, the CFI has hosted 3 Green Belt trainings in 2023 thus far and served 34 total employees, all of which have their own individual or team projects that require support from CFI staff. By supporting trainees through the process, the CFI has effectuated \$35,937.50 in hard cost savings and \$143,102.70 in soft cost savings. Extrapolating those cost savings out across 6 more trainings, the CFI can conservatively expect to effectuate \$107,812.50 in hard costs and \$429,326.10 in soft costs through Green Belt trainings alone. By adding this new position, more employees will be given more hands-on coaching from CFI staff, increasing our completion rate while also actualizing more savings.</p>
<p><b>Alternative Options:</b></p>	<p>The CFI can continue to function and meet base service-levels, though our ability to take on a greater number of projects will not change.</p> <p>There is potential to utilize the High School Internship program or the CSU Capstone students to help supplement some of our planning capacity, but not significantly enough to change our capacity.</p>
<p><b>City Council Goal:</b></p>	<p>6 - Lead in managerial best practices through strong stewardship of public funds, being an employer of choice, and providing technologically innovative and transparent public service</p>
<p><b>Link to Attachments:</b></p>	<p><a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New%20Position%20-%20without%20vehicle_ID64_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New Position - without vehicle_ID64_05-19-2023</a></p>

<b>New Position</b>			
<b>Position Title:</b>	Innovation Specialist	<b>Position Type:</b>	Full Time
<b>Job Duties/Function:</b>	<p>Taken from the existing Innovation Specialist job description, attached.</p> <ul style="list-style-type: none"> <li>• Prepares and facilitates process improvement training and events including developing and preparing materials for use in training and events, coordinating with department/agency management and participants</li> <li>• Manages all aspects of one or multiple projects through initiating, planning, executing, monitoring, and closing projects, complying with established control systems and rules. Monitors processes, progress, and results.</li> <li>• Presents, facilitates and leads continuous improvement efforts as assigned (workshops, training, &amp; coaching) using methods of appropriate team building, team engagement, data gathering, and analysis, problem-solving, and project management</li> <li>• Creates and evaluates data using analytical and logical reasoning tools and articulates data in various levels of complexity</li> <li>• Meets with department stakeholders and strategizes new ideas, projects, and technology for the organization</li> <li>• Coordinates with the Center for Innovation and City Manager’s Office staff to build trust, support relationships between the Center for Innovation and other City departments and prioritize opportunities using various processes and procedures.</li> <li>• Coordinates and plans events including identifying stakeholders, data analysis, and organizational readiness along with logistics for the event</li> <li>• Provides event follow-up to monitor the progress of planned improvement implementation to assure timely action, appropriate management support, and achievement of expected benefits</li> <li>• Uses appropriate measurement, analysis, and evaluation methods to accurately identify and document continuous improvements</li> <li>• Tracks, reviews, and reports the progress of various initiatives and projects within the organization</li> <li>• Presents and facilitates course content for continuous improvement and other relevant trainings.</li> <li>• Collects, evaluates, tracks, and reports data for City staff and departments as assigned.</li> </ul>		
<b>Is this position necessary to complete a CIPP Project?:</b>	No	<b>Which CIPP Project?:</b>	
<b>Annual Base Salary:</b>	76487.8	<b>Grade:</b>	
<b>Annual Benefits Cost:</b>	21416.58		
<b>Total Position Cost:</b>	97904.38		

**IT Equipment**

<b>Equipment:</b>	<b>Item Cost:</b>
Standard laptop with docking station and one monitor	2000
Office365 license for 1 year	315
Zoom Meeting/Webinar	215
Adobe pro 1 year	120
Microsoft Visio 1 Year	50
PowerBI Pro	240
Microsoft Project 1 Year	120

**Estimated Total Cost: \$ 3060**



<b>HR Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Already have position and salary.
<b>Grade:</b>	
<b>Annual Base Salary:</b>	77231
<b>Annual Benefits Cost:</b>	21624
<b>Total Position Cost:</b>	98855
<b>Submitter Name:</b>	Trenten Robinson
<b>Submitter Email:</b>	trobins@n@c3gov.com

<b>IT Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Updated IT costs to include a standard laptop with dual monitors, desk phone, Office 365 license, Adobe Pro, Microsoft Visio, Microsoft Project, Microsoft PowerBI, data wiring ports and Zoom license.
<b>Revised IT Initial Estimated Cost:</b>	4640
<b>Revised IT Ongoing Maintenance Cost:</b>	1200
<b>Submitter Name:</b>	Trenten Robinson
<b>Submitter Email:</b>	trobinson@c3gov.com

<b>2024 Budget Request</b>			
<b>Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:		Department:	CMO/CFI
	Innovation Specialist - Position Add	Priority:	1
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			1.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			1.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			1.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			1.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			4.00
<b>Subtotal - Council Goals</b>			<b>9.00</b>
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			4.00
Justification:	<p>The CFI affects costs with every project and training. As of May 2023, the CFI can provide cost recovery data for only trainings, but full data for cost recovery will be available in the future. This position would increase capacity for the CFI's Lean 6 Sigma trainings, as they require significant preparation and planning before the 4-hour session hosted once a month. In 2023, the CFI has hosted 3 Green Belt trainings in 2023 thus far and served 34 total employees, all of which have their own individual or team projects that require support from CFI staff. By supporting trainees through the process, the CFI has effectuated \$35,937.50 in hard cost savings and \$143,102.70 in soft cost savings. Extrapolating those cost savings out across 6 more trainings, the CFI can conservatively expect to effectuate \$107,812.50 in hard costs and \$429,326.10 in soft costs through Green Belt trainings alone. By adding this new position, more employees will be given more hands-on coaching from CFI staff, increasing our completion rate while also actualizing more savings. With this estimate, we can anticipate a 25% increase in efficiency with this new position, meaning that this position would recover \$35,578.13 in hard costs and \$141,677.61 in soft costs.</p>		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			4.00

**2024 Budget Requests - City Manager's Office**

<b>Justification:</b>	The CFI works will all departments, meaning that this position could potentially impact every corner of the City's services and community.			
<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				4.00
<b>Justification:</b>	<p>The CFI's workload has increased in 2023 and likely will continue to increase in 2024. Our workload includes innovation partnerships, trainings and education, and strategic planning, all of which this position would help support. By adding this additional position, we aim to increase CFI capacity to take on more partnerships and increase our reach to all corners of the City. This position would move the needle by providing much needed planning, execution, and research support for major projects; moreover, once fully trained in Lean 6 Sigma, this position will lead in smaller partnerships. The CFI has taken on several partnerships with various departments since its inception in late 2022, including, but not limited to: Development Review Process (4), CIP Program Improvements (2), Engineering Development Review (3), City Grant Processing (4), and the Agenda Management and Item Entry processes (6). The CFI has projects that must currently be shelved because of the capacity of incumbent staff, including, but not limited to: Public Works Construction Management Process (7), Records Management and Retention (7), and PRG's IT Systems (7). The CFI also has another major process improvement partnership to address the City's Contracting and Procurement (4).</p> <p>Since a majority of active partnerships and pending partnerships are major projects that take the most effort and resources from the CFI to complete, this position will create additional capacity to complete those major partnerships while also increasing the ability to take on smaller, "quick-win" projects. The CFI's partnerships are expected to save a significant amount of money, as well, through reducing process times and improving customer service.</p>			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				1.00
<b>Justification:</b>	This position add will have very indirect effects on equitable access through process improvement partnerships and trainings.			
<b>Total Score (highest possible score = 40)</b>				<b>22.00</b>



## Innovation Specialist

<b>Department:</b> City Manager’s Office	<b>Reports to:</b> Chief Innovation Officer
<b>Career Service Status:</b> At Will	<b>FLSA Status:</b> Exempt <b>Safety Sensitive:</b> No
<b>Collective Bargaining Unit:</b> N/A	<b>Full Time:</b> Yes <b>Benefits:</b> Yes
<b>Supervisory Responsibilities:</b> No	<b>Locations:</b> Civic Center

### General Purpose

Under the direction of the Chief Innovation Officer, this position will work collaboratively with the Senior Innovation Specialist and Chief Innovation Officer to support the Center for Innovation. This position will be primarily responsible for technical collaborations and partnerships and will be primary support to other Center for Innovation staff in managing major projects. This position is a highly collaborative role within the organization and will communicate with a variety of different levels of positions.

### Essential Duties and Responsibilities

- Prepares and facilitates process improvement training and events including developing and preparing materials for use in training and events, coordinating with department/agency management and participants
  - Manages all aspects of one or multiple projects through initiating, planning, executing, monitoring, and closing projects, complying with established control systems and rules. Monitors processes, progress, and results.
  - Presents, facilitates and leads continuous improvement efforts as assigned (workshops, training, & coaching) using methods of appropriate team building, team engagement, data gathering, and analysis, problem-solving, and project management
  - Creates and evaluates data using analytical and logical reasoning tools and articulates data in various levels of complexity
  - Meets with department stakeholders and strategizes new ideas, projects, and technology for the organization
  - Coordinates with the Center for Innovation and City Manager’s Office staff to build trust, support relationships between the Center for Innovation and other City departments, and prioritize opportunities using various processes and procedures.
  - Coordinates and plans events including identifying stakeholders, data analysis, and organizational readiness along with logistics for the event
  - Provides event follow-up to monitor the progress of planned improvement implementation to assure timely action, appropriate management support, and achievement of expected benefits
  - Uses appropriate measurement, analysis, and evaluation methods to accurately identify and document continuous improvements
  - Tracks, reviews, and reports the progress of various initiatives and projects within the organization
  - Presents and facilitates course content for continuous improvement and other relevant trainings.
  - Collects, evaluates, tracks, and reports data for City staff and departments as assigned.
- Performs other duties as assigned**

**Supervisory Duties**

Not applicable

**Knowledge, Skills, and Abilities**

- Basic Knowledge of public institutions, management, and structures, with a preference for municipal government management and structures
- Knowledge of process analysis and continuous improvement strategies or techniques, including Lean 6 Sigma process improvement
- Experience in independent project management, including communicating and meeting expectations and deadlines.
- Knowledge of City Policies and Procedures, departmental operations, budget, and financial structure
- Demonstrated ability to solicit constructive input from a variety of sources and effectively analyze complex situations to right-source possible or recommended solutions and build consensus for needed change
- Ability to maintain a high level of professionalism and exhibit quality customer service skills to both internal and external customers
- Public speaking experience with some specialized knowledge related to leadership, change management, communication, process improvement, or any other government or non-profit topic or concept.
- Strong interpersonal communication skills and one-on-one coaching
- Strong writing skills and ability to communicate complex topics in easy-to-understand ways
- Ability to interpret, analyze, and report on datasets as they relate to performance management and process improvement
- Ability to make decisions independently using strong judgment and understanding of risks, benefits, and alternatives

**Education, Experience, and Formal Training**

**Minimum Qualifications** – Bachelor's Degree in Public Administration, Business Administration, Public and Non-Profit Management, or a related field. One (1) year of professional-level experience consulting with management, providing expertise in government processes and management strategies to achieve department/agency objectives. One (1) year of experience working in government and non-profit organizations. Ability to obtain certification in Lean 6 Sigma process improvement within the first six months of hire.

**Preferred Qualifications** – Master's Degree in Public Administration, Business Administration, Public and Non-Profit Management, or a related field. Previous experience in continuous improvement centers/divisions within existing organizations. Possess a Green Belt certification or higher in Lean Sigma process improvement, or the equivalent in similar process improvement areas.

**Equipment Used, Work Environment, and Physical Activities**

- **Driving:** Drives a city or personal vehicle in the normal course of business
- **Office Equipment:** Daily use of a computer, keyboard, copier, scanner, printer, calculator, phone (desk & cell), camera, and electronic diagnostic equipment. Daily use of software programs including Microsoft Office Suite, Outlook, Word, PowerPoint, Excel
- **Other Equipment:** Occasional use of ladders
- **Physical Activities:** Moderate physical activity that may include walking, sitting, standing, stooping, bending, reaching, lifting & carrying
- **Lifting:** Frequently lifts, carries, and exerts up to 40 pounds

- **Vision and Hearing:** Must have visual acuity to see and read paper and electronic documents. Must be able to answer telephones, communicate conversation and respond to verbal inquiries. Must be able to recognize sounds on construction sites that indicate nearby equipment and/or safety hazards
- **Exposure to Environmental Conditions:** The position generally works in an office setting with overhead lighting and long periods of screen time
- **Schedule:** Position generally scheduled Monday - Friday; occasional weekend or evening work. Will require attendance at off-site meetings
- **Additional Working Conditions:** None
- **Reasonable accommodation may be made to individuals with disabilities for the essential functions of the job**

**NOTE: This job description is not intended to be an exhaustive list of all responsibilities and qualifications. Employees are accountable for all duties associated with this position.**

*The City of Commerce City is an equal-opportunity employer.*



**Center for Innovation Priorities Matrix**

Innovation and continuous improvement are, by definition, ongoing processes. While the Center for Innovation would like to be involved in supporting everyone employee to innovate in their work, it is impractical for the Center to be involved in every task. Given this reality, the Center for Innovation has created the following “Priorities Matrix” to select and prioritize projects. See the following pages to learn more about how the matrix was created.

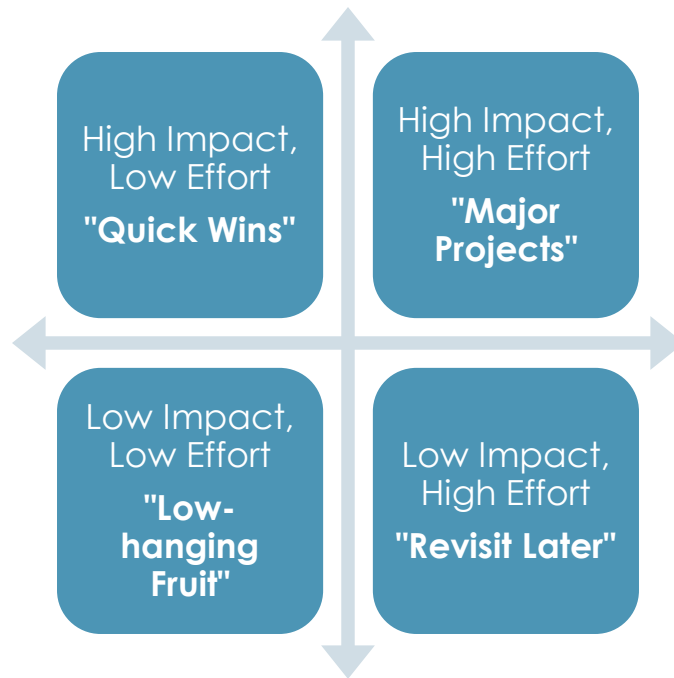
	Quick Wins	Major Projects	Low-Hanging Fruit	Revisit Later
Council Priority	1. High Priority	4. High Priority	8. Medium Priority	13. Low Priority
Previously Identified City Priority	2. High Priority	6. Medium Priority	10. Low Priority	14. Low Priority
Service-Level Damaging	3. High Priority	7. Medium Priority	11. Low Priority	15. Low Priority
Directly Affects Customer Experience	5. Medium Priority	9. Low Priority	12. Low Priority	16. Low Priority
Other	Low Priority	Low Priority	Low Priority	No Priority

**Methodology**

The Center for Innovation identifies, reviews, and selects Innovation projects through the impact-effort matrix in combination with City priorities.

The purpose of this matrix is to orient our work through the lens of delivering value to the City as quickly and impactfully as possible. Many projects fall into the “Major Projects” category, meaning they require significant effort to deliver high value. Major projects tend to “spider-web” into other major projects, as systems become interrelated the longer a challenge goes unchecked. Because of this, the CFI typically avoids taking on more than 1-2 major projects at a time.





Outside of Major Projects, the Center for Innovation will prioritize "Quick Win" projects that require no more than one (1) Innovation session and limited follow-up from Center staff. Generally, these projects can be led by 1-2 CFI staff members. The CFI will then prioritize "Major Projects" with the understanding that Center staff will limit the number of ongoing Major Projects to match with Center for Innovation workload and service levels. Major projects almost always require an all-hands-on-deck approach, or all 3 CFI staff. The CFI will only prioritize "Low-hanging Fruit" projects if led by an existing Green Belt or Black Belt Innovator, requiring support from only 1 CFI staff member. CFI staff will support Innovators and celebrate successes with Low-hanging Fruit but will not initiate projects through the Center. The Center will avoid "Revisit Later" projects unless supporting an existing Black Belt Innovator who is tackling the topic on their own.



1. Council Priorities

2. Previously Identified City Priority

3. Service-Level Damaging

4. Directly Affects Customer Experience

5. Others

Once sorted into the Impact-Effort Matrix, each proposed Innovation project will then be sorted into five (5) categories. The first level is "Council Priorities"; these are projects that the Council has explicitly provided staff direction to address a challenge, either through policy direction or the strategic plan. The second level is "Previously Identified City Priorities"; these are projects that have been discussed at the Leadership level that affect more than 2 departments across the City. The third level is "Service-Level Damaging" projects; these are projects that critically affect the service levels of specific departments and can be resolved through innovation. The fourth level projects that "Directly Affect the Customer Experience"; these projects hurt the customer experience but do not affect service levels directly. Any project that does not fall into those categories will be sorted into the fifth category.



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Special Events Coordinator	<b>Workflow Instance ID:</b>	New Position - without vehicle_ID74_05-19-2023
<b>Request Type:</b>	New Position - without vehicle	<b>Submitter:</b>	Travis Huntington
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:52 PM
<b>Division:</b>	CM_234 - City Manager's Office/Community Relations	<b>Priority Rank:</b>	1
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	114,469		
<b>Ongoing Maintenance Cost:</b>	111,034		
<b>Description:</b>	The Special Events Coordinator for the City of Commerce City will manage, establish, coordinate, and promote citywide events. This position will work cross-functionally to structure each event and coordinate all the moving parts. This position will play an important role in both existing city events, and planning and coordinating new city events that will increase community engagement, promote unity, and create memorable experiences that add to the quality of life for community members.		
<b>Justification:</b>	As the city increases its focus on hosting interesting, engaging, culturally valuable, and unifying events for our residents and community, the time commitment to increase the number and scale of these events warrants a dedicated event coordinator position. The Special Events Coordinator can focus on processes, partnerships, and event logistics, centralizing our event planning efforts to ensure high-quality events that help the city improve our public engagement efforts and offer valuable experiences as the city continues to "grow up". Hosting more community events and increasing the size/quality of these events will both improve the city's image		

	<p>and strengthen relations between community members, partner organizations, and the city itself.</p> <p>Community events are time-consuming to plan and properly execute. For example, the Community Relations Manager alone devoted roughly 250 work hours in 2022 to planning and executing existing city events such as the Memorial Day Parade, 365 Health Fair, 70th Anniversary Event, Reunion Town Hall, Holiday Tree Lighting, and others. This does not include other members of CR staff or other departments who played a sizable role in planning these events.</p>
<p><b>Alternative Options:</b></p>	<p>Without adding a Special Events Coordinator, event planning duties will continue to be split amongst various Community Relations staff members. This system provides limited bandwidth for staff members to focus on making each event the best it can be, or leaves other areas of focus short of the amount of attention they fully require to be successful. The city's focus on more events, and hope to create bigger and more culturally relevant events, will make it difficult for Community Relations staff to maintain their operational level of service while also adding the increased commitment of more/larger community events.</p>
<p><b>City Council Goal:</b></p>	<p>5 - Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness</p>
<p><b>Link to Attachments:</b></p>	<p><a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New%20Position%20without%20vehicle_ID74_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New Position - without vehicle_ID74_05-19-2023</a></p>

<b>New Position</b>			
<b>Position Title:</b>	Special Events Coordinator	<b>Position Type:</b>	Full Time
<b>Job Duties/Function:</b>	<p>The Special Events Coordinator for the City of Commerce City will manage, establish, coordinate, and promote citywide events. This position will work cross-functionally to structure each event and coordinate all the moving parts. This is a hands-on position. The ideal candidate for this role should demonstrate exceptional organizational abilities, superb interpersonal skills, multi-tasking skills, and excellent time management. In addition, the noteworthy Special Events Coordinator should reinforce client-to-business relations, improve the organization's image, and effectively deliver on event objectives.</p> <p>Essential Job Duties:</p> <ul style="list-style-type: none"> <li>• Implement, develop, recommend, and coordinate administrative tasks and procedures in event management, pre-event, and post-event planning.</li> <li>• Brainstorming and implementing event plans and placemaking programs.</li> <li>• Develop community partnerships and secure sponsorships.</li> <li>• Own the event budget and purchasing process for events, adhering to strict demands to stay within budget.</li> <li>• Outline the scope of for special events, including event objectives, time, date, location, and budget.</li> <li>• Develops and maintains positive working relationships with vendors, customers, volunteers, and agencies.</li> <li>• Proactively solicits for new vendors to grow events and markets.</li> <li>• Ensures proper fees and costs are applied to special events.</li> <li>• Coordinates event contracts with vendors; obtains required license agreements and permits for each event.</li> <li>• Develops effective working relationships with employees, volunteers, elected officials, citizens, and organizations to prepare for and manage special events.</li> <li>• Provides regular updates to supervisor on status of the event and summary of budget and event statistics.</li> <li>• Performs other duties as assigned</li> </ul>		
<b>Is this position necessary to complete a CIPP Project?:</b>	No	<b>Which CIPP Project?:</b>	
<b>Annual Base Salary:</b>	85808	<b>Grade:</b>	
<b>Annual Benefits Cost:</b>	24026		
<b>Total Position Cost:</b>	109834		

**IT Equipment**

<b>Equipment:</b>	<b>Item Cost:</b>
Standard laptop with docking station and one monitor	1600
Second monitor	200
Desk phone	500
Wireless keyboard/mouse	50
Office365 license for 1 year	315
Cell phone service 1 year	500
Adobe pro 1 year	120
Webcam for computer	80

**Estimated Total Cost: \$ 3365**

<b>HR Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Did review a proposed job description and benchmarked position to Sr Comm Specialist.
<b>Grade:</b>	
<b>Annual Base Salary:</b>	85808
<b>Annual Benefits Cost:</b>	24026
<b>Total Position Cost:</b>	109834
<b>Submitter Name:</b>	Travis Huntington
<b>Submitter Email:</b>	thuntington@c3gov.com

<b>IT Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Updated IT costs to include a standard laptop with dual monitors, cell phone, desk phone, Office 365 license, Adobe Pro and data wiring ports.
<b>Revised IT Initial Estimated Cost:</b>	4635
<b>Revised IT Ongoing Maintenance Cost:</b>	1200
<b>Submitter Name:</b>	Travis Huntington
<b>Submitter Email:</b>	thuntington@c3gov.com



<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:	Special Events Coordinator	Department:	CMO/CR
		Priority:	1
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			2.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			1.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			1.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			4.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			2.00
<b>Subtotal - Council Goals</b>			<b>11.00</b>
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			1.00
Justification:	This position is unlikely to lower future expenses or directly increase revenues, except for the more intangible aspects of generally improving the overall image of the city and potential relational improvements with businesses and those who could spent money within the city.		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			3.00
Justification:	An increasing number of community events and improving their quality should improve our ability to benefit a broad swath of the community, get residents more engaged, and create outreach opportunities for a wider percentage of community members.		

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				4.00
Justification:	The City Manager has directly expressed a desire to create more numerous and meaningful community and cultural events to better serve community members and add to city unity in new ways, increasing the need for this new FTE position to exist.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4.00
Justification:	An increase in attention on cultural affairs, educational opportunities, and outreach events will add to equity/diversity by spotlighting different communities and interests to help make more residents feel seen and like they are represented at a city-hosted event and/or facility. This can also strengthen community partnerships with organizations and businesses, in addition to residents themselves.			
<b>Total Score (highest possible score = 40)</b>				<b>23.00</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Community/Cultural Events	<b>Workflow Instance ID:</b>	Budget Enhancement_ID74_05-19-2023
<b>Request Type:</b>	Budget Enhancement	<b>Submitter:</b>	Travis Huntington
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:52 PM
<b>Division:</b>	CM_234 - City Manager's Office/Community Relations	<b>Priority Rank:</b>	2
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	100000		
<b>Ongoing Maintenance Cost:</b>	100000		
<b>Description:</b>	<p>Staff is currently exploring several new community events, including concepts such as Farmers &amp; Artisan Market, Food Truck Rally, and Movies in the Park at Victory Crossing and the Derby District, to add to our slate of existing community events (such as the Holiday Tree Lighting and others). The request also encompasses meaningful cultural and educational events, including a potential Arts Festival, Juneteenth events, Hispanic Cultural Events (such as Dia de los Muertos or Hispanic Heritage Month), and many other acknowledgements of diverse communities and representations across Commerce City. This funding would help cover the costs of providing entertainment, food/drink, vendors, and other logistical aspects of hosting a series of large-scale community events.</p>		
<b>Justification:</b>	<p>Adding new and high-quality community events and cultural experiences directly serves the City Manager's stated desire of strengthening community ties and unity through a greater emphasis on cultural affairs. These events can help the city take on a more prominent role in creating community gathering spaces, thus adding to a sense of community, civic pride, and belonging among various segments and demographics of our diverse population. A dedicated funding source for these types of events will allow staff to create</p>		

	<p>stronger and more memorable experiences, increase the quality of our events, and make city events a more attractive draw for greater numbers of community members.</p> <p>In 2022, the city's 70th Anniversary Celebration and Memorial Day Parade incurred total costs of around \$20,000-\$25,000, which is a comparable example of the expense for similar events, in addition to more numerous events that may be smaller in overall scale. An example of a smaller scale event cost from 2022 would be the Holiday Tree Lighting, which had a total cost of about \$7,700.</p>
<p><b>Alternative Options:</b></p>	<p>The current Community Relations budget includes specific line items for events such as the Memorial Day Parade and 365 Health Fair, but does not have a specific funding source for hosting a series of new cultural events. Budget savings on other line-items covered an event like the Holiday Tree Lighting in 2022, but staff would need to explore alternate funding sources and utilizing funds from other budgets to host any kind of increased slate of community events and cover the associated expenses.</p>
<p><b>City Council Goal:</b></p>	<p>5 - Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness</p>
<p><b>Link to Attachments:</b></p>	<p><a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget%20Enhancement_ID74_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget Enhancement_ID74_05-19-2023</a></p>

<b>Budget Enhancement or Reduction</b>	
<b>Budget Benefits:</b>	Increasing the amount of dedicated available funding for community special events will allow staff to plan and execute a stronger slate of attractive community events to help accomplish the goals and outcomes listed above.
<b>Budget Risks:</b>	CR leadership will need to set a clear plan and vision for the full slate of events to ensure we're not overspending one one event at the expense of short-changing another. Expectations and budget projections will need to be set to ensure responsible and effective spending of events funding while preparing for unforeseen challenges, requests, or issues.
<b>Budget Enhancement:</b>	Outside Services

<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:	Community/Cultural Events	Department:	CMO/CR
		Priority:	2
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			2.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			1.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			1.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			4.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			2.00
<b>Subtotal - Council Goals</b>			<b>11.00</b>
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			1.00
Justification:	Increasing our city events is unlikely to lower future expenses or directly increase revenues, except for the more intangible aspects of generally improving the overall image of the city and potential relational improvements with businesses and those who could spend money within the city as a tertiary benefit to these efforts.		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			3.00
Justification:	An increasing number of community events and improving their quality should improve our ability to benefit a broad swath of the community, get more residents engaged, and create outreach opportunities that would interest a wider percentage of community members.		
			143

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				4.00
Justification:	The City Manager has directly expressed a desire to create more numerous and meaningful community and cultural events to better serve community members, add to city unity, and promote increased cultural education in new ways.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4.00
Justification:	An increase in attention on cultural affairs, educational opportunities, and outreach events will add to equity/diversity by spotlighting different communities and interests to help make more residents feel seen and like they are represented at a city-hosted event and/or facility. This can also strengthen community partnerships with organizations and businesses, in addition to residents themselves.			
<b>Total Score (highest possible score = 40)</b>				<b>23.00</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Community Relations Liaison	<b>Workflow Instance ID:</b>	New Position - without vehicle_ID75_05-19-2023
<b>Request Type:</b>	New Position - without vehicle	<b>Submitter:</b>	Travis Huntington
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:52 PM
<b>Division:</b>	CM_234 - City Manager's Office/Community Relations	<b>Priority Rank:</b>	3
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	105,533		
<b>Ongoing Maintenance Cost:</b>	101,983		
<b>Description:</b>	<p>The Community Relations Liaison serves as staff support to assigned boards and commissions, including the Youth and Senior Commissions, Quality Community Foundation (QCF), and Cultural Council. Supports, implements, and advocates for the city's public art program to shepherd increased emphasis on, and usage of, the city's public art master plan. Develops, implements, and provides organizational, developmental, and motivational support and training as needed. Builds and strengths relationships with community organizations and partner agencies.</p>		
<b>Justification:</b>	<p>Adding a second Community Relations Liasion (CRL) position in the Community Relations Division will increase opportunities to serve the growing needs of the requisite boards, while allowing additional staff time to devote greater attention to the advancement of the public art program and building on relationships with community groups and organizations.</p> <p>The four boards currently served by the existing CRL have becoming increasingly active with many more projects, events, and initiatives over the past two years, leading to a significant</p>		



	<p>increase in the staff time and commitment required to execute their visions. This one position is currently responsible for the standard duties of posting agendas/minutes and staffing meetings, but also playing an invaluable role in executing growing events such as the Curt Holland Memorial Golf Tournament, Senior Resource Fair, Senior outreach initiatives and events, Cultural Council art shows, and Youth Commission blood drive and new educational events. These new events are in addition to previously existing efforts such as the Cultural Council's Music in the Park concert series, Youth Commission annual trip to Washington, D.C., QCF scholarship and nonprofit grant programs and others. The boards are administering more programs than ever before and needing even more staff support.</p> <p>In addition, the City Manager's desire to increase emphasis on cultural affairs and identity-building for our community will be greatly served by an increased emphasis on administrative and planning time devoted to implementation of the public art program. Since the end of the initial "5 projects in 5 years" from the city's 2k initiative, the city's public art program has suffered from a lack of emphasis, which can be remedied by a dedicated staff member having an increased focus on helping the Cultural Council plan and execute goals for public art in the city.</p> <p>Finally, a second CRL position allows the city to have another staff position focused on building community relationships, both with residents/volunteer board members and community organizations, nonprofits, and other agencies to help build up city relationships in the community outside of our own organization. As we continue to focus on new and different ways of conducting outreach and encouraging a two-way conversation with different community members, the work of this position can help build on and expand relationships in numerous ways.</p>
<p><b>Alternative Options:</b></p>	<p>The existing CRL continues to build and foster relationships with boards, and staff will continue to support their initiatives going forward. This could limit the amount of time and attention the CR team is able to devote to the ever-increasing desires of board members to be more active and involved in various community ventures. The CR team can continue to work with the City Clerk's Office and other departments to</p>

	<p>assist with implementation efforts as needed for support with B&amp;C events, initiatives and outreach efforts.</p> <p>As the team is currently constructed, it will be difficult to expand or build upon the public art program to provide the administrative support and requisite attention to make the program more robust and have a greater impact on the community at large. The makeup of the Cultural Council has varied greatly over time and in recent years its membership has not placed a great deal of emphasis on public art, so the program founders as a result with a specific champion on staff to advocate for the program to rise in stature.</p>
<p><b>City Council Goal:</b></p>	<p>5 - Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness</p>
<p><b>Link to Attachments:</b></p>	<p><a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New%20Position%20without%20vehicle_ID75_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New Position - without vehicle_ID75_05-19-2023</a></p>

<b>New Position</b>			
<b>Position Title:</b>	Community Relations Liaison	<b>Position Type:</b>	Full Time
<b>Job Duties/Function:</b>	<p>The Community Relations Liaison serves as staff support to assigned boards and commissions, including the Youth and Senior Commissions, Quality Community Foundation (QCF), and Cultural Council. Develops, implements, and provides organizational, developmental, and motivational support and training as needed.</p> <ul style="list-style-type: none"> <li>• Implements youth master plan, including short and long-term objective setting, measuring outcomes and annually assessing progress.</li> <li>• Develops partnerships with local community organizations and businesses to assist in annual goal development and comprehensive event planning and support for assigned boards and commissions.</li> <li>• Serves as lead event coordinator and Youth Commission chaperone for local and national conferences including annual National League of Cities conference in Washington D.C.</li> <li>• Oversees the city’s public art program serving as liaison between public art consultant, artist, developers, city staff, committees, and partner organizations. Provides administrative support and oversight of timelines and budget.</li> <li>• Manages grants and scholarships for assigned boards and commissions; provides administrative support, reviews drafts, finalizes reports and applications, administer awards.</li> <li>• Ensures nonprofit requirements and compliances for Cultural Council and QCF are up to date with State and IRS.</li> <li>• Plans, prepares and distributes agendas and meeting minutes for assigned boards and commissions.</li> <li>• Updates public calendars, notices and coordinates meeting logistics for all organizations.</li> <li>• Attends City Council meetings and produces presentations as needed.</li> <li>• Works with the community relations division to plan and create promotional content as needed and distribute through city communications channels.</li> <li>• Advocates for target audiences in context of approved master plans, advances goals/objectives by serving as source of support and as conduit to supporting agencies.</li> <li>• Represents the division and City at business functions, grand openings, community events and partner organization events and meetings, as assigned.</li> </ul>		

	<ul style="list-style-type: none"> <li>• Writes articles, memos, reports, letters, website content, promotional content, social marketing posts, as needed.</li> <li>• Maintains and analyzes various databases to assist with development initiatives.</li> <li>• Uses best practices to document processes, plans and outcomes.</li> <li>• Understands and adjusts to changes in priorities, directions, internal and external expectations, and industry trends.</li> <li>• Utilizes a variety of web- and network-based programs for conducting research, tracking division projects and preparing reports and/or presentations.</li> <li>• All employees must model and demonstrate the City Values at all times during the course of employment; to include: Integrity, Collaboration, Innovation, Respect and Excellence.</li> </ul>		
<b>Is this position necessary to complete a CIPP Project?:</b>	No	<b>Which CIPP Project?:</b>	
<b>Annual Base Salary:</b>	78659	<b>Grade:</b>	
<b>Annual Benefits Cost:</b>	22024		
<b>Total Position Cost:</b>	100683		

**IT Equipment**

<b>Equipment:</b>	<b>Item Cost:</b>
Standard laptop with docking station and one monitor	2000
Desk phone	500
Wireless keyboard/mouse	50
Office365 license for 1 year	315
Cell phone service 1 year	500
Adobe pro 1 year	120
Webcam for computer	80
Zoom Meeting/Webinar	215

**Estimated Total Cost: \$ 3780**

<b>HR Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Already have job description and salary range for position.
<b>Grade:</b>	
<b>Annual Base Salary:</b>	78659
<b>Annual Benefits Cost:</b>	22024
<b>Total Position Cost:</b>	100683
<b>Submitter Name:</b>	Travis Huntington
<b>Submitter Email:</b>	thuntington@c3gov.com

<b>IT Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Updated IT costs to include a standard laptop with dual monitors, cell phone, desk phone, Office 365 license, Adobe Pro, data wiring ports and Zoom license.
<b>Revised IT Initial Estimated Cost:</b>	4850
<b>Revised IT Ongoing Maintenance Cost:</b>	1300
<b>Submitter Name:</b>	Travis Huntington
<b>Submitter Email:</b>	thuntington@c3gov.com

<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:		Department:	CMO/CR
	Community Relations Liaison	Priority:	3
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			2.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			1.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			2.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			4.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			2.00
<b>Subtotal - Council Goals</b>			<b>12.00</b>
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			1.00
Justification:	This position is unlikely to lower future expenses or directly increase revenues, except for the more intangible aspects of generally improving the overall image of the city and potential relational improvements with businesses and those who could spent money within the city.		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			3.00
Justification:	Most community members would encounter the work of this position on some level, whether through a community partnership of some kind, interaction through one of the many boards & commissions or an event/program they host, or even just the simple act of observing/interacting with a public art piece somewhere across the city.		



**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				3.00
Justification:	Recent discussions about increasing cultural opportunities and community partnerships, along with the greatly increasing workload brought on by many boards and commissions wanting to run more and bigger events/initiatives/projects than ever before, has greatly increased our need for the type of work this position does. We have also discussed increasing our attention and focus as a city on the public art program, which is more than the existing CR Liaison position can handle on its own.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4.00
Justification:	Hearing more resident voices through boards and commissions, strengthening relationships with various agencies and community groups, and a greater city focus on the public art program will add myriad opportunities to expand and grow the stature of the city's equity and diversity goals across various demographics.			
<b>Total Score (highest possible score = 40)</b>				<b>23.00</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Economic Development Incentive Fund	<b>Workflow Instance ID:</b>	Budget Enhancement_ID70_05-19-2023
<b>Request Type:</b>	Budget Enhancement	<b>Submitter:</b>	Michelle Claymore
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:41 PM
<b>Division:</b>	CM_246 - City Manager's Office/Economic Development	<b>Priority Rank:</b>	1
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	500000		
<b>Ongoing Maintenance Cost:</b>	500000		
<b>Description:</b>	<p>The Economic Development Incentive Fund is a new program that provides project or grant funding in recognition of the strategic value of certain business development opportunities. It is a significant, unique, and discretionary financial tool that can be utilized to provide support that directly sustains and grows the local economy in Commerce City.</p>		
<b>Justification:</b>	<p>City Council desires to attract new commercial developments and primary employers in order to improve the quality of life of residents, support local resident and employer needs, and create new employment opportunities. In addition, one of the BREDAC recommendations was to create incentives that encourage higher quality retail development.</p> <p>Market conditions are rapidly changing. Businesses face rising costs that make it difficult to construct new projects in Commerce City. These include rising construction, energy/utility and labor costs, high property taxes, and tightening capital markets that make access to capital a growing issue. Due to these conditions, many projects need up-front funding assistance to move forward.</p>		

	<p>Most of our business incentive programs are back-ended, meaning that the business receiving the incentive will not see any incentive dollars until after they make capital investments, the project is built and the finance department has audited the operation and determined that all taxes have been paid. It could take several years before an incentive payment is made to the company. This program would provide a tool to support unique and time-sensitive economic development opportunities and improve the city's competitive standing.</p>
<b>Alternative Options:</b>	<p>Economic development projects and opportunities will be supported with the existing incentive programs.</p>
<b>City Council Goal:</b>	<p>1 - Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business</p>
<b>Link to Attachments:</b>	<p><a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget%20Enhancement_ID70_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget Enhancement_ID70_05-19-2023</a></p>

<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:	Economic Development Incentive Fund	Department:	CMO- ED Division
		Priority:	1
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			4.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			2.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			3.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			2.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			3.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			4.00
<b>Subtotal - Council Goals</b>			18.00
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			4.00
Justification:	Using this program to attract new businesses, retain and expand existing businesses and assist start-up businesses will increase the city's economic vitality and primary employer activity will bring new wealth to the community, mainly through tax revenues. Increased retail and hotel development will also increase the city's property, lodging and sales/use tax revenues.		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			4.00
Justification:	The ED incentive fund could be used for projects throughout the city that meet economic development goals and objectives including increased commercial development; jobs and small business growth and industry diversification.		

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				4.00
Justification:	Residents are asking for more retail development. Market conditions require city assistance to compete for the type of projects/retailers that residents are asking for, including: full service restaurants, entertainment, health services and hospitality businesses.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				3.00
Justification:	The ED incentive fund could be used to support women and minority-owned businesses that help meet economic development goals and objectives for increased commercial development, small business growth and industry diversification. It could also help attract new employers that provide quality jobs for local residents, paying at or above the city's average wage.			
<b>Total Score (highest possible score = 40)</b>				<b>33.00</b>



## 2024 Budget Request #1

# Economic Development Incentive Fund Business Case

### Program Description:

The Economic Development Incentive Fund is a new program that provides project or grant funding in recognition of the strategic value of certain business development opportunities. It is a significant, unique, and discretionary financial tool that can be utilized to provide support that directly sustains and grows the local economy in Commerce City.

The City of Commerce City is committed to fostering economic growth and social progress for all residents. The city's economic development objectives have historically centered around three core areas:

- Attracting commercial development
- Primary job growth
- Diversifying the city's economy

The city's existing economic development incentive programs aim to support the objectives above. In fact, the definition of a business incentive is the following:

*A business incentive is a strategic investment by public or public/private agencies that create or enhance the feasibility of a private sector project to help achieve a community's economic development goals.*

Current city council members have supported economic development incentive requests and the adoption of new incentive programs. These programs include:

- City sales/use tax rebates for construction materials, equipment purchases and ongoing sales revenue
- Commercial permit fee waivers (sunsets in 2025)
- Microloan program (loans up to \$25,000)
- Lodging tax rebates for hospitality projects
- Expediting development review for ED projects
- No traffic/drainage impact fees for certain commercial development projects

Each project is considered on a case-by-case basis against program criteria. Three recent projects were not able to utilize the city's existing programs to move their projects forward so unique incentive packages were structured and authorized by city council:

- A general fund allocation of \$300,000 towards land purchase for a restaurant project
- A general fund allocation of \$195,000 towards the build-out costs for a commercial kitchen space and \$114,750 to write-down the monthly triple-net cost in their lease (for 5 years) for a restaurant project
- Pending - a general fund allocation of \$1 million for a construction loan with a favorable interest rate for a restaurant project

These three projects illustrate how each economic development project is unique and being nimble, as well as able to overcome location challenges with additional financial tools, does contribute to the success of locating new businesses to the city.

Economic Development Incentive Fund

Market conditions are rapidly changing. Businesses face rising costs that make it difficult to construct new projects in Commerce City. These include rising construction, energy/utility and labor costs, high property taxes, and tightening capital markets that make access to capital a growing issue. Due to these conditions, many projects need up-front funding assistance to move forward.

Most of our business incentive programs are back-ended, meaning that the business receiving the incentive will not see any incentive dollars until after they make capital investments, their project is built and the finance department has audited the operation and determined that all taxes have been paid. It could take several years before an incentive payment is made to the company.

Creating an Economic Development Incentive Fund is a significant, unique, and discretionary tool that can be utilized to provide support that directly sustains and grows the local economy in Commerce City. Several of our neighboring cities have a similar program that they utilize for business location and retention projects, including:

COMMUNITY	PROGRAM NAME	ANNUAL PROGRAM ALLOCATION (REVOLVING)
City of Aurora	Varies	\$1-1.25 million from the General Fund and puts together pilot programs outlining each need as they arise
City & County of Denver	Business Incentive Fund	\$1.2 million
City of Loveland	Economic Incentives Fund	\$500,000

The ED Division is requesting that City Council allocate \$500,000 from the General Fund each year to fund a similar incentive program. If all of the funds are not used in that calendar year, the funds would roll over to the next year.

If this funding request is approved for 2024, the Commerce City Economic Development Incentive Fund program will be created to provide project or grant funding in recognition of the strategic value of certain business development opportunities. Funding approval criteria will be created and tied to performance outcomes such as:

- Meets an economic development objective:
  - City desires to attract new commercial developments in order to improve the quality of life of the City’s resident’s, support local resident and employer needs, and create new employment opportunities;
  - Recommendation out of BREDAC to create incentives that encourage higher quality retail development.
- The number of net new, full-time jobs created;
- New capital investment, or another significant metric related to the unique nature of the specific opportunity;
- Location impact for future attraction; and
- Demonstrates the “but-for” argument (truly a gap in the project, need incentives to make it work)

Once the program parameters are created and funding is approved, the new incentive program will need formal adoption by City Council.



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Administrative Specialist III - Economic Development	<b>Workflow Instance ID:</b>	New Position - without vehicle_ID68_05-19-2023
<b>Request Type:</b>	New Position - without vehicle	<b>Submitter:</b>	Annette Peters
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:04 PM
<b>Division:</b>	CM_246 - City Manager's Office/Economic Development	<b>Priority Rank:</b>	2
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	81,996		
<b>Ongoing Maintenance Cost:</b>	77,921		
<b>Description:</b>	<p>This Administrative Specialist III position is a responsible administrative position that directly supports the Director of Strategic Partnerships and the Economic Development Team. Work involves complex administrative support in a fast-paced work environment, including general administrative support, scheduling, document management, and financial record-keeping. This position requires the ability to multi-task with a commitment to quality work and a high level of initiative, as well as exceptional customer service skills, interacting with Economic Development staff, businesses, citizens, developers, confidential clients, and consultants to achieve the essential function of the job. The Economic Development division produces a high volume of official documents internally and externally; therefore, this position also requires technical savvy, high attention to detail, and excellent proofreading and editing skills.</p>		
<b>Justification:</b>	<p>Clearly, economic development efforts are important to a community and are a priority of the city council. Have experienced staff members to support and be dedicated to this</p>		



	support effort will allow the Director of Strategic Partnerships and the ED staff the opportunities to focus on their specialties. The standard job description for an administrative specialist III can be used with an emphasis on economic development expertise would be used.
<b>Alternative Options:</b>	Continue as we are currently with limited staff resources.
<b>City Council Goal:</b>	1 - Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business
<b>Link to Attachments:</b>	<a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New Position - without vehicle_ID68_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New Position - without vehicle_ID68_05-19-2023</a>

<b>New Position</b>			
<b>Position Title:</b>	Administrative Specialist III - Economic Development	<b>Position Type:</b>	Full Time
<b>Job Duties/Function:</b>	This position supports the goals of the Economic Development and the Director of Strategic Partnerships, which supports and is responsive to the City Manager's Office, citizens, the city's business community, City Council, and the overall city organization. Through leadership by example, Economic Development progressively manages the economic development, housing, and redevelopment functions of the organization, where service and empowerment are governing principles, and effectively communicates with internal and external audiences. Economic Development is the City's ambassador to the business and development community and strives to excel in the provision of service.		
<b>Is this position necessary to complete a CIPP Project?:</b>	No	<b>Which CIPP Project?:</b>	
<b>Annual Base Salary:</b>	58065	<b>Grade:</b>	
<b>Annual Benefits Cost:</b>	21484		
<b>Total Position Cost:</b>	79549		

**IT Equipment**

<b>Equipment:</b>	<b>Item Cost:</b>
Standard laptop with docking station and one monitor	2000
Second monitor	200
Desk phone	500
Wireless keyboard/mouse	50
Desktop scanner	500
Office365 license for 1 year	315
Cell phone service 1 year	500
Adobe pro 1 year	120
Adobe creative teams 1 year	855
Webcam for computer	80
Zoom Meeting/Webinar	215
Docusign	595

**Estimated Total Cost:** \$ 5930

<b>HR Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Already have position for salary, would need updated job description for ED.
<b>Grade:</b>	
<b>Annual Base Salary:</b>	59806
<b>Annual Benefits Cost:</b>	16745
<b>Total Position Cost:</b>	76551
<b>Submitter Name:</b>	Annette Peters
<b>Submitter Email:</b>	apeters@c3gov.com

<b>IT Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Updated IT costs to include a standard laptop with dual monitors, desk phone, Office 365 license, Adobe Pro, Desktop scanner, Docusign license, data wiring ports and Zoom license. It is assumed that a cell phone is not required with this position and Adobe Pro is sufficient.
<b>Revised IT Initial Estimated Cost:</b>	5445
<b>Revised IT Ongoing Maintenance Cost:</b>	1370
<b>Submitter Name:</b>	Annette Peters
<b>Submitter Email:</b>	apeters@c3gov.com

<b>2024 Budget Request Quadrant Scoring Sheet</b>				
Fill in all Grey Boxes				
Request Title:	Economic Development Admin Spec III		Department:	
			Priority:	2
<b>City Council Goals</b>				
1	2	3	4	
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies	<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business				4.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability				1.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development				4.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth				1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness				3.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.				4.00
<b>Subtotal - Council Goals</b>				<b>17.00</b>
<b>Cost Recovery</b>				
1	2	3	4	
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery	<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?				1.00
Justification:	This request does not expect to show any cost recovery.			
<b>Portion of Community Served</b>				
1	2	3	4	
25%	50%	75%	100%	<b>Score</b>
What percentage of the community would be served or benefit?				4.00
Justification:	100% of the residents in our community benefit from a high functioning and effective Economic Development Division. The businesses that are retained and recruited help pay for vital city services that benefit all residents that live in our community.			
				167

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				3.00
Justification:		<p>This request is aligned with City Council goal to promote a balanced, thriving, and inclusive economy that cultivates, attracts, and retains businesses.</p>		
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				2.00
Justification:		<p>This request will help the Economic Development Division serve all businesses, residents, real estate companies and developers that are seeking economic development services. This includes helping existing business owners navigate governmental processes and helping them gain access to local, regional and national business assistance programs.</p>		
<b>Total Score (highest possible score = 40)</b>				<b>27.00</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Workforce and Industry Cluster Study	<b>Workflow Instance ID:</b>	Budget Enhancement_ID83_05-19-2023
<b>Request Type:</b>	Budget Enhancement	<b>Submitter:</b>	Michelle Claymore
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 9:30 PM
<b>Division:</b>	CM_246 - City Manager's Office/Economic Development	<b>Priority Rank:</b>	3
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	60000		
<b>Ongoing Maintenance Cost:</b>			
<b>Description:</b>	<p>In conjunction with the 2023 Economic Development Strategic Plan, scheduled for completion in early 2024, Economic Development staff encourages the hiring of a consultant(s) to complete an in-depth workforce and industry cluster study that can be used for strategic business recruitment and retention efforts.</p> <p>The study will provide a deeper understanding of the city's unique selling attributes as it relates to labor and industry cluster advantages. Both of these are critical business location factors. It will also help better target economic development program resources based on study findings.</p>		
<b>Justification:</b>	<p>Commerce City is one of the fastest growing communities in the state and is located within a large metropolitan area. There are many communities in the region competing for the same economic development projects.</p> <p>Hiring a consultant to collect and analyze data regarding Commerce City's growing and diverse workforce and recommend targeted industries for business recruitment that support the local workforce and could help the city diversify its</p>		



	economic base will strengthen the city's economic development competitiveness.
<b>Alternative Options:</b>	<ol style="list-style-type: none"> <li>1. We wait until 2025 and fund a study out of the existing budget.</li> <li>2. We only do a basic workforce study utilizing the Adams County Workforce Center economist.</li> </ol>
<b>City Council Goal:</b>	1 - Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business
<b>Link to Attachments:</b>	<a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget%20Enhancement_ID83_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/Budget Enhancement_ID83_05-19-2023</a>

<b>Budget Enhancement or Reduction</b>	
<b>Budget Benefits:</b>	Successful economic development recruitment and retention efforts will lead to increased tax revenues for Commerce City.
<b>Budget Risks:</b>	None foreseen.
<b>Budget Enhancement:</b>	Outside Services

<b>2024 Budget Request Quadrant Scoring Sheet</b>			
Fill in all Grey Boxes			
Request Title:	Workforce and Industry Cluster Study	Department:	CMO-ED Division
		Priority:	3
<b>City Council Goals</b>			
1	2	3	4
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies
			<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business			4.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability			2.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development			2.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth			1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness			3.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.			2.00
<b>Subtotal - Council Goals</b>			<b>14.00</b>
<b>Cost Recovery</b>			
1	2	3	4
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery
			<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?			2.00
Justification:	This study will provide relevant data and insights regarding the city's available workforce, commuting patterns, existing industries and potential businesses to target that will help diversify the city's existing industry clusters, helping the city be more competitive. . . Being more competitive for potential location of new businesses will improve the overall economic vitality of the city and help grow the city's tax revenues.		
<b>Portion of Community Served</b>			
1	2	3	4
25%	50%	75%	100%
			<b>Score</b>
What percentage of the community would be served or benefit?			4.00
Justification:	The study will include the entire city and the data gleaned from the study will help inform future economic development activity throughout the city.		

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				3.00
Justification:		City council and residents want to see more economic development activity. The ED Division wants the study to help refine its economic development activities to targeted goals and objectives that are informed by current and relevant data that helps position the city for success.		
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4.00
Justification:		The city's diverse population can be positioned and celebrated as a unique characteristic of the community when promoting the city for new business locations. This study will help provide additional and relevant data points in support of this and help target businesses that best fit the city's available workforce.		
<b>Total Score (highest possible score = 40)</b>				<b>27.00</b>



## Initial Budget Request PDF

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<b>Request Info</b>			
<b>Request Title:</b>	Municipal Court Probation Officer	<b>Workflow Instance ID:</b>	New Position - without vehicle_ID69_05-19-2023
<b>Request Type:</b>	New Position - without vehicle	<b>Submitter:</b>	Maya Kiesnowski
<b>Department:</b>	CM - City Manager	<b>Submission Date:</b>	5/19/2023 8:17 PM
<b>Division:</b>	CM_211 -City Manager's Office/Municipal Court	<b>Priority Rank:</b>	1
<b>Budget Year:</b>	2024		
<b>Budget Year Cost:</b>	90,170		
<b>Ongoing Maintenance Cost:</b>	85,695		
<b>Description:</b>	<p>This position is responsible for interviewing and assessing service needs of defendants cited to the Commerce City Municipal Court. Tracks and monitors defendants court ordered terms and conditions of probation, deferred judgment, case reviews, and in-home detention reviews to maintain accurate records for the Court. Probation caseload to include a wide range of defendants and will be focused on both juvenile and adult cases. Refers defendants and families to a variety of resources and services.</p>		
<b>Justification:</b>	<p>To change or modify offending behavior by creating a system of accountability at the Municipal Court level. This method of restorative justice is particularly important for juveniles so as to reduce the likelihood of advancing to higher level types of crime. Recently the only juvenile assessment and resource center in Adams County closed their doors. Those defendants who are eligible for Diversion, have no where else to go for assessment services. A Probation officer position here would be able to fulfill this need for Commerce City. Probation services may also provide defendants the support and</p>		

	resources they need to successfully complete their cases and reduce the rate of recidivism.
<b>Alternative Options:</b>	*Contract an outside agency *Continue to not provide any type of restorative justice services
<b>City Council Goal:</b>	2 - Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability
<b>Link to Attachments:</b>	<a href="https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New%20Position%20without%20vehicle_ID69_05-19-2023">https://c3gov.sharepoint.com/func/budget/Budget%20List%20PDFs/New Position - without vehicle_ID69_05-19-2023</a>

<b>New Position</b>			
<b>Position Title:</b>	Municipal Court Probation Officer	<b>Position Type:</b>	Full Time
<b>Job Duties/Function:</b>	<ul style="list-style-type: none"> <li>*Work closely with City Prosecutor and Judge to follow through on recommendations and Court Orders</li> <li>*Conduct defendant interviews/risk assessments and provides written reports with sentencing recommendations for the Court</li> <li>*Monitor compliance and maintain accurate records of each defendant</li> <li>*Supervision of defendant is provided through face-to-face meetings, telephone contacts, video conferencing and/or email communications; assess defendants needs/behavior throughout supervision; formulate case plans with goal of establishing pro-social behavior, repairing harm caused to the community and victims, and reducing risk of recidivism</li> <li>*Prepares written progress reports for the Court with additional recommendations if needed</li> <li>*May appear in Court for compliance hearings to provide Judge with status and progress of Defendant</li> <li>*Locate and maintain a list of applicable resources and eligibility requirements for services available to defendants; make referrals to community resources and services</li> <li>*Coordinate, enroll, and/or monitor defendants in electronic monitoring programs, community service programs, or may refer for drug and alcohol testing/treatment classes</li> <li>*Enters and maintains electronic probation files; provide probation records to others in accordance with State Archives requirements, Municipal Court Records Retention Schedule, and State Statutes addressing sealed and expunged case requirements</li> <li>*Compile, maintain, and prepare statistical records relating to Probation</li> <li>*Research criminal history and defendant records using various data bases and adhere to strict guidelines for proper use, distribution, and destruction of information obtained; adhere to training, testing, and certification requirements while maintaining strict confidentiality</li> <li>*Develop processes/procedures pursuant to new laws and sentencing requirements; stay informed on best practices and changes impacting probation supervision/services</li> <li>*May assist with administrative duties for Municipal Court when requested and act as Court representative in meetings</li> </ul>		

	or on committees when requested *Maintain a safe work environment and demonstrate awareness of surroundings; promptly report any safety concerns; ability to remain calm when working with individuals who may be emotionally charged or defensive *Regular and prompt attendance; strong work ethic; self-motivate; ability to organize/prioritize scheduling to meet necessary deadlines while working independently *Positive attitude and ability to work cohesively with the other members of the Court TEAM as well as other City depts.		
<b>Is this position necessary to complete a CIPP Project?:</b>	No	<b>Which CIPP Project?:</b>	
<b>Annual Base Salary:</b>	65778	<b>Grade:</b>	
<b>Annual Benefits Cost:</b>	18417		
<b>Total Position Cost:</b>	84195		



**IT Equipment**

<b>Equipment:</b>	<b>Item Cost:</b>
Standard laptop with docking station and one monitor	2000
Color printer (dept)	5400
Second monitor	200
Desk phone	500
Wireless keyboard/mouse	50
Office365 license for 1 year	315
Adobe pro 1 year	120
Zoom Meeting/Webinar	215
Desktop scanner	500
Docusign	595
Cell phone service 1 year	500

**Estimated Total Cost:** \$ 10395

<b>HR Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	will need job description but have benchmark established.
<b>Grade:</b>	
<b>Annual Base Salary:</b>	65778
<b>Annual Benefits Cost:</b>	18417
<b>Total Position Cost:</b>	84195
<b>Submitter Name:</b>	Maya Kiesnowski
<b>Submitter Email:</b>	mkiesnowski@c3gov.com

<b>IT Department Review</b>	
<b>Outcome:</b>	
<b>Comment:</b>	Updated IT costs to include a standard laptop with dual monitors, cell phone, desk phone, Office 365 license, DocuSign license, desktop scanner, desktop black/white printer, data wiring ports and Zoom license.
<b>Revised IT Initial Estimated Cost:</b>	5975
<b>Revised IT Ongoing Maintenance Cost:</b>	1500
<b>Submitter Name:</b>	Maya Kiesnowski
<b>Submitter Email:</b>	mkiesnowski@c3gov.com

<b>2024 Budget Request Quadrant Scoring Sheet</b>				
Fill in all Grey Boxes				
Request Title:	Municipal Court Probation Officer		Department:	Municipal Court
			Priority:	1
<b>City Council Goals</b>				
1	2	3	4	
Does Not Apply	Somewhat Applies	Mostly Applies	Fully Applies	<b>Score</b>
1. Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business				1.00
2. Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability				4.00
3. Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development				1.00
4. Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth				1.00
5. Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness				4.00
6. Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.				3.00
<b>Subtotal - Council Goals</b>				<b>14.00</b>
<b>Cost Recovery</b>				
1	2	3	4	
No Cost Recovery	Some Cost Recovery	Significant Cost Recovery	Full Cost Recovery	<b>Score</b>
Does this request expect to show any cost recovery, by either lowering future expenses (maintenance, etc.) or increasing revenues?				2.00
Justification:	May result in an increase in revenue for Municipal Court as fees will be assessed for Probation services in applicable cases.			
<b>Portion of Community Served</b>				
1	2	3	4	
25%	50%	75%	100%	<b>Score</b>
What percentage of the community would be served or benefit?				1.00
Justification:	Only those with applicable cases may qualify for Probation services.			

**2024 Budget Requests - City Manager's Office**

<b>Change in Demand for Service</b>				
1	2	3	4	
No Increase	Small Increase	Significant Increase	Major Increase	<b>Score</b>
Has this program area recently experienced an increase in the demand for service, either internally from the citizens or from council?				4.00
Justification:	Additional Municipal Court cases are in need of Probation/Assessment/Outreach services due to the recent closure of The Link Juvenile Assessment Center which provided needed assessment and resource recommendations for Juvenile cases in the 17th Judicial District as well as Juveniles referred for Diversion by Adams Co Municipal Courts as part of the North Metro Diversion Board IGA.			
<b>Equity/Diversity</b>				
1	2	3	4	
No	Somewhat	Significantly	Fully	<b>Score</b>
Will the Request increase equitable access to the City's broad socio-economic community?				4.00
Justification:	All Probation services will be provided to individuals equitably. Fees may be waived depending on eligibility. This will allow for services to be provided to those who may not have been able to afford private Probation services or programs.			
<b>Total Score (highest possible score = 40)</b>				<b>25.00</b>

## MEMO

**To:** Courts Office

**From:** Center for Innovation Staff

**Subject:** Proposed Probation Officer

**Date:** 5/15/2023

Hello Courts Office,

The Center for Innovation (CFI) is incredibly excited to begin a new Innovation Partnership with you. This memo is designed to ensure that both parties in this partnership are on the same page about the innovation project. In this memo, we will outline the project, the objectives of the partnership, and a proposed timeline for the partnership.

### **Project Description**

The Courts Office does not have an in-house program for handling probation. Defendants who are ordered probation were previously referred to The Link, budgeted by the City through an ongoing contract. The Link has since ceased operation as of Thursday, April 20, 2023, terminating all services and resources provided to the Court. With no programming offered for individual defendants, especially juveniles, the Courts Office has expressed the need for a Probation Officer position. The goal with of the implementation of a Probation Officer is to change behavior and make a positive impact on juveniles attending court.

### **Background**

The goal with implementing a Probation Officer is to create not only a one-dimensional office worker who responds to violations, or only using restorative justice principles, but one who uses evidenced-based risk assessments, creating individualized case plans targeting criminogenic needs, and constructing cognitive-behavioral changes from defendants through targeted responsiveness, while decreasing recidivism after supervision. This has been shown to work if implemented correctly. We accomplish this using a risk-need-responsivity (RNR) approach. RNR uses risk assessments to develop a successful road map towards cognitive-behavioral change. This is all done by the Probation Officer throughout the course of supervision. Having this person in-house will also foster a better point of contact for defendants.

### **Data**

Probation supervision is being utilized more and more throughout our community.

According to the State of Colorado Judicial Department in FY20, there were 34,520

defendants sentenced to Probation supervision in County and District Courts. In Adams<sup>183</sup>

specialized programs). Probation programs are utilized as a cost savings and an evidence-based program to change anti-social attitudes and pro-criminal behaviors. Probation “clients” are assessed for risk and need factors, and based on the results of the assessments, supervision is applied on a risk-need-responsivity (RNR) basis. Current statistics reflect Probation clients at the State level in Adams County achieve a 67% success rate of completing Probation successfully. This does not reflect their recidivism rate after Probation has been completed, only their probation completion. Probation can be successful if implemented correctly and with the right evidenced based vision and strategies.

On average, the City pays \$46,589 to The Link for their juvenile probation services as part of an IGA between both parties, as well as many other municipalities. This item will be moved from the PD budget to the Courts budget, before budget requests. Below is a table comparing juvenile case statistics for the Metro Area:

Juvenile Case Statistics for Metro Area Municipalities									Probation Officer
	City Population		2018	2019	2020	2021	2022	2023 YTD	
Commerce City	64,287	CR & TR cases	468	390	147	265	210	70	N
Criminal		comb until 2021				106	107	27	
Northglenn	37,333	CR cases only	no info	97	53	81	89	29	Y-1 FTE
Arvada	123,436	CR & TR cases	769	710	401	476	549	166	Y-2 FTE
Boulder	327,468	CR & TR cases	225	203	178	233	112	41	Y-2 FTE
Parker	60,313	CR & TR cases	365	275	231	200	243	94	N
Criminal			122	87	79	51	92	31	

Please see attached Letter of Support written by Judge Bowen as well as a proposed Job Description for a potential Probation Officer for the City of Commerce City.

**Recommendations**

The Center for Innovation have identified three recommendations for the future of probation within the City:

1. Request FTE for Probation Officer Position
2. Contract an outside agency
3. No change

**Project Objective(s)**

This Innovation Partnership aims to:

- **Deliver Work Flow Process for the Probation Officer Position**
- **Deliver Proposal for Probation Officer Position**

**Project Timeline**

The below timeline is the Center for Innovation’s estimate for this innovation process:

DATE	EVENT NAME	DESCRIPTION	NEXT STEPS/ACTION ITEMS
4/20/23	Kick-Off Meeting	Meeting to set expectations between CFI and Courts	Begin Information Gathering & Proposal Memo
4/24/23	Deliver Workflow Draft to Courts	Send to Courts Office and Collect Feedback	Finalize Initial Proposal Memo
5/15/23	Deliver Proposals to Courts Office	Send to Courts Office and Hold Meeting	Set Meeting and Prepare for Budget Request
TBD	Budget Request		





The goal of the Commerce City Municipal Court is to change or modify offending behavior. To this stated end, I STRONGLY urge you to create a new position of Court Probation Officer, for the Commerce City Municipal Court. It is anticipated that this bi-lingual, and skilled, position will meaningfully participate with the Municipal Court team by direct interaction, direction and monitoring of persons involved before the Municipal Court, resulting in more timely and overall improved outcomes for all involved.

Although overwhelmingly, the vast numbers of citations are resolved with Defendants with one or sometimes no court appearances, approximately 62% of cases that come before the Court result in Defendants being directed to alternative sanctions such as Useful Public Service (UPS), driving classes such as *Alive at 25* driving, and community programing such as *Petty Theft* or *Violence is Preventable* community programing. Ensuring that offenders, enroll, complete and report back on these opportunities in a timely manner is essential to minimizing multiple Court appearances. For instance, if a Defendant completes their ordered assignments, and if that can be verified prior to the next scheduled Court appearance, in some instances that next Court appearance may be vacated and not needed, resulting in a reduction of unnecessary disruption, time and energy. Likewise referrals to other community resources such as Community Reach, *Salud Clinic*, employment as well as veteran and our own City housing resources can be made.

This is of particular importance for the City's **juvenile** population, who may be at risk of falling through the cracks, or floundering, lacking guidance or resources, or parental engagement to complete the ordered programing in a timely manner. Initial assessment of juveniles for well-being, mental health, family issues and educational challenges can be very helpful to the Court if deciding how best to address the issues before the Court and for some people may life-altering. Early intervention is essential. Research tells us that the shorter the time between the offence and the sanction result in better outcomes.(Marlowe) This is an opportunity for this City to intervene early and perhaps for some, to disrupt the all too troubling *school to prison pipeline*. (Oxford)

This assessment function is all the more important since the Court understands The Link, Adams County's juvenile assessment center which the Court has relied upon in the past has closed its doors and assistance *effective immediately*, rendering such assessments unavailable at this time. While we search for alternate arrangements, this much anticipated and long-hoped for Probation Officer position is of all the more importance. Likewise, the funding which the Court understands, this City has been directing towards The Link would be retained within the City and used to fund this essential Probation Officer Position.

I fully support this Probation Officer position.

Respectfully,

Brian N. Bowen

Presiding Municipal Court Judge

## **Probation Officer Job Description**

### **NATURE OF WORK:**

Manages probationary service program for juvenile offenders. The incumbent is expected to exercise considerable independent judgment and discretion in making decisions in accord with prevailing policies and practices.

### **ESSENTIAL DUTIES & RESPONSIBILITIES:**

Monitor juvenile offenders and supervise caseload.

Responsible for designing and maintaining a program to assist juveniles through guidance and support. Provides investigatory work for probationers and referrals to community resources.

Interviews offenders and their families to identify personal and social problems they might encounter.

Complete alcohol and drug evaluations of juvenile offenders. May arrange for offenders to get substance abuse rehabilitation.

Must develop and maintain a database designed to track juvenile offenders and maintain a positive working relationships with local schools and the police department as they relate to juveniles assigned to probation.

Formulates goals and case plans with offenders with goal of establishing pro-social behaviors and repairing the harm caused to the community and victims.

Motivates and manages juvenile offenders using a continuum of sanctions and incentives. Recommends extension or termination of probation when appropriate.

Maintain current and accurate case notes.

Prepare monthly report regarding each juvenile supervised and provide reports to municipal judge prior to court review dates. Secure remedial action by the court as necessary.

Send supervisor a weekly shift report

Maintain successful and unsuccessful yearly list.

Update Sentry (State Probation Officer system) to include municipal offenders so results can be viewed by probation officers on the State and Municipal level.

Visit schools and visit with school resource officers and teachers.

Supervises participants to ensure compliance with the conditions of their sentence of probation; including but not limited to restitution payments, community service, counseling,

drug or alcohol treatment, educational and employment requests, and any other requirements.

## **MARGINAL DUTIES:**

Research counseling, UA tech, therapy and community service venues.

Research teen and youth jobs or volunteering in Northglenn area

Assists the Community Service Coordinator and provide as back-up when needed.

## **DESIRABLE EDUCATION AND EXPERIENCE:**

Four-year degree with course work in Sociology, Psychology, Criminology or a related field is highly desirable.

Requires excellent interviewing skills, understanding of basic counseling techniques and case management experience.

Knowledge of methods, philosophies and techniques used in the guidance and treatment of behavior problems specifically related to youth offenders is advantageous.

Demonstrated ability to identify and use community resources and agency services to assist juveniles.

Knowledge of community organizations and resources.

Knowledge of municipal court procedures and warrants.

Knowledge of interviewing techniques.

Requires good written and verbal communication skills as well as excellent organization skills.

Prior experience developing and/or maintaining a database and proficiency in the use of personal computers a plus.

Initiative to complete assignments and work independently.

Equivalent combination of education and experience will be considered.

## **NECESSARY SPECIAL REQUIREMENTS:**

Must possess, at the time of appointment, and maintain a valid motor vehicle operator's license as issued by the State of Colorado and a good driving record.

Requires a physical exam (including drug screen).

Bilingual preferred.

## **WORKING ENVIRONMENT/PHYSICAL ACTIVITIES:**

Will sometimes work nights and weekends without supervision. May be exposed to aggressive or life threatening situations.

### MATERIALS/EQUIPMENT USED

Microsoft (excel, word), full court programs, digital camera, tape recorder, telephone and group wise e-mail.

## **ADDITIONAL POSITION INFORMATION:**

This is a non-exempt position (eligible for overtime compensation).

Any one position may not include all of the duties listed nor do the listed examples include all duties which may be found in positions of this class.

Performs work using recommended and required personal protective equipment (PPE) as described in the Job Safety Analysis (JSA) for each task.

Attendance is an essential function of the job