



**Mayor**  
Tom Norton

**Councilmembers**

Rochelle Galindo  
Ward I

Brett Payton  
Ward II

John Gates  
Ward III

Michael Finn  
Ward IV

Sandi Elder  
At-Large

Robb Casseday  
At-Large

A City Achieving  
Community Excellence

Greeley promotes a healthy, diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live, work, and play.

# City Council Worksession Agenda

**Worksession Meeting**

**September 26, 2017 at 5:00 p.m.**

**School District Six Board of Education Meeting Room – 1025 9th Avenue, Greeley, Colorado**

1. Consideration of an Executive Session (5:00 – 5:30 p.m.)  
Sharon McCabe, Human Resources Director
2. 2018 Proposed Budget Presentations (5:30 p.m. – 6:00 p.m.)  
Victoria Runkle, Assistant City Manager
3. Standardized Sales and Use Tax Definitions (6:00 – 6:15 p.m.)  
Victoria Runkle, Assistant City Manager
4. Title 4 – Revenue and Finance Clarifications (6:15 – 6:30 p.m.)  
Victoria Runkle, Assistant City Manager
5. 2018 Community Development Block Grant Program Overview (6:30 – 7:00 p.m.)  
Becky Safarik, Assistant City Manager
6. Trash & Recycling Public Opinion (7:00 – 7:30 p.m.)  
Brad Muller, Community Development Director
7. Scheduling of Meetings, Other Events  
Roy Otto, City Manager

# Worksession Agenda Summary

September 26, 2017 (5:00 – 5:30 p.m.)

## **Agenda Item Number 1**

Key Staff Contact: Sharon McCabe, Human Resources Director, 350-9714

### Title

Consideration of an Executive Session

### Background

An Executive Session is needed.

The Executive Session should immediately follow this item. If Council concurs, the motion listed below is needed first.

### Council's Recommended Action

I move that the City Council go into an Executive Session to discuss the following matters as provided under C.R.S. 24-6-402(4) (b) and (f) and Greeley Municipal Code 2.04.020(2) and (6): to receive advice from their attorney and to discuss personnel reporting to the City Council.

### Attachments

None

# Worksession Agenda Summary

September 26, 2017 (5:30 – 6:00 p.m.)

## **Agenda Item Number 2**

Key Staff Contact: Victoria Runkle, Assistant City Manager, 9730

### Title

2018 Proposed Budget Presentations

### Background

The Proposed 2018 Budget is provided to the Council in a series of meetings.

July 25	Major Revenues were presented
August 8	Stormwater, Water & Sewer Budgets were presented
August 22	Capital Improvement Plan presentation
August 22	Department Presentations
September 12	Department Presentations
September 26	Department Presentations

This is the second year of the 2017-2018 Biennial Budget. Changes and updates will be provided by each department with two presentations having occurred on August 22 & September 12. The remaining worksession will be a presentation by the Police department followed by a summary of the 2018 Budget decisions by the Finance department.

This is the last worksession for the 2018 budget. All department staff members will be available for final questions. First reading of the 2018 Budget will be October 3<sup>rd</sup>.

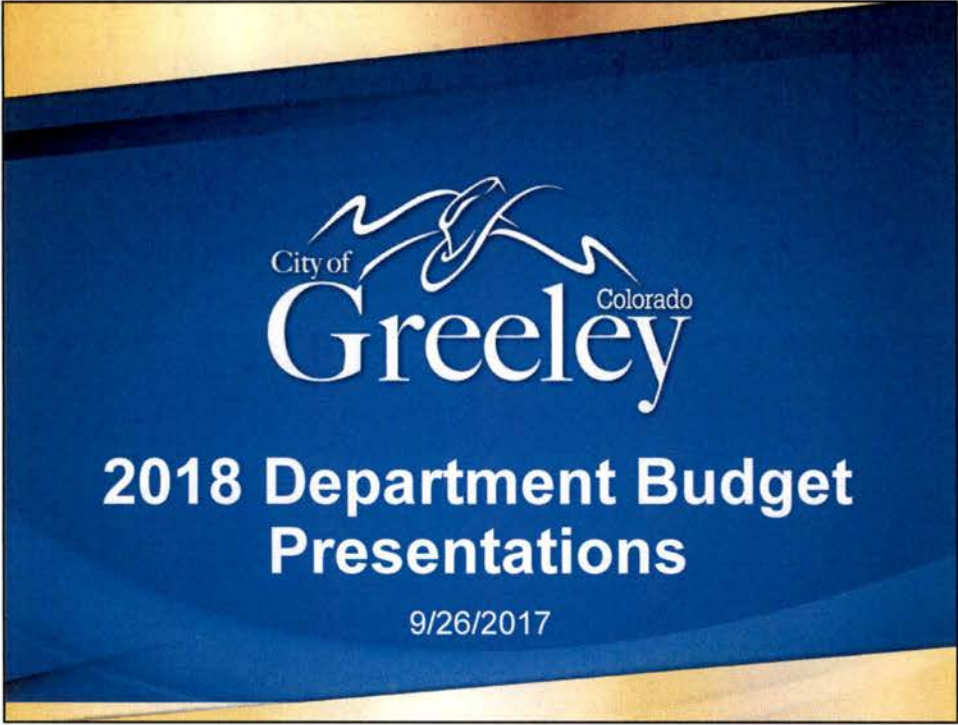
### Council Direction Requested

The presentation is part of the 2018 Proposed Budget. No specific direction is required at this meeting. When the ordinance adopting the Program is presented on October 3<sup>rd</sup> these appropriations will be included.

### Attachments

Powerpoint

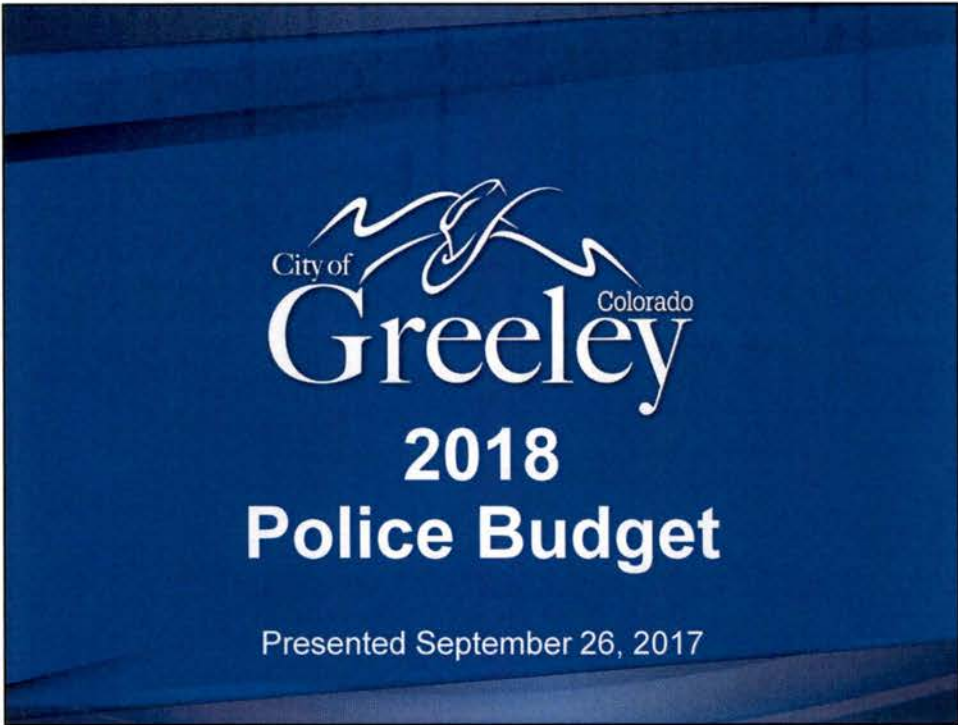
Proposed 2018 Budget document



## Budget Schedule

Date	Presentation
July 25	Major Revenue Estimates
August 8	Water, Sewer, Stormwater, & Capital Improvement Plan
August 22	Expenditure Summary & Department Presentations: HR, IT, Finance, City Attorney, City Clerk, Municipal Court, City Manger, & Economic Development.
September 12	Department Presentations: Culture, Parks, & Recreation, Fire, Community Development, & Public Works
<b>September 26</b>	<b>Department Presentations: Police</b>
October 3	Public Hearing, First Reading of 2018 Budget Ordinance
October 10	Clean Up Questions, if necessary
October 17	Public Hearing, Adoption of 2018 Budget

CITY OF GREELEY



**OUR MISSION:**  
Improve and maintain the quality of life for the people of the Greeley community.



**OUR GOALS:**

1. Arrest career criminals.
2. Improve traffic safety.
3. Provide exceptional customer service.
4. Do the right thing.

CITY OF GREELEY **POLICE**

## 2017 Achievements

- Observed a major reduction in Part One crimes
  - *During the first half of 2017, compared to the same time period in 2016*
- All officers completed additional de-escalation training
- Completed high-speed vehicle operation training for police officers
- Achieved full authorized staffing for sworn personnel (154)
- Created “Sector D” for added downtown coverage
- Opened the downtown outreach office

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CITY OF GREELEY :: POLICE

## 2018 Highlights

- Challenge: Increasing population and number of parolees
- Increase in fees owed to Weld County for the operations of Weld County Regional Communications Center
- Increase in fees for the Humane Society of Weld County for animal shelter services
- During the high call load period of the day, divide the city into halves for police dispatching
- If Council approves, begin efforts to reduce response time to Priority One calls

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CITY OF GREELEY :: POLICE

# Total Budget

	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Proposed Budget
Salaries & Benefits	19,875,360	20,976,714	22,085,386	22,297,233
Supplies & Services	5,277,591	5,122,402	4,994,709	5,251,695
Capital	152,965	39,976	-	-
<b>Total</b>	<b>\$25,305,916</b>	<b>\$26,139,092</b>	<b>\$27,080,095</b>	<b>\$27,548,928</b>

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CITY OF GREELEY :: POLICE

# Budget by Division

	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Proposed Budget
Operations	\$18,971,786	\$19,719,789	\$20,644,939	\$20,891,005
Support Services	\$5,853,845	\$5,912,101	\$5,909,364	\$6,119,972
Outside Agencies	\$395,634	\$401,604	\$413,843	\$426,002
Parking	\$84,652	\$105,598	\$111,949	\$111,949
<b>Total</b>	<b>\$25,305,916</b>	<b>\$26,139,092</b>	<b>\$27,080,095</b>	<b>\$27,548,928</b>

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CITY OF GREELEY :: POLICE

# Staff Count



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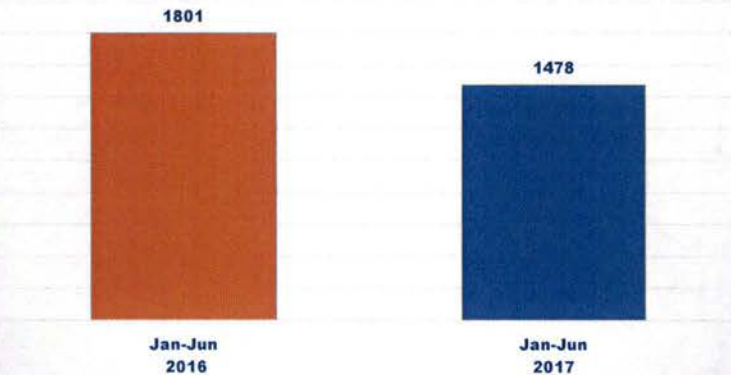
# Key Performance Measures



Performance Measure: Reduce Part One Crimes by 2%

Council Priority: Public Safety

Actual Results (first half 2017): 18% Decrease



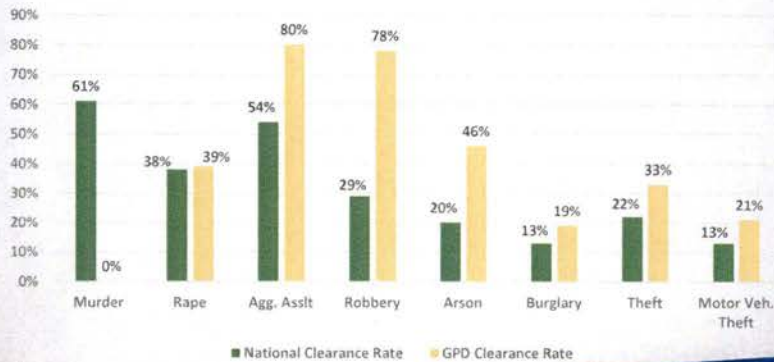
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CITY OF GREELEY POLICE

Performance Measure: Exceed the national clearance rate for Part One crimes

Council Priority: Public Safety

Actual Results (first half of 2017): GPD clearance rate exceeded national clearance rate in 7 of 8 crime categories



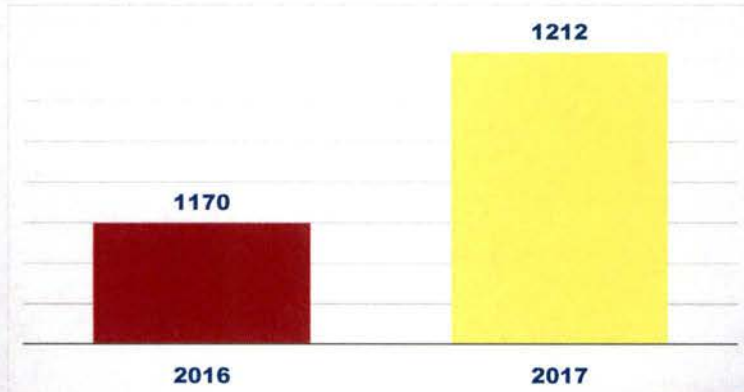
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CITY OF GREELEY POLICE

**Performance Measure:** Reduce number of traffic accidents by 2%

**Council Priority: Public Safety**

**Actual Results (first half of 2017):** Increase of 4%



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CITY OF GREELEY :: POLICE

## Summary

- **2018 Budget:** \$27,548,928
- **Key Performance Measures:**
  - Reduce Part One crimes by 2%
  - Exceed national Part One crime clearance rate
  - Reduce the number of traffic accidents by 2%

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CITY OF GREELEY :: POLICE

## 2017 POLICE DEPARTMENT GRANTS

Grant	Description	Amount	Source	Match?	2018?
HVE Grant	Overtime for traffic enforcement	5,633.28	State	No	Yes
Leaf Grant	Overtime for drunk and drugged driving enforcement	3,168.72	State	No	No
DDACTS Grant	Overtime for patrols of high violation areas	47,399.00	State	No	Yes
POST Grant	Reimbursement for specialized training	6,288.00	State	No	Yes
Coverdell Grant	Training for Crime Lab personnel	8,470.00	Fed. Pass-through to State	No	Yes
VOCA Grant	Salary and Support for a Victim Advocate	86,388.00	Fed. Pass-through to State	In-Kind	Yes
ICAC Grant	Training re: Internet crimes against children	4,945.00	Federal	No	Yes
HIDTA Grant	Rent, overtime, vehicle leases for Drug Task Force	96,813.00	Federal	No	Yes
JAG Grant	Buys extra equipment	45,592.00	Federal	No	Yes
Vest Grant	Helps buy officers' body armor	14,800.00	Federal	Yes	Yes
Walmart Grant	For Community Policing projects	1,000.00	Private Sector	No	No
VALE Grant	Salary & support for Victim Assistance	73,011.00	State via District Attorney	No	Yes
VALE Training Grant	Training for Victim Advocate volunteers	8,702.00	State via District Attorney	No	Yes
		<b>402,210.00</b>			

CITY OF GREELEY :: POLICE

## Supplemental Budget Request

### Police Department

CITY OF GREELEY :: POLICE

## The Challenge:

- Expenses to operate the 911/Dispatch Center will cost Greeley PD an additional \$166,964 in 2018.
- \$146,380 is for salary/benefits for two dispatchers.

## Causes:

- Due to increased call load, there is a need to add two Greeley-only dispatchers for officer safety.
- Increasing use of radio dispatchers by GPD causes fees to increase.

CITY OF GREELEY :: POLICE

## The Response:

- No realistic alternative to paying the increased costs.
- Monitor performance measures for time required to respond to Priority One and Priority Two calls.
- Monitor number of dispatch errors contributing to officer safety lapses (number should decrease).

CITY OF GREELEY :: POLICE

## The Challenge:

- Worst case scenario, our contract with Humane Society of Weld County will cost Greeley \$24,398 more in 2018 than it did in 2017.

## Causes:

- Humane Society requesting an 8% increase from 2017 contract due to “increased operational costs”.

CITY OF GREELEY :: POLICE

## The Response:

- The City currently has no reasonable alternative for animal sheltering services.
- Negotiate with Humane Society for a lesser increase in 2018 and beyond contract costs.
- Establish performance measures in the new contract.

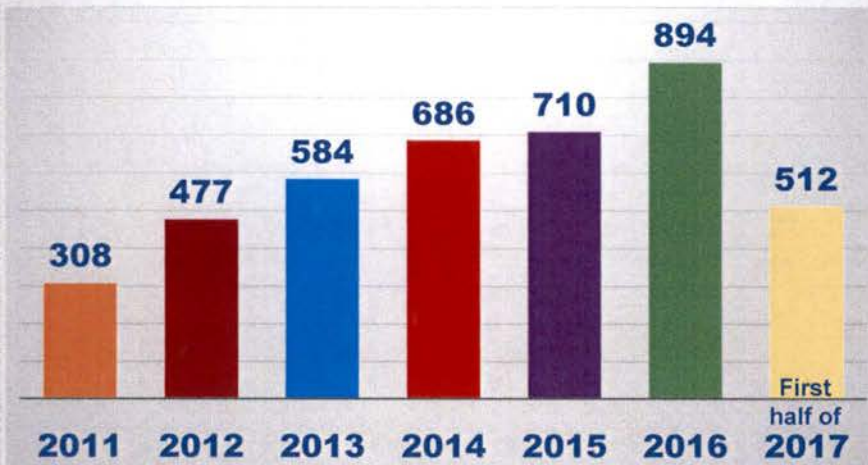
CITY OF GREELEY :: POLICE

## The Challenge:

- Response times to Priority One calls for police service are steadily increasing, negatively impacting customer service.

CITY OF GREELEY :: POLICE

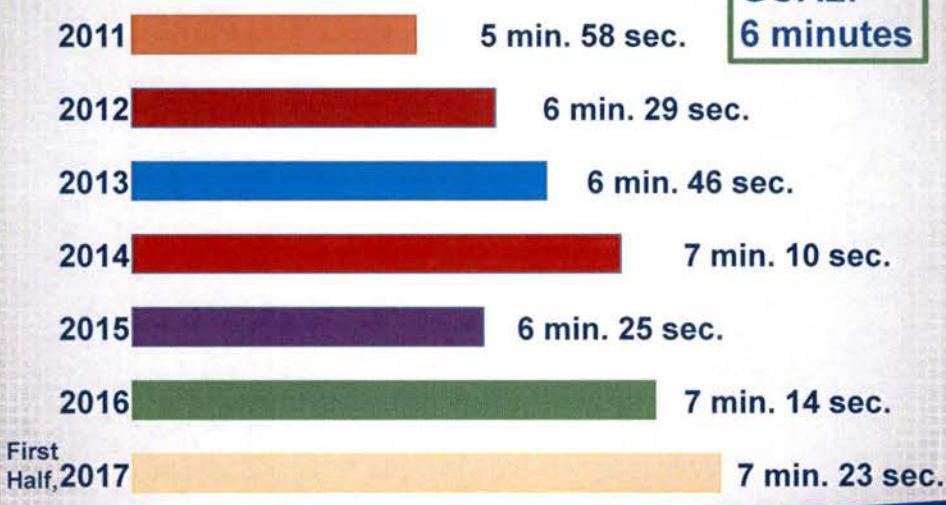
## PRIORITY ONE CALLS TO GPD



CITY OF GREELEY :: POLICE

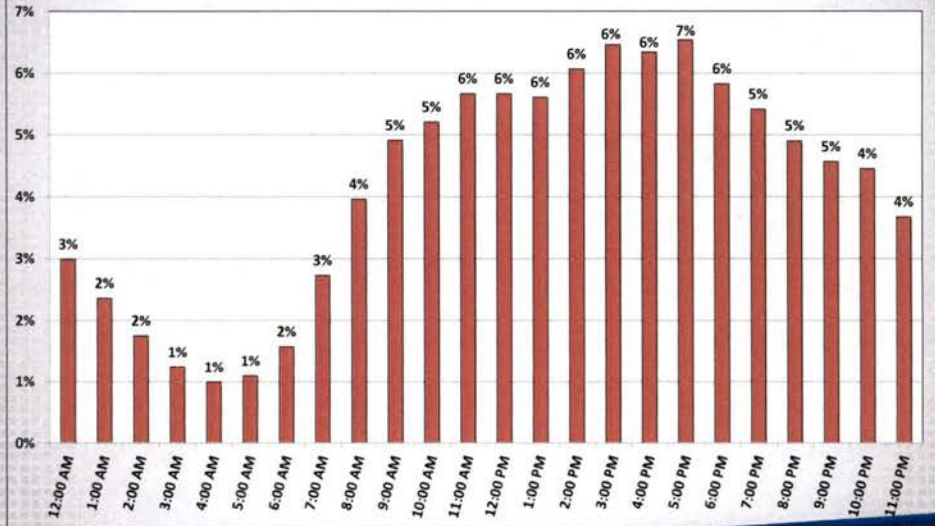
## AVERAGE RESPONSE TIMES TO PRIORITY ONE CALLS TO GPD

**GOAL:**  
6 minutes



CITY OF GREELEY POLICE

## CALLS FOR SERVICE BY HOUR: 2016



CITY OF GREELEY POLICE

## The Proposed Solution:

- Add 2 Police Officers and one Public Safety Technician to work high call load days/times.
  - Tuesday – Friday
  - 10am – 8pm

## The Logic:

- Additional personnel on the street increases the likelihood of officer(s) being available to respond to Priority One calls.

## Current Performance Measure:

- Maintain an average response time to Priority One calls of 6 minutes or less.

**Currently missed by over 1 minute**

## Revised Performance Measure for 2018:

- Maintain an average response time to Priority One calls of 6 minutes or less *during the targeted days/times.*

## The Objective:

- Improved Customer Service



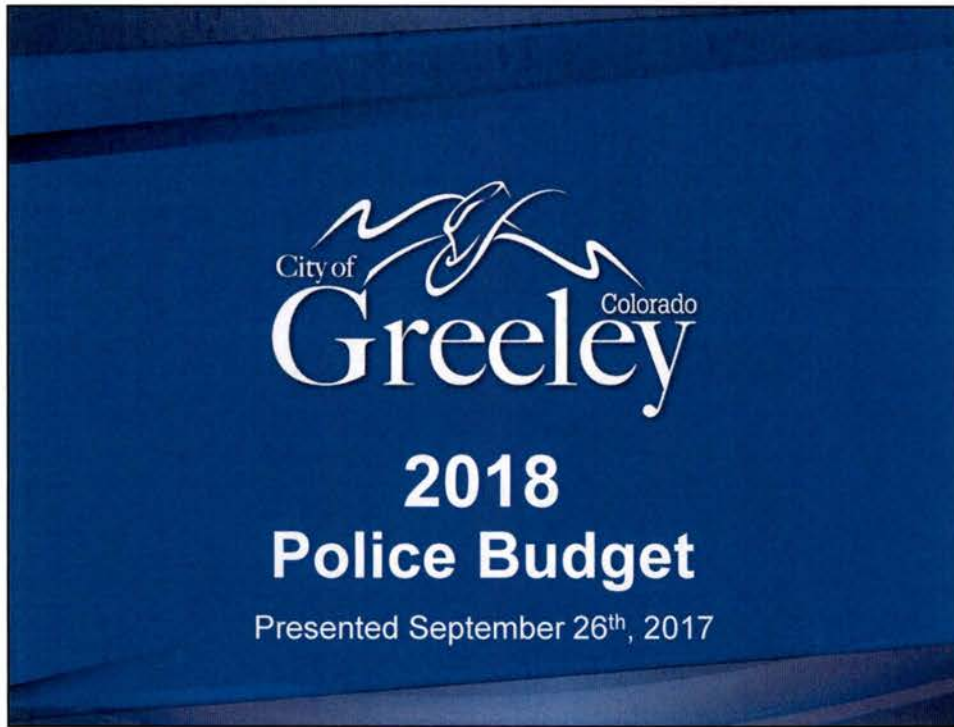
## Supplemental Costs (Estimated):

- 2 Police Officers  
(salary, benefits, equipment) \$180,179.32
  - 1 Public Safety Technician  
(salary, benefits, equipment) \$ 65,885.99
- Total \$246,065.31**

CITY OF GREELEY :: POLICE

## Questions?

CITY OF GREELEY :: POLICE



## Summary 2018 Budget

- 2<sup>nd</sup> Year of the 2017-2018 Biennial Budget
- Recommendation for \$1,071,656
  - \$102,727 Weld County Dispatch/Records
  - \$146,380 Additional Dispatch FTEs
  - \$246,066 2 New Police officers, Public Safety Tech
  - \$ 85,000 Fire Alternative Response Program
  - \$309,229 Fire Ambulance Service
  - \$ 12,159 Humane Society
  - \$215,309 Minimum Wage Increases/Changes
  - (\$115,214) Removal of STEP Program
  - \$ 70,000 Real Estate

CITY OF GREELEY

## Summary 2018 Budget

- Total Expenditure Budget for 2018  
\$367,858,520

• General Fund	\$89,225,055
• Special Revenue Funds	\$80,197,732
• Debt Service Funds	\$7,485,170
• Capital Project Funds	\$43,778,136
• Enterprise Funds	\$118,001,063
• Internal Service Funds	\$29,129,081
• Permanent Funds	\$42,283

CITY OF GREELEY

## Summary 2018 Budget

- Summary of Council Direction
- 1<sup>st</sup> Reading of 2018 Budget, Public Hearing, October 3<sup>rd</sup>
- Additional Worksession Available October 10<sup>th</sup>
- 2<sup>nd</sup> Reading of 2018 Budget, Public Hearing, October 17<sup>th</sup>

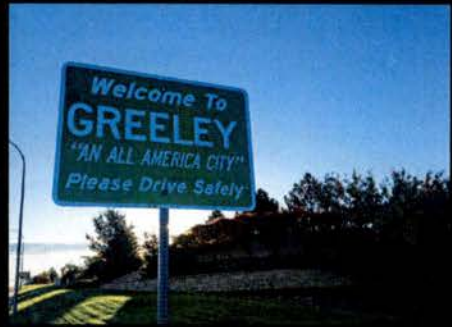
CITY OF GREELEY



# 2018 Department Budget Presentations

9/26/2017

City of  
**Greeley**  
Colorado



# 2018

## Budget



**2018 BUDGET**  
 CITY OF GREELEY, COLORADO  
 JANUARY 1, 2018 - DECEMBER 31, 2018

POLICY GUIDE   OPERATING PLAN   FINANCIAL STRATEGY   BUDGET SUMMARY

**City Council Members**

<b>Mayor</b>	Tom Norton	<a href="mailto:Tom.Norton@greeleygov.com">Tom.Norton@greeleygov.com</a>
<b>Ward I</b>	Rochelle Galindo	<a href="mailto:Rochelle.Galindo@greeleygov.com">Rochelle.Galindo@greeleygov.com</a>
<b>Ward II</b>	Brett Payton	<a href="mailto:Brett.Payton@greeleygov.com">Brett.Payton@greeleygov.com</a>
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Assistant City Manager	Becky Safarik	<a href="mailto:Becky.Safarik@greeleygov.com">Becky.Safarik@greeleygov.com</a>
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Director of Culture, Parks & Recreation	Andy McRoberts	<a href="mailto:Andy.McRoberts@greeleygov.com">Andy.McRoberts@greeleygov.com</a>
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Director of Human Resources	Sharon McCabe	<a href="mailto:Sharon.McCabe@greeleygov.com">Sharon.McCabe@greeleygov.com</a>
Director of Water & Sewer	Burt Knight	<a href="mailto:Burt.Knight@greeleygov.com">Burt.Knight@greeleygov.com</a>
Director of Community Development	Brad Mueller	<a href="mailto:Brad.Mueller@greeleygov.com">Brad.Mueller@greeleygov.com</a>
Director of Economic Development		
Director of Information Technology	Patty Stokes	<a href="mailto:Patty.Stokes@greeleygov.com">Patty.Stokes@greeleygov.com</a>
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Fire Chief	Dale Lyman	<a href="mailto:Dale.Lyman@greeleygov.com">Dale.Lyman@greeleygov.com</a>
Chief of Police	Jerry Garner	<a href="mailto:Jerry.Garner@greeleygov.com">Jerry.Garner@greeleygov.com</a>
Municipal Judge	Brandi Nieto	<a href="mailto:Brandi.Nieto@greeleygov.com">Brandi.Nieto@greeleygov.com</a>

**Citizen Budget Advisory Committee**

Chris Leffler, Chair	Vern Stiner	Jake Mundt	Vicki Young	Dale Pratt
Trent Howell	William Baker	Kelly Truesdell	Brittanea Kirby	

**Budget Support Staff**

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Financial Analyst	José Gutierrez	<a href="mailto:Jose.Gutierrez@greeleygov.com">Jose.Gutierrez@greeleygov.com</a>	970.336.4086

Government Finance Officers Association of the United State and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Greeley, Colorado**, for its Biennial Budget for the biennium beginning **January 1, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Greeley  
Colorado**

For the Biennium Beginning

**January 1, 2017**

A handwritten signature in black ink, which appears to read "Jeffrey R. Emswiler".

Executive Director

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.





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August 18, 2017

Dear Councilmember:

With this letter I transmit the Proposed 2018 Budget. The total budget is a recommended level of \$367,858,520. This amount represents spending for the city's general purposes, provision of our utility services, special purposes, internal service needs, and significant capital outlay to maintain our current infrastructure as well as building for our future needs.

The Proposed 2018 Budget represents the second year of a two-year budget. Last year with the Adopted 2017-2018 Budget a level of services was also adopted. Our policy is not to significantly change the level of services across all departments in the second year of the biennium. We do allocate any newly available resources to new and growing service needs identified throughout 2017.

General Fund.

The General Fund accounts for the costs of general activities of the City, including Police, Fire, Parks and Recreation, Transportation and Transit activities, planning, building and permitting, and general administrative functions.

The General Fund Proposed 2018 Budget is \$89,225,055. This amount is 1.8% above the 2018 Budget provided last year.

The highlights of the changes to the Proposed Budget include:

- 3 new Police Department positions: 2 Police officers and one Public Safety Technician
- 1 Fire position to address the Alternative Response Vehicle Program
- Additional resources for a new Ambulance Service model
- Additional dispatch support for our public safety needs
- Minimum wage costs due to state law changes
- Elimination of the STEP program

In addition to the highlights noted above, other costs will increase in the Proposed 2018 Budget. They include additional public safety dispatch and technology expenses with Weld County, general increases with the Humane Society, and allocation of costs for Real Estate management. Departments will present these changes in their budget presentations.

Quality of Life: The Proposed 2018 Budget also recommends the addition of 2 FTE's, seasonal costs and associated outlays for Park Maintenance from the Quality of Life Fund. Over the past 15 years, the City has added a significant number of acres of parks, open space, street medians, and other landscaped areas. The 2002 Quality of Life tax request permits the City to add operating costs as we add to the inventory. In the years 2014 – 2016, the City added 497 acres of natural areas to maintain. We currently have a total of 892 acres to maintain. In 2017 the City now has maintenance responsibility of over 19.5 miles of the Poudre River Trail - an increase of 11 miles.

Information Technology: There are no new positions recommended in the Proposed 2018 Budget. The long term Information Technology Replacement Plan identified \$750,000 of server and other equipment needs in 2019 that will now be spent in 2018. The Department will also develop an intern program with

AIMS Community College to help with the installation of the technology needs throughout the organization.

#### Summary

The City's practice is to adopt a biennial budget for the years 2017 and 2018. Our goal in the second year of a biennium is to limit changes to areas of major impact.

Our police and fire departments are working together with Weld County to develop new, efficient, and effective service delivery methods. Targeting dispatch needs at peak times will lower our response times. Deploying an Alternative Response Vehicle will address different types of emergency calls with a different service and cost model. As our city population and needs increase so does our need for additional police officers as recommended in this budget. This budget also proposes an additional Public Safety Technician position in support of the aforementioned new police officers.

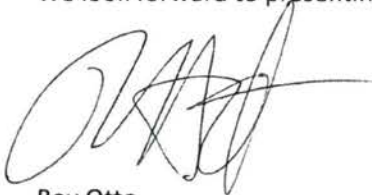
The Fire Department has been working throughout the summer to develop a long-term plan for ambulance service. The current contract with the County ends in October. The new proposed model will save both the hospital and City money while retaining a service quality our citizens have come to expect.

Achieving Community Excellence is our overarching mission. Our mission states:

*"Greeley promotes a healthy, diverse economy and high quality of life response to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live, work, and play."*

The Proposed 2018 Budget targets areas public safety and natural resource management that ensure we continue to Achieve Community Excellence for our community.

We look forward to presenting the details of the Proposed 2018 Budget over the next few weeks.



Roy Otto  
City Manager

## City of Greeley 2018 Budget

The purpose of this section of the budget document is to assist the reader in his or her efforts to understand the City's budget.

### Financial Structure

Funds are the backbone of the City's financial structure. Funds are established to account for specific revenues and expenditures related to certain activities of the City.

As can be seen below, funds are organized into various groups to identify their purpose.

#### Governmental:

- General Fund - major fund to account for all financial resources except those required to be accounted for in another fund.
- Special Revenue Funds - to account for the proceeds of specific revenue sources other than those from expendable trusts or from major capital projects that are legally restricted for specified purposes.
- Debt Service Funds - to account for resources used to pay annual principal and interest payments on general long-term debt.
- Capital Projects Funds - to account for financial resources used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.
- Permanent Funds - to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used to support the City's operation.

#### Proprietary:

- Enterprise Funds - to report any activity for which a fee is charged to external users for goods or services.
- Internal Service Funds - to report any activity that provides goods or services to other funds or departments on a cost-reimbursement basis.

### Organizational Structure

Just as the collecting and spending of money has structure, the way that work is accomplished in any organization also has structure. The organizational structure of the City is displayed in several ways:

- A city-wide organization chart in this section.
- Department organization charts in the Department Summaries section.
- A description entitled "How the Department is Organized" in each department narrative.

The City uses specific terminology to represent various levels of organizational structure. The terms are activity, division, and department.

#### Activity

The activity is the most basic unit of organizational structure. An activity identifies a grouping of similar, related work activities. Examples of programs include: Investigations (Police), Family FunPlex (Culture, Parks & Recreation), and Snow and Ice Removal (Public Works).

Budgets are prepared at the activity level. Once approved, the activity-level budgets are combined to determine division, department, fund, and total City budgets. Activities are, therefore, the basic unit of both the organizational and financial structure.

The City of Greeley has preferred to keep its budgeting presentation simple and traditional. Greeley presents its budget as a "Program Performance" budget which means that each activity is associated with performance indicators which measure output in relation to the resources allocated.

### **Division**

Divisions are simply a collection of related programs. As an example, the Street Maintenance division consists of Snow and Ice Removal, Street Resurfacing, Patching, and Graffiti programs. Programs are organized into divisions which facilitate administration and coordination of their operations by a single manager. Typically, the larger departments have two or more divisions, each with several programs. Smaller departments may consist of several programs all reporting to a department head.

### **Department**

Departments are traditionally the highest level organizational units of municipal government operations. Familiar department examples are Police, Public Works, Culture, Parks & Recreation, and Finance. Departments typically report to the City Manager. The City Manager, City Attorney, and Municipal Court Judge report directly to the City Council. The City's structure at the department level is presented in the organization charts in the Department Summaries section.

## **Capital Improvements**

The City's proposed Capital Improvements Program (CIP) for 2018-2022 can be found on the website at <http://greeleygov.com/government/finance/budget>.

## **Personnel Summaries**

Staffing levels have been detailed and summarized in several formats, beginning with a listing in each department's Budget Summary. There is also a Personnel Summaries section of the document that provides the staffing levels of all programs in the Full-Time Equivalent method of counting positions.

## **Feedback**

What do you think? Your feedback is greatly valued. If you have suggestions or questions regarding the budget, please direct them to:

Budget Office  
City of Greeley  
1000 10<sup>th</sup> Street  
Greeley, CO 80631  
Phone: (970) 350-9735  
Email: [robert.miller@greeleygov.com](mailto:robert.miller@greeleygov.com)





## CITY GOVERNMENT FORM AND STRUCTURE

The municipal government provided by the Charter of the City of Greeley, Colorado, is a Council-Manager form of government. Pursuant to the provisions of the Constitution of the State of Colorado and subject only to limitations imposed therein and by the Charter of the City of Greeley, all powers of the City are vested in an elective City Council.

### POWERS OF THE CITY

The City has all powers of local self-government and home rule and all powers possible for a City to have under the constitution and laws of Colorado. Such powers are exercised in conformity with the provisions of the City of Greeley Charter, or in such a manner as may be provided by the Council, not consistent with the Charter.

### City Council Membership

Policy-making and legislative authority are vested in the City Council consisting of the Mayor and six other members. The Council is elected on a non-partisan basis. Council members serve four-year terms and the Mayor is elected to serve a two-year term. Four of the Council members are elected by ward. The Mayor, two council ward seats and one council at-large seat are elected at every general municipal election.

### Mayor

The Mayor presides over meetings of the City Council and has the same right to speak and vote therein as any other member. The Mayor is a conservator of the peace, and in emergencies may exercise within the City the powers conferred by the Governor of the State of Colorado for purposes of military law.

#### General Powers:

- A. The Council appoints and removes the City Manager.
- B. The Council adopts the budget of the City.
- C. The Council approves the minimum and maximum schedule of compensation for boards, commissions, and all employees of the City.
- D. The Council, or duly authorized committee thereof, may investigate any agency and the official acts of any officer or employee thereof, and may compel, by subpoena, the attendance and testimony of witnesses and production of books and documents.
- E. The Council provides for enforcement of its ordinances.
- F. The Council may enter into contracts and leases on behalf of the municipal government with the approval of the City Attorney and the City Manager.
- G. The Council, by ordinance, may enter into contracts with other governmental bodies.
- H. The Council provides for independent audits of all funds and accounts of the City.
- I. The Council, by ordinance, may create new offices, departments, or agencies.
- J. The Council may provide for licenses, permits, and fees for regulatory or revenue purposes.

### City Manager

The City Manager is the Chief Administrative Officer of the City and is responsible to the Council for proper administration of all of the City's affairs. To that end, he or she has power and is required to:

#### General Powers:

- A. Be responsible for enforcement of the laws and ordinances of the City.
- B. Appoint, suspend, and remove heads of all departments except as otherwise designated by the Charter.
- C. Prepare the budget annually and submit it to the Council and be responsible for its administration after adoption.
- D. Prepare and submit to the Council as of the end of the fiscal year, a complete report on finances and administrative activities of the City for the preceding year.
- E. Keep the Council advised of the financial condition and future needs of the City and make recommendations to the Council.
- F. Exercise supervision and control over all administrative departments and agencies unless otherwise provided by the Charter.

- G. Be responsible for enforcement of all terms and conditions imposed in favor of the City or its inhabitants in any contract or public utility franchise.
- H. Inform the public clearly on City government functions and activities.
- I. Perform other duties as may be prescribed by the Charter or required of him or her by the Council not inconsistent with the Charter.



## FINANCIAL POLICIES

### REVENUE

The budget process involves an annual review of estimated revenue and fee schedules. Estimated revenues are conservatively projected with rate increases and decreases based upon:

- projected growth and development in Greeley
- related costs of services provided
- estimated number of persons benefitting from the services
- expected inflation and its impact on the provision of services

Prior to August of 1983, the Charter of the City of Greeley prohibited earmarking sales tax revenues for specific purposes. In 1985, sales tax revenue bonds were first issued to finance capital improvements. At this time there are a few issues outstanding: 2003, 2005, 2005B and 2012. Sales tax collected will first be used to service this debt in accordance with the bond ordinances and the remaining balance will be transferred to capital project funds or the General Fund.

The City of Greeley imposes a number of miscellaneous licenses, fees, and taxes which are reviewed annually in conjunction with the Revenue Policy, to determine rate and fee schedules for the ensuing year. User charges are set annually for the various enterprises to cover estimated operation, maintenance, and overhead costs.

The City provides a variety of services that enhance the quality of life of its citizens such as:

- parks and trails
- museums
- recreation centers
- Union Colony Civic Center

These extra services are funded partially by private contributions and efforts will continue to secure donations as they are an integral part of the future success of these programs.

### EXPENDITURES

Budgeted expenditures are limited to projected revenues and fund surpluses. Annual budget priorities are established on the basis of Council Priorities with the following considerations taking precedence:

- debt payments
- public safety
- utility services

Other public services and programs will be provided to the extent allowed by the economy at that time.

### LEASE PURCHASE

In 1986, the City of Greeley began using lease/purchase financing for the provision of new and replacement equipment, vehicles and rolling stock in order to:

- ensure the timely replacement of equipment and vehicles
- ensure that vehicle replacement requirements were included in the operating budget

Advantages that a lease/purchase financing method can offer over a cash financing method are:

- it decreases the impact of inflation on the purchase of new and replacement equipment
- it reduces the initial impact of the cost to user departments by enabling acquisition costs to be spread over the useful life of large ticket equipment
- it safeguards the opportunity to use cash assets to earn higher interest than the interest cost of lease/purchasing

Depending upon interest rates and the projected equipment needs for future years, over-reliance upon lease/purchase as an equipment financing mechanism can result in compounded future costs.

## INVESTMENTS

For cash management purposes, the City of Greeley currently pools excess cash from all funds and invests in government bonds and other eligible securities.

Since most City funds are scheduled for specific purposes, maturities are selected to coincide with the periods during which monies will be spent even though new money is coming in to replace expended funds. Because of the positive nature of the yield curve (i.e., longer term rates are higher than shorter term rates), the City attempts to stagger the maturity dates on investments to meet anticipated cash flow needs based on a cash flow model and a yield curve. Thus, a basically passive portfolio strategy is employed. However, active trading is encouraged to take advantage of short-term market swings when conditions warrant a more active strategy. It is the intention of the investment pool to maximize interest income according to risk, marketability, and diversification.

### Eligible Investments:

- Treasury Obligations: Treasury bills, Treasury notes, Treasury bonds and Treasury STRIPS with maturities not exceeding five years from the date of purchase.
- Federal Instrumentality Securities: Debentures, discount notes, global securities, callable securities and stripped principal of coupons with maturities not exceeding five years from the date of purchase issued by the following only: Federal National Mortgage Association, Federal Farm Credit Banks, Federal Home Loan Banks, Federal Home Loan Mortgage Corporation, and Student Loan Marketing Association.
- Prime Commercial Paper issued on U.S. companies and denominated in U.S. currency with a maturity not exceeding 180 days from the date of purchase which is rated in its highest rating category at the time of purchase by one or more nationally recognized organizations which regularly rates such obligations.
- Eligible Bankers Acceptances with an original maximum maturity not exceeding 90 days issued on domestic banks or branches of foreign banks domiciled in the U.S. and operating under U.S. bank laws with a minimum of \$250 million combined capital and surplus, whose senior long-term debt is rated at the time of purchase AA by Standard & Poor's, AA by Moody's or AA by Fitch IBCA, Duff and Phelps, and deposits of the issuing bank must be insured by the Federal Deposit Insurance Corporation.
- Repurchase Agreements with a defined termination date of 180 days or less collateralized by U.S. Treasury and agency securities listed under Treasury Obligations and Federal Instrumentality Securities with a maturity not exceeding ten years. Title must transfer to the City or the City must have a perfected security interest.
- Local Government Investment Pools authorized under CRS 24-75-701, 702 which are no-load, have an objective of maintaining a constant daily net asset value per share, limit assets of the fund to securities authorized in this investment policy, have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Law Regulation 2A-7 and have a rating AAA by Standard & Poor's or AAA by Moody's or AAA/V-1+ by Fitch IBCA, Duff & Phelps.
- Time Certifications of Deposit or savings accounts in state or national banks or in state or federally chartered savings and loans which are state approved depositories and are insured by the FDIC. Certificates of deposit which exceed the FDIC insured amount shall be collateralized in accordance with the Colorado Public Deposit Protection Act.
- Money Market Mutual Funds registered in the Investment Company Act of 1940 which are no-load, have a policy to maintain a constant daily net asset value per share, limit assets of the fund to those securities authorized in this policy, have a maximum state maturity and weighted average maturity in accordance with Federal Securities Regulation 2A-7 and are rated either AAA by Standard & Poor's or AAA by Moody's or Fitch Investors Service.

In all cases, collateral shall have at the least, a market value equal to the investment funds involved.

An average rate of return for the current analysis of the City's investment portfolio will be performed and include the following:

- average maturity of the investment portfolio for the current quarter as compared with the previous three
- a listing of investments by type and institution which shows the applicable percentages of the total portfolios

## DEBT

The City borrows money and issues short-term notes, general obligation bonds, revenue bonds, special or local improvement bonds, and any securities not in contravention of the Charter of the City of Greeley.

It is a high priority of the City of Greeley to maintain good communications with bond rating companies and to earn good bond ratings. The City has developed the following policies to ensure that debt is soundly financed:

- revenue sources to be used to finance debt are conservatively estimated

- the term of debt will not exceed the life of the project being financed by the debt

Future projects are considered to determine future financing needs and the availability of unrestricted resources to finance both current and future debt.

In addition, the City Council observes the following restrictive provisions in all issues of bonds by the municipality in accordance with the City Charter:

- total general obligation debt will not exceed 10% of the total assessed valuation for tax purposes
- the interest rate shall not exceed the market rate
- no bonds shall be issued at less than par value
- the sale of all bonds shall be based upon competitive bids
- all bonds issued by the City shall contain a provision for redemption prior to maturity

Annual budgets include debt service payments and reserve requirements for all debt currently outstanding and for all proposed debt issues.

## **RESERVES**

In 2010 the City Council adopted a fund balance and working capital balance policy for the General, Sewer, Water and Stormwater funds. On November 1, 2016 the reserve policy was updated and adopted by City Council to adjust for extraordinary expenditures.

- General fund unrestricted fund balance shall be two months of operating expenditures, plus operating transfers out, less any extraordinary expenditure items, calculated as the end of the most recent fiscal year.
- Sewer, Water and Stormwater funds working capital balances shall be maintained at 25% of operating expenses less depreciation at the end of the most recent fiscal year.
- Use of fund balance or working capital must be appropriated by City Council.

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and for the marketability of bonds. The amounts of debt reserves are established by ordinance in association with each bond issue.



## BUDGET PROCESS

### BUDGET PROCEDURES

Prior to the beginning of the budget process the City Manager meets with the City Council to review current council priorities and define new priorities. Following the identification of Council's priorities the City Manager develops an appropriate work program.

In March, the budget process begins with the departments updating their priorities and performance measures. During this budget cycle, the emphasis continues to be on updating and modifying performance measures. The departments are asked to develop performance measures that would measure quality and efficiency and not workload measures.

During the month of April, budget preparation manuals are distributed to the departments providing guidelines and instructions for preparing their budgets. Both the revenue and the expenditure budgets are submitted during May and June. Most departments have citizen advisory boards that help the department head determine project priorities to be proposed in the operating budget.

All requests are summarized and compared to prior year actual expenditure totals and the current budget for City Manager review meetings which involve analysis by the City Manager, Finance Director, Deputy Finance Director, and Budget Officer. Meetings are conducted to evaluate all requests using a City-wide perspective and to compare proposed expenditures to projected revenues with the objective of balancing the budget.

In July, the five year capital improvement plan is updated.

The City Manager is required by Charter to prepare and submit to the City Council on or before the fifteenth of September each year, a recommended budget covering the next fiscal year. The following information is required:

- detailed estimates with supporting explanations of all proposed expenditures for each agency of the City, showing the expenditures for corresponding items for the last preceding fiscal year in full, and estimated expenditures for the current fiscal year
- statements of the bonded and other indebtedness of the City, showing the debt redemption and interest requirements, the debt authorized and unissued, and the condition of sinking funds, if any
- detailed estimates of all anticipated revenues of the City from sources other than taxes with a comparative statement of the amounts received by the City from each of the same similar sources for the last preceding fiscal year in full, and estimated revenues for the current fiscal year
- a statement of the estimated balance or deficit for the end of the current fiscal year
- an estimate of the amount of money to be raised from current and delinquent taxes and the amount to be raised from bond issues which, together with any available unappropriated surplus and any revenues from other sources, will be necessary to meet the proposed expenditures
- such other supporting information as the City Council may request, or as may be otherwise required by the Charter

### CITIZEN BUDGET ADVISORY COMMITTEE REVIEW

The purpose of the nine-member committee appointed by the City Council is to provide citizen involvement in the budget process. The functions of the Committee shall include, but not be limited to:

- becoming familiar with City operations, and commenting on revenue requirements, expenditures, staffing levels, alternative service delivery and how the budget will meet the needs of the community
- giving special review attention to specific areas, as directed by City Council or by consensus of the committee
- commenting, through an annual report, on the City budget to City Council

### BUDGET HEARING AND ADOPTION

A public hearing on the proposed budget is held before its final adoption at such time and place as the City Council directs. The proposed budget is balanced, meaning that expenditures do not exceed available resources. Notice of the public hearing, a brief summary of the proposed budget, and notice that the proposed budget is on file in the office of the City Clerk are published at least two weeks in advance of the hearing. The complete proposed budget is placed on file for public inspection during office hours for a period of not less than one week prior to the public hearing. The proposed budget is also available for viewing on the City's official web site.

The budget is normally adopted based on an estimated property assessment provided in August by Weld County. The county provides the final certified tax assessment by December 10<sup>th</sup>. Prior to December 15<sup>th</sup> of each year, the City Council sets a tax levy

and certifies this levy to the County Commissioners. Upon completion of two public hearings and the tax levy certification, the City Council adopts the budget and makes necessary appropriations by ordinance no later than December 15<sup>th</sup>, per the City of Greeley Charter.

## **CHANGES IN APPROPRIATIONS**

The City Council may transfer any uncommitted, unreserved, unencumbered, or unexpended appropriations balance or portion thereof from one department, office, or agency to another except as otherwise provided in the Charter. The City Council may make additional appropriations during the fiscal year for unanticipated expenditures, but such additional appropriations shall not exceed the amount by which actual and anticipated revenues of the year are exceeding the revenues as estimated in the budget unless the appropriations are necessary to relieve an emergency endangering the public health, peace, or safety. The ordinance is put on the agenda as a public hearing on the first and second reading before it is formally adopted.

## **ACCOUNTING AND BUDGETARY BASIS**

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. For both accounting and budgetary purposes, the following basis is applied.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 180 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due.

Cigarette tax, sales tax, auto use tax, general use tax, franchise fees, royalties, special assessments, taxpayer-assessed taxes, interest revenue, and charges for services are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Only the portion of special assessments receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received.

Proprietary funds utilize the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), except for the following: proceeds from long-term debt are budgeted as revenue in the proprietary funds; note, lease and bond payments are budgeted as expenses in the proprietary funds; repayments of advances to/from other City funds are budgeted as revenues and expenditures/expenses in all fund types; purchases of fixed assets are budgeted as capital outlay expenses in the proprietary funds; and depreciation in proprietary funds is not budgeted.

The only Enterprise funds that fund depreciation are the Water, Sewer, and Stormwater funds. Depreciation may be shown in other funds for accounting purposes, and in most cases is not considered in the rate setting process.

**BUDGET CALENDAR**

PROCESS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Update department priorities and performance measures												
Budget Kick-Off meetings, Budget Manual Distribution												
Departments prepare Revenue and Expenditure Budgets												
Update Five Year Capital Improvement Plan												
City Manager Review												
Proposed Budget Preparation												
Citizen Budget Advisory Committee Presentation												
Council Workshop												
Public Hearings/Budget Approval and Mill Levy Set												





## BUDGET DOCUMENT LAYOUT

The 2018 budget document layout has not changed from previous years. The Revenue section is different from the Comprehensive Annual Financial Report in that it does not distinguish between operating and non-operating revenue. The Other Financial Sources (Uses) section of the fund balance summaries include transfers, loan proceeds, bond proceeds, and like sources and uses. For budget purposes, all expected revenue is applied to the expected expenditures. The Total columns on the fund balance schedules are a multi-year presentation of the City of Greeley's total resources.

The following is a listing of sections and a description of the contents:

- The **Reader's Guide** contains information for reading and understanding the document, including policies, procedures, a budget calendar, department priorities and performance measures, organization chart, and core values.
- The **Personnel Summaries** tab describes the standard and FTE count and changes in FTEs for 2016-2018. Various summary reports and a comparison of positions are also included.
- The **Fund Summaries** tabs have schedules which serve as organizational guides to fund structure and the departments that manage resources within the funds. The impact of the changes in the resources on the balance of each fund or fund type is included in the notes immediately preceding the schedules in the Fund Summaries section.

An account of the revenues, expenditures, balances of each individual fund and the purpose of each fund are documented in subsequent sections. The objective of this type of organization is to show the most general, "big picture" information for quick reference and gradually break summaries down into more detailed information at the department, division, and program levels in later sections. Additional detail can be found in the Capital Improvement Plan.

- The **Department Summaries** tabs give a description of the purpose and responsibilities of each of the departments and divisions. Each department tab contains the following: an organization chart, a department budget summary, general description and organization of the department, FTE summary, and achievements. Within each department, each of the following are documented for the divisions: purpose, division budget summary and a program description.

All narratives start with a summary of resources in both a historical and cross-indexed format. Financial and staffing data are provided in terms of the prior year, the current year, and future years. The first column reflects actual expenditures and revenues for the prior year. The second column details budgeted expenditures and revenues for the current year which is the year the future years budgets are prepared. The first two columns provide historical comparative data for the future year's budget columns. The third and fourth columns present the amounts budgeted originally for 2018 and the revised 2018 budget. The reader is better able to understand the basis for the future year's budgets through comparison with historical expenditure and revenue patterns, as well as from workload and operational requirements as explained in the remainder of the narrative. The fifth column identifies the change from 2018 original budget to 2018 revised budget. The sixth column identifies the change from 2018's original budget to 2018's revised budget. This change is expressed as a percentage for expenditures and revenue comparisons.



## 2017 CITY COUNCIL PRIORITIES

*Each year the Greeley City Council reviews the vision statement and current realities and establishes priorities that they believe will maintain and improve the community. These are the 2017 priorities and objectives.*

### Image

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

### Safety

Crime prevention & suppression  
Emergency readiness & response  
Traffic safety

### Economic Health & Development

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

### Infrastructure & Growth

Public facilities & equipment  
Environmental infrastructure  
Human infrastructure  
Civic Infrastructure



## CITY COUNCIL'S 2017 PRIORITIES WITH OBJECTIVES

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

### **PRIORITY: Image**

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

- I. COMMUNITY PROMOTION & MARKETING:**  
Deliberate efforts to positively affirm Greeley's character and attributes.
- II. HEALTHY NEIGHBORHOODS:**  
Develop and sustain neighborhoods that reflect a safe, attractive, and appealing place to live.
- III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:**  
Present a pleasant, positive, and welcoming impression of Greeley to residents and visitors.
- IV. YOUTH SUCCESS:**  
Help create a community environment that supports youth success.
- V. QUALITY OF LIFE:**  
Devote public resources to help create an exceptional community experience.

## **PRIORITY: Safety**

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

### **I. CRIME PREVENTION & SUPPRESSION:**

Foster a safe environment for Greeley residents and businesses.

### **II. EMERGENCY READINESS & RESPONSE:**

Minimize loss of life and property through risk prevention and preparation, capability & effectiveness of response.

### **III. TRAFFIC SAFETY**

Create an environment that promotes the safe movement of people, goods and services.

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

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

### **I. ENGAGED BUSINESS AND INDUSTRY RELATIONSHIPS**

Foster and sustain active and productive relationships with key employers and businesses to secure and expand their local success.

### **II. ACTIVE SUPPORT OF BUSINESS DEVELOPMENT**

Promote a business-friendly environment and system of municipal services that support commercial enterprise.

### **III. ECONOMIC INITIATIVES:**

Develop opportunities to target public investment toward specific, high value economic development projects and markets.

## **PRIORITY: Infrastructure & Growth**

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

### **I. PUBLIC FACILITIES & EQUIPMENT:**

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

### **II. ENVIRONMENTAL INFRASTRUCTURE:**

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

### **III. HUMAN INFRASTRUCTURE:**

Invest in employee development.

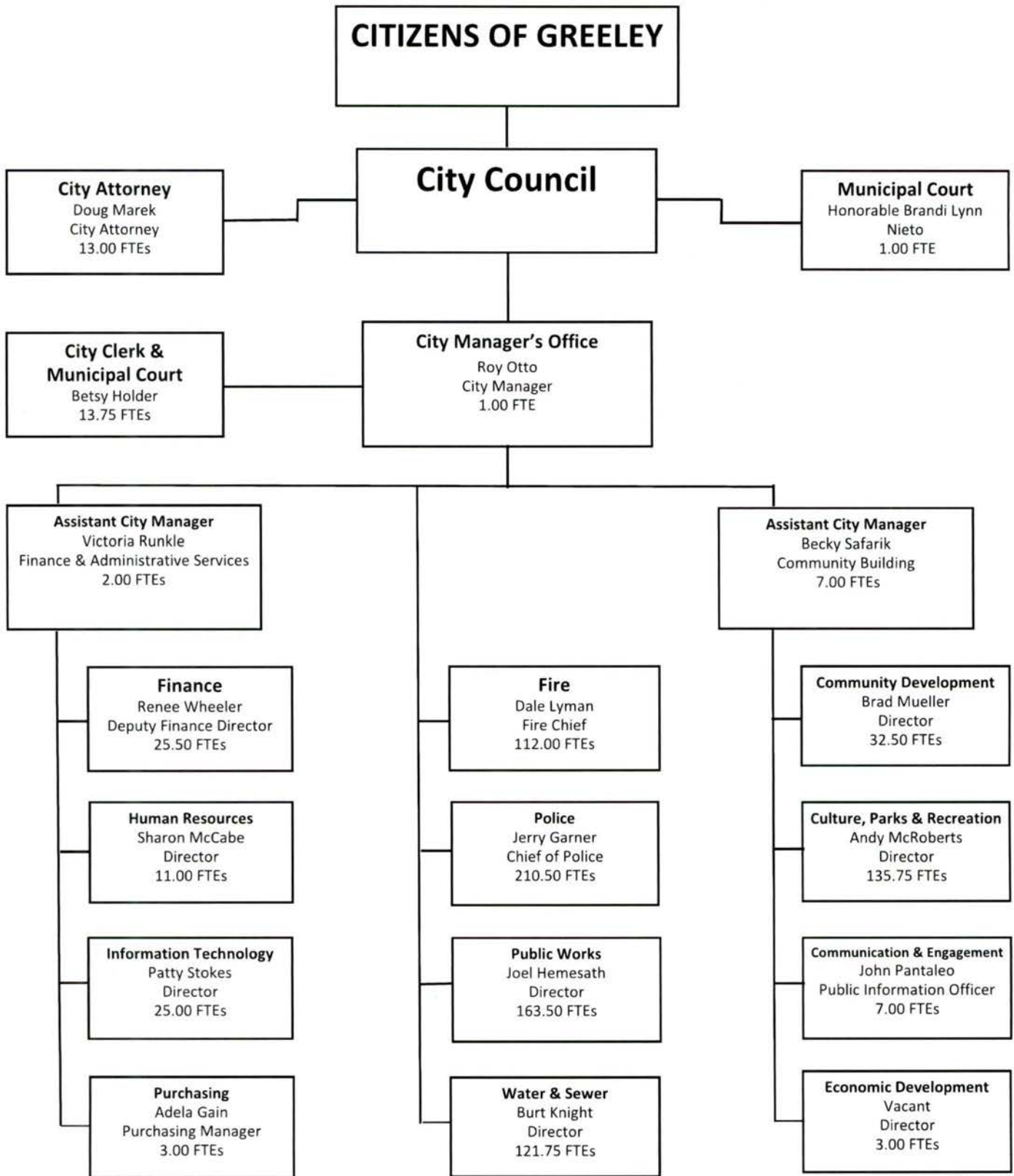
### **IV. CIVIC INFRASTRUCTURE:**

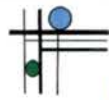
Create a community that recognizes and capitalizes on the power of aligned principled relationships to address any challenges we face





# 2018 ORGANIZATIONAL CHART





## FTE SUMMARY BY DEPARTMENT

### FTE Summary by Department

Department/Division	2010	2011	2012	2013	2014	2015	2016	2017 Revised	2018 Budget
<b>City Attorney</b>									
Law	8.00	8.00	8.00	11.75	11.75	13.00	13.00	13.00	13.00
<b>Total City Attorney</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>11.75</b>	<b>11.75</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>City Clerk</b>									
Legislative	4.00	4.00	4.00	4.50	4.50	4.50	4.50	4.50	4.50
<b>Total City Clerk</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>City Manager</b>									
City Manager's Office	1.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Public Information	2.00	2.00	3.00	3.00	3.00	5.00	5.00	5.00	5.00
Economic Development*****	1.00	1.00	1.00	-	-	-	-	-	-
GATV/Channel 8	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Urban Renewal	-	-	4.00	4.00	4.00	4.00	4.00	4.00	4.00
<b>Total City Manager</b>	<b>5.00</b>	<b>5.00</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Community Development</b>									
Building Inspection	7.00	7.00	7.00	7.00	9.00	9.00	9.00	9.00	9.00
Economic Development*****	-	-	-	1.00	1.00	-	-	-	-
Engineering Development Review	3.50	3.50	3.50	3.50	4.50	5.50	5.50	5.50	5.50
Natural Resources	10.00	9.00	8.00	8.00	9.00	8.00	7.00	7.00	7.00
Neighborhood Resources	2.00	1.00	-	-	-	-	-	-	-
Planning	9.00	9.00	7.75	8.00	10.00	11.00	11.00	11.00	11.00
Urban Renewal	4.00	4.00	-	-	-	-	-	-	-
<b>Total Community Dev</b>	<b>35.50</b>	<b>33.50</b>	<b>26.25</b>	<b>27.50</b>	<b>33.50</b>	<b>33.50</b>	<b>32.50</b>	<b>32.50</b>	<b>32.50</b>
<b>Culture, Parks &amp; Recreation</b>									
Administration	3.75	3.75	3.75	5.75	6.00	6.50	6.50	6.50	6.50
Culture, Public Art & Museums	9.25	8.75	9.00	11.00	11.00	11.75	11.75	11.75	11.75
Facility Services	12.00	11.00	11.00	-	-	-	-	-	-
Golf Courses	9.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Island Grove	13.00	13.00	13.00	14.00	14.00	14.00	14.00	14.00	14.00
Marketing	7.00	6.50	6.50	6.50	6.50	5.75	5.75	5.75	5.75
Museum	7.75	10.25	10.25	11.00	11.00	12.25	12.25	11.50	11.50
Parks**	-	-	34.75	34.75	38.75	39.75	40.75	40.75	42.75
Recreation	22.25	22.25	23.25	29.75	29.75	29.50	29.50	29.50	29.50
Youth Enrichment	4.75	4.75	4.75	6.50	6.00	6.00	6.00	6.00	6.00
<b>Total Culture, Parks &amp; Rec</b>	<b>88.75</b>	<b>88.25</b>	<b>124.25</b>	<b>127.25</b>	<b>131.00</b>	<b>133.50</b>	<b>134.50</b>	<b>133.75</b>	<b>135.75</b>
<b>Economic Development</b>									
Economic Development*****	-	-	-	-	-	3.00	3.00	3.00	3.00
<b>Total Economic Development</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Finance</b>									
Fiscal Management	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Financial Services	20.75	20.75	20.25	20.25	20.25	22.50	23.50	25.50	25.50
Information Technology****	20.50	20.50	-	-	-	-	-	-	-
Purchasing	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00
<b>Total Finance</b>	<b>47.25</b>	<b>47.25</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>	<b>28.50</b>	<b>28.50</b>	<b>30.50</b>	<b>30.50</b>



Department/Division	2010	2011	2012	2013	2014	2015	2016	2017 Revised	2018 Budget
<b>Fire</b>									
Administration	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Community Safety	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Operations	102.00	101.00	101.00	101.00	102.00	102.00	102.00	102.00	106.00
Training	-	-	-	-	-	-	-	-	-
<b>Total Fire</b>	<b>107.00</b>	<b>106.00</b>	<b>106.00</b>	<b>106.00</b>	<b>107.00</b>	<b>108.00</b>	<b>108.00</b>	<b>108.00</b>	<b>112.00</b>
<b>Human Resources</b>									
Health	1.98	1.98	1.98	2.05	2.30	2.30	2.30	2.05	2.05
Liability	1.00	1.00	1.00	1.30	1.30	1.30	1.30	1.30	1.30
Operations	4.90	4.90	4.65	4.85	6.10	6.10	6.10	7.10	7.10
Worker's Compensation	0.63	0.63	0.63	0.56	0.55	0.55	0.55	0.55	0.55
<b>Total Human Resources</b>	<b>8.50</b>	<b>8.50</b>	<b>8.25</b>	<b>8.75</b>	<b>9.25</b>	<b>10.25</b>	<b>10.25</b>	<b>11.00</b>	<b>11.00</b>
<b>Information Technology</b>									
Information Technology****	-	-	21.75	21.75	22.75	24.00	24.00	25.00	25.00
<b>Total Information Technology</b>	<b>-</b>	<b>-</b>	<b>21.75</b>	<b>21.75</b>	<b>22.75</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>
<b>Municipal Court</b>									
Municipal Court	8.85	8.25	8.25	8.25	8.25	8.25	9.25	9.25	9.25
Ticket Collection	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Municipal Court</b>	<b>9.85</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>
<b>Police</b>									
Operations*	-	-	-	-	-	-	164.00	167.00	170.00
Investigations	78.50	78.50	78.50	24.50	24.50	24.50	-	-	-
Parking Enforcement	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Patrol**	117.90	115.50	117.50	117.50	122.50	122.50	-	-	-
Services / Support Services	53.00	49.50	49.50	49.50	52.50	52.50	38.50	38.50	38.50
<b>Total Police</b>	<b>251.40</b>	<b>245.50</b>	<b>247.50</b>	<b>193.50</b>	<b>201.50</b>	<b>201.50</b>	<b>204.50</b>	<b>207.50</b>	<b>210.50</b>
<b>Public Works</b>									
Administration	3.00	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90
Engineering	18.50	19.50	19.50	19.50	19.50	22.50	23.50	24.50	24.50
Equipment Maintenance	14.25	14.25	14.25	14.25	14.50	15.50	9.00	9.00	9.00
Facilities Management	18.00	17.00	17.00	17.00	18.00	18.00	19.00	19.00	19.00
Parks	33.75	34.75	-	-	-	-	-	-	-
Stormwater	16.00	16.10	17.10	17.10	20.10	20.10	20.10	20.10	20.10
Street Maintenance	19.00	19.00	22.00	22.00	22.00	22.00	22.00	22.00	22.00
Transit Services	36.00	33.30	33.30	35.30	36.30	37.50	50.00	50.00	50.00
Transportation Services	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
<b>Total Public Works</b>	<b>174.50</b>	<b>172.80</b>	<b>142.05</b>	<b>144.05</b>	<b>149.30</b>	<b>154.50</b>	<b>162.50</b>	<b>163.50</b>	<b>163.50</b>
<b>Sewer</b>									
Sewer General Management	3.30	4.20	4.20	4.00	4.00	4.00	4.20	4.20	4.20
Wastewater Collection	14.00	14.00	13.50	13.50	13.50	13.50	12.50	12.50	12.50
Wastewater Treatment	23.00	23.00	23.00	23.00	23.00	23.00	22.50	22.50	22.50
<b>Total Sewer</b>	<b>40.30</b>	<b>41.20</b>	<b>40.70</b>	<b>40.50</b>	<b>40.50</b>	<b>40.50</b>	<b>39.20</b>	<b>39.20</b>	<b>39.20</b>
<b>Water</b>									
Water General Management	16.75	15.85	16.85	13.30	13.30	14.30	15.10	15.10	15.10
Transmission/Distribution	30.25	30.25	30.25	30.25	31.25	31.50	29.50	29.50	29.50
Treatment and Supply	33.45	33.45	35.45	35.45	35.45	35.45	37.95	37.95	37.95
<b>Total Water</b>	<b>80.45</b>	<b>79.55</b>	<b>82.55</b>	<b>79.00</b>	<b>80.00</b>	<b>81.25</b>	<b>82.55</b>	<b>82.55</b>	<b>82.55</b>
<b>Grand Total Regular Positions</b>	<b>860.50</b>	<b>848.80</b>	<b>860.80</b>	<b>813.05</b>	<b>839.55</b>	<b>860.25</b>	<b>872.25</b>	<b>879.25</b>	<b>888.25</b>

\* In 2016 the Police Department created the Operations division

\*\* In 2016 the Police Department reclassified the Patrol division into Operations.

\*\*\*\* In 2012 Information Technology was moved out of Finance and was established as its own department.

\*\*\*\*\* In 2013 Economic Development was moved from the City Manager's Office to Community Development.

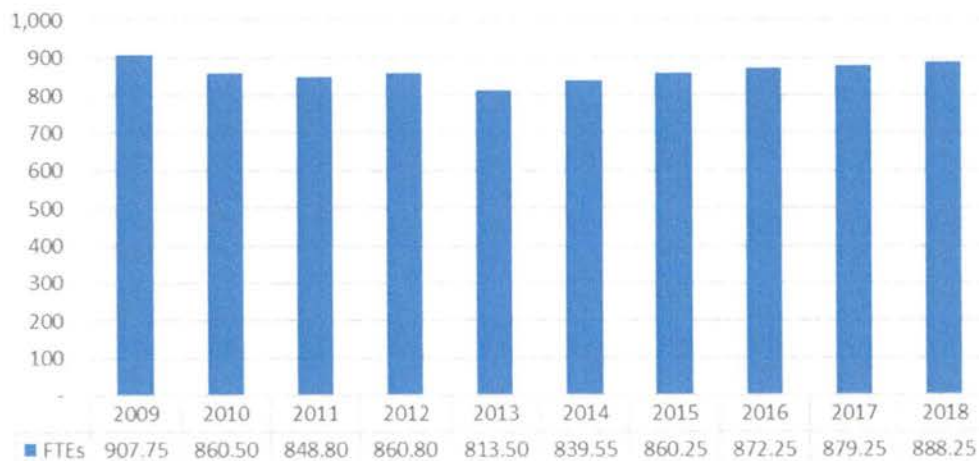
\*\*\*\*\* In 2015 Economic Development was moved from Community Development and was established as its own department.



## DISCUSSION OF FTE CHANGES

There has been an increase of 1.75 FTEs during 2017. A SCADA Technician was added in Information Technology for SCADA operations and .75 FTEs in Human Resources to replace outsource activities using existing budget. In 2018 there is a proposed increase of 9.0 FTEs. Culture Parks and Recreation will use existing Quality of Life funding to add a Parks Maintenance Technician and Trails/Open Lands Crew Leader. Fire is requesting 4 FTEs with one being used for the new Alternative Response Program and three for the new Ambulance Service. Police is requesting two Police Officers and Public Safety Technician. This brings the total FTE count to 888.25 in 2018; which is still below the high of 907.75 in 2009.

FTE Trending



This following section is provided to help illustrate how the City of Greeley has made changes in staffing due to programming modifications and changes in the economy. Revisions have also been made in an effort to better serve the citizens of Greeley.

**2017 FTEs** **877.50**

### 2017 MID-YEAR FTE CHANGES

#### Human Resources

Compensation Analyst 0.50

Senior Administrative Specialist 0.25

#### Information Technology

SCADA Technician 1.0

**2017 Mid-Year FTE Changes** **1.75**

**2017 Revised FTEs** **879.20**

**2018 PROPOSED FTE CHANGES**

**Fire**

Alternative Vehicle Response Program	1.0
Ambulance Service Program	3.0

**Police**

Police Officer	2.0
Public Safety Technician	1.0

**Culture, Parks and Recreation**

Parks Maintenance Technician I	1.0
Trails/Open Lands Crew Leader	1.0

**2018 FTE Changes** 9.0

**2018 Proposed FTEs** 888.25



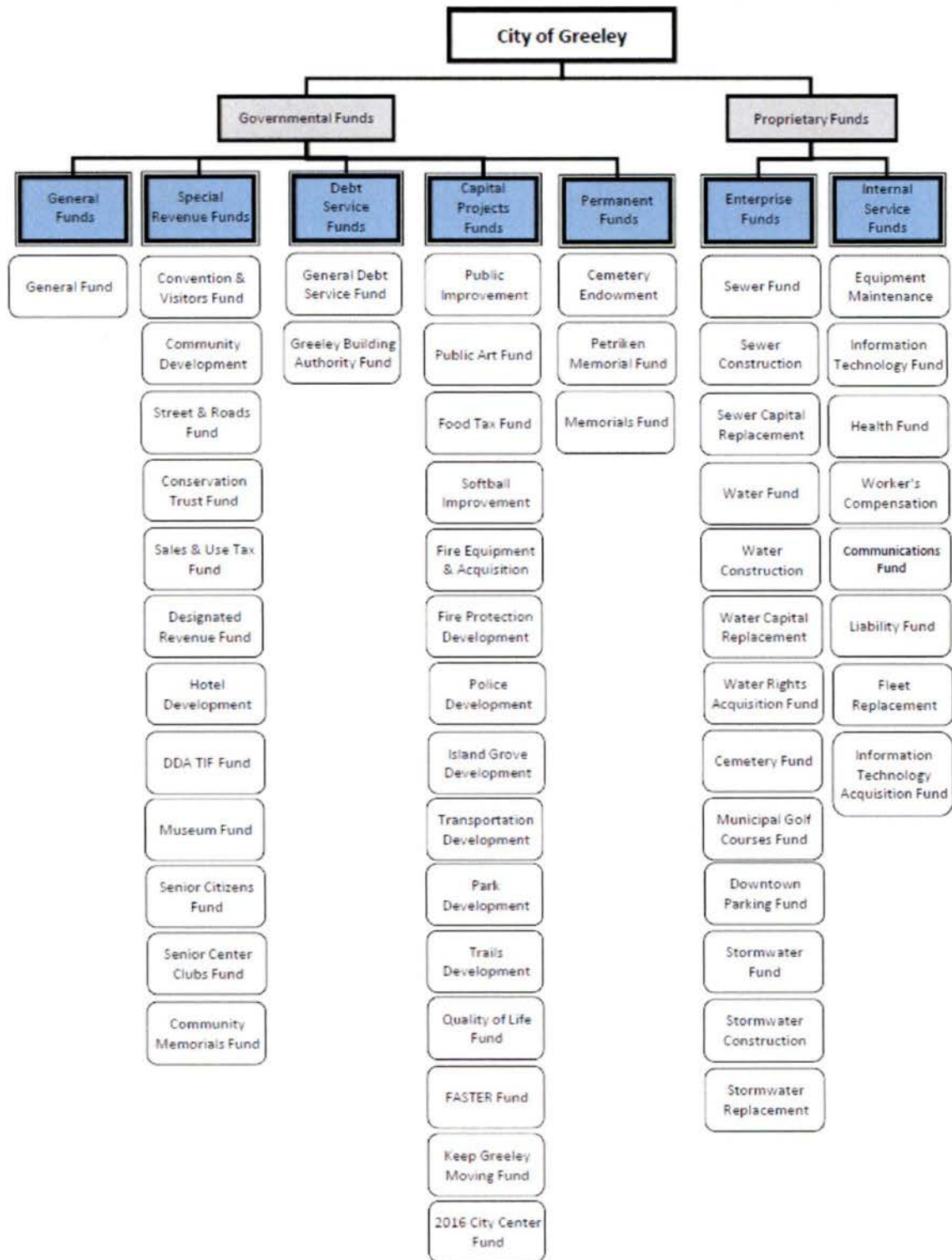
## 2018 BUDGETED FUND BALANCE WORKSHEET

Fund Description	Projected Fund Balance 1/1/2018	2018 Revenue Budget	2018 Expenditure Budget	Projected Fund Balance 12/31/2018
<b>000 - General</b>				
001 - General	15,182,789	87,747,609	89,225,055	13,705,343
<b>100 - Special Revenue</b>				
102 - Convention & Visitors	476,844	548,000	659,150	365,694
103 - Community Development	1,259,186	850,000	850,000	1,259,186
104 - Streets & Roads	-33,164	10,752,664	10,719,500	-
105 - Conservation Trust	368,846	1,001,000	943,750	426,096
106 - Sales & Use Tax	-	66,051,102	66,051,102	-
108 - Designated Revenue	4,238,746	1,588,043	753,450	5,073,339
110 - Conference Center Development	-	-	-	-
111 - Downtown Development Authority TIF	805,729	165,000	200,000	770,729
602 - Museum	139,098	1,000	250	139,848
604 - Senior Citizen	31,870	300	50	32,120
606 - Senior Center Clubs	39,520	15,385	19,885	35,020
607 - Community Memorials	106,030	400	595	105,835
<b>200 - Debt Service</b>				
200 - General Debt Service	2,295,447	6,168,417	7,319,158	1,144,706
201 - Greeley Building Authority	-436,230	166,012	166,012	-436,230
<b>300 - Capital Projects</b>				
301 - Public Improvement	10,755	1,899,921	1,897,898	12,778
303 - Public Art	905,245	298,326	375,364	828,207
304 - Food Tax	332,305	7,196,268	7,327,806	200,767
305 - Softball Improvement	54,449	12,150	100	66,499
306 - Fire Equip & Acquisition Replacement	-626,914	989,336	1,071,046	-708,624
307 - Fire Protection Development	2,077,750	181,338	2,000	2,257,088
308 - Police Development	401,725	52,777	40,550	413,952
309 - Island Grove Development	-210,876	170,720	87,853	-128,009
312 - Transportation Development	5,447,187	4,869,312	10,102,169	214,330
314 - Park Development	-	964,244	964,244	-
316 - Trails Development	862,498	103,183	855,660	110,021
318 - Quality of Life	1,230,859	4,993,919	6,030,476	194,302
320 - FASTER	579,831	563,304	1,089,876	53,259
321 - Keep Greeley Moving	1,054,985	13,665,433	13,665,433	1,054,985
322 - 2016 City Center	267,661	-	267,661	-

Fund Description	Projected Fund Balance 1/1/2018	2018 Revenue Budget	2018 Expenditure Budget	Projected Fund Balance 12/31/2018
<b>400 - Enterprise</b>				
401 - Sewer	6,786,830	6,225,016	6,484,976	6,526,870
402 - Sewer Construction	1,607,533	3,051,555	3,393,240	1,265,848
403 - Sewer Capital Replacement	-1,489,987	15,060,156	6,683,762	6,886,407
404 - Water	16,472,426	16,473,624	19,408,427	13,537,623
405 - Water Construction	-9,122,107	52,064,507	44,484,908	-1,542,508
406 - Water Capital Replacement	-17,528,337	28,247,638	10,103,429	615,872
407 - Water Rights Acquisition	8,667,269	4,456,352	8,460,247	4,663,374
408 - Cemetery	516,063	634,760	634,760	516,063
409 - Municipal Golf Courses	550,788	1,785,614	1,785,614	550,788
410 - Downtown Parking	115,526	214,600	221,509	108,617
411 - Stormwater	4,526,764	2,198,863	2,550,300	4,175,327
412 - Stormwater Construction	383,223	2,450,723	2,336,041	497,905
413 - Stormwater Replacement	275,299	1,230,281	1,470,507	35,073
420 - Sewer Debt Service	1,018,193	976,361	528,844	1,465,710
421 - Water Debt Service	4,120,853	12,996,915	8,889,649	8,228,119
422 - Stormwater Debt Service	139,067	564,850	564,850	139,067
<b>500 - Internal Service</b>				
502 - Equipment Maintenance	552,531	3,101,236	3,046,877	606,890
503 - Information Technology	289,062	3,958,888	4,012,369	235,581
504 - Health	2,819,478	14,276,564	14,354,538	2,741,504
505 - Workers' Compensation	2,254,018	1,611,466	1,611,466	2,254,018
506 - Communications	500,975	302,100	201,600	601,475
507 - Liability	930,786	1,599,793	1,592,286	938,293
512 - Fleet Replacement	1,603,185	2,484,235	2,959,194	1,128,226
513 - Information Technology Acquisition	1,955,968	67,643	1,350,751	672,860
<b>600 - Permanent</b>				
601 - Cemetery Endowment	2,060,366	42,206	42,206	2,060,366
603 - Petriken Memorial	2,089	10	2	2,097
605 - Memorials	306,743	15,000	75	321,668
<b>Total</b>	<b>\$ 67,176,775</b>	<b>\$ 387,106,119</b>	<b>\$ 367,858,520</b>	<b>\$ 86,424,374</b>



# FUND STRUCTURE







## 2018 FUND BALANCE SCHEDULE ALL FUNDS

	2017 Revised			2018 Revised	\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 158,786,196</b>	<b>\$ 183,548,771</b>	<b>\$ 91,898,775</b>	<b>\$ 91,898,775</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	110,136,643	111,193,304	110,459,743	106,407,252	(4,052,491)	-3.67%
Fines & Forfeits	2,168,516	2,341,000	2,368,840	2,330,100	(38,740)	-1.64%
Intergovernmental Revenue	16,187,762	25,180,219	15,017,089	14,971,949	(45,140)	-0.30%
Licenses & Permits	2,442,765	2,031,700	2,034,450	2,041,890	7,440	0.37%
Taxes	86,130,812	86,400,069	88,631,319	88,631,319	-	-
Miscellaneous Revenue	24,365,987	6,347,524	1,138,407	2,793,323	1,654,916	145%
<b>Total Revenue Sources</b>	<b>\$ 241,432,486</b>	<b>\$ 233,493,816</b>	<b>\$ 219,649,848</b>	<b>\$ 217,175,833</b>	<b>(\$ 2,474,015)</b>	<b>-1.13%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	76,369,455	80,946,879	85,282,375	86,389,147	1,106,772	1.30%
Supplies & Services	76,210,500	64,384,390	61,491,669	61,989,192	497,523	0.81%
Capital	77,265,294	161,702,500	110,240,766	140,001,109	29,760,343	27.00%
Debt	17,863,133	18,671,673	18,301,920	18,296,620	(5,300)	-0.03%
<b>Total Expenditures by Category</b>	<b>\$ 247,708,383</b>	<b>\$ 325,705,442</b>	<b>\$ 275,316,730</b>	<b>\$ 306,676,068</b>	<b>\$ 31,359,338</b>	<b>11.39%</b>
<b>Expenditures by Department</b>						
Capital Projects	31,096,356	82,491,426	32,092,672	34,397,255	2,304,583	7.18%
City Attorneys Office	1,478,217	1,718,995	1,813,268	1,813,268	-	-
City Clerk	605,649	684,796	646,097	655,867	9,770	1.51%
City Managers Office	3,288,873	3,042,376	3,113,569	3,081,569	(32,000)	-1.03%
Community Development	3,068,570	3,501,728	3,539,283	3,614,523	75,240	2.13%
Culture, Parks & Recreation	19,723,340	20,148,233	20,658,983	21,177,746	518,763	2.51%
Economic Development	668,965	704,867	731,076	731,076	-	-
Finance	2,705,762	3,120,570	3,214,612	3,366,612	152,000	4.73%
Fire	14,532,655	14,150,492	14,793,959	14,995,956	201,997	1.37%
Human Resources	17,365,832	18,762,111	18,659,667	18,659,667	-	-
Information Technology	4,025,394	5,730,930	4,503,379	5,278,120	774,741	17.20%
Municipal Court	1,001,687	1,108,483	1,157,017	1,157,017	-	-
Non-Departmental	25,367,630	9,737,157	8,383,240	8,563,018	179,778	2.14%
Police	25,305,916	26,139,092	27,080,095	27,581,018	500,923	1.85%
Public Works	28,598,346	41,669,189	29,839,546	31,028,638	1,189,092	3.98%
Sewer	8,392,632	24,846,319	9,024,594	16,490,382	7,465,788	82.73%
Water*	60,482,559	68,148,678	96,065,673	114,084,336	18,018,663	18.76%
<b>Total Expenditures by Department</b>	<b>\$ 247,708,383</b>	<b>\$ 325,705,442</b>	<b>\$ 275,316,730</b>	<b>\$ 306,676,068</b>	<b>\$ 31,359,338</b>	<b>11.39%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	31,038,472	1,802,895	260,000	84,025,834	83,765,834	32,218%
Transfers In	96,994,403	87,095,031	85,186,400	85,904,452	718,052	0.84%
Transfers Out	(96,994,403)	(88,336,296)	(85,186,400)	(85,904,452)	(718,052)	0.84%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 31,038,472</b>	<b>\$ 561,630</b>	<b>\$ 260,000</b>	<b>\$ 84,025,834</b>	<b>\$ 83,765,834</b>	<b>32,218%</b>
<b>Expenditures by Fund Type</b>						
General	82,751,376	83,775,139	82,059,686	83,558,729	1,499,043	1.83%
Special Revenue	22,487,978	12,159,370	12,539,579	12,545,079	5,500	0.04%
Debt Service	6,438,413	7,641,982	7,485,170	7,485,170	-	-
Capital Projects	31,096,356	82,491,426	32,092,672	34,397,255	2,304,583	7.18%
Enterprise*	79,235,959	109,910,206	112,961,706	139,645,177	26,683,471	23.62%
Internal Service	25,693,146	29,726,742	28,177,340	29,044,081	866,741	3.08%
Permanent	5,155	577	577	577	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 247,708,383</b>	<b>\$ 325,705,442</b>	<b>\$ 275,316,730</b>	<b>\$ 306,676,068</b>	<b>\$ 31,359,338</b>	<b>11.39%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 183,548,771</b>	<b>\$ 91,898,775</b>	<b>\$ 36,491,893</b>	<b>\$ 86,424,374</b>	<b>\$ 49,932,481</b>	<b>137%</b>

\*2018 Cash flow adjustment Fund 406





To account for all financial resources except those required to be accounted for in another fund.

	2017 Revised			2018 Revised	\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 21,705,198</b>	<b>\$ 19,239,654</b>	<b>\$ 15,182,789</b>	<b>\$ 15,182,789</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	9,760,857	9,759,588	9,989,670	10,708,957	719,287	7.20%
Court Fines	1,427,058	1,450,000	1,450,000	1,500,000	50,000	3.45%
Fines & Forfeits	574,584	692,000	719,840	666,100	(53,740)	-7.47%
Federal Intergovernmental Revenue	3,304,248	5,921,816	3,226,708	3,226,708	-	-
State Intergovernmental Revenue	280,561	322,817	79,512	74,512	(5,000)	-6.29%
County Intergovernmental Revenue	780,663	877,644	919,051	931,705	12,654	1.38%
Intergovernmental Revenue	309,016	190,675	191,398	191,398	-	-
State Shared Revenue	225,696	225,000	225,000	225,000	-	-
Severance Taxes	1,139,373	1,500,000	1,500,000	750,000	(750,000)	-50.00%
Federal Mineral Lease	954,044	500,000	500,000	750,000	250,000	50.00%
County Buildings	471,566	528,836	543,751	571,957	28,206	5.19%
Licenses & Permits	2,192,662	1,801,550	1,804,300	1,804,300	-	-
Taxes	9,878,683	10,066,000	10,290,784	10,290,784	-	-
Miscellaneous Revenue	1,067,271	710,265	311,550	387,619	76,069	24.42%
Rents from Facilities	1,002,419	952,206	975,506	985,399	9,893	1.01%
Royalties	529,123	220,000	120,000	220,000	100,000	83.33%
Purchasing Card Rebate	116,017	125,000	125,000	125,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 34,013,840</b>	<b>\$ 35,843,397</b>	<b>\$ 32,972,070</b>	<b>\$ 33,409,439</b>	<b>\$ 437,369</b>	<b>1.33%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	54,783,712	58,268,929	61,208,680	62,279,524	1,070,844	1.75%
Supplies & Services	26,610,594	20,785,009	19,553,943	19,982,142	428,199	2.19%
Capital	1,317,293	4,681,423	1,257,285	1,257,285	-	-
Debt	39,778	39,778	39,778	39,778	-	-
<b>Total Expenditures by Category</b>	<b>\$ 82,751,376</b>	<b>\$ 83,775,139</b>	<b>\$ 82,059,686</b>	<b>\$ 83,558,729</b>	<b>\$ 1,499,043</b>	<b>1.83%</b>
<b>Expenditures by Department</b>						
City Attorneys Office	1,478,217	1,718,995	1,813,268	1,813,268	-	-
City Clerk	605,649	684,796	646,097	655,867	9,770	1.51%
City Managers Office	1,841,254	2,115,643	2,166,640	2,134,640	(32,000)	-1.48%
Community Development	3,068,425	3,501,728	3,539,283	3,538,533	(750)	-0.02%
Culture, Parks & Recreation	16,202,119	17,232,969	17,785,995	18,197,330	411,335	2.31%
Economic Development	418,965	454,867	481,076	481,076	-	-
Finance	2,325,530	2,672,888	2,763,385	2,915,385	152,000	5.50%
Fire	14,532,655	14,150,492	14,793,959	14,995,956	201,997	1.37%
Human Resources	859,447	1,070,844	1,101,377	1,101,377	-	-
Municipal Court	914,939	1,031,249	1,075,579	1,075,579	-	-
Non-Departmental	8,206,774	1,790,830	593,725	849,493	255,768	43.08%
Police	25,190,265	26,002,994	26,937,646	27,438,569	500,923	1.86%
Public Works	7,107,138	11,346,844	8,361,656	8,361,656	-	-
<b>Total Expenditures by Department</b>	<b>\$ 82,751,376</b>	<b>\$ 83,775,139</b>	<b>\$ 82,059,686</b>	<b>\$ 83,558,729</b>	<b>\$ 1,499,043</b>	<b>1.83%</b>

Other Financing Sources (Uses):	2017 Revised			2018 Revised	\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
Transfers In	53,519,638	52,184,840	53,703,455	54,338,170	634,715	1.18%
Transfers Out	(7,247,646)	(8,489,156)	(5,551,412)	(5,666,326)	(114,914)	2.07%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 46,271,992</b>	<b>\$ 43,695,684</b>	<b>\$ 48,152,043</b>	<b>\$ 48,671,844</b>	<b>\$ 519,801</b>	<b>1.08%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 19,239,654</b>	<b>\$ 15,182,789</b>	<b>\$ 14,247,216</b>	<b>\$ 13,705,343</b>	<b>(\$ 541,873)</b>	<b>-3.80%</b>



## SPECIAL REVENUE FUNDS

To account for specific revenues that are legally restricted to expenditure for particular purposes.

	2017 Revised		2018 Revised		\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 6,573,729</b>	<b>\$ 6,977,030</b>	<b>\$ 7,432,705</b>	<b>\$ 7,432,705</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	1,330,485	1,530,895	1,625,895	1,707,618	81,723	5.03%
Fines & Forfeits	11,780	14,000	14,000	14,000	-	-
Intergovernmental Revenue	5,563,139	5,192,875	5,217,875	5,217,875	-	-
Licenses & Permits	167,164	158,150	158,150	165,590	7,440	4.70%
Taxes	65,762,586	65,756,997	67,475,102	67,475,102	-	-
Miscellaneous Revenue	12,428,881	56,739	56,739	56,739	-	-
<b>Total Revenue Sources</b>	<b>\$ 85,264,035</b>	<b>\$ 72,709,656</b>	<b>\$ 74,547,761</b>	<b>\$ 74,636,924</b>	<b>\$ 89,163</b>	<b>0.12%</b>
<b>Revenue by Fund</b>						
Convention & Visitors (102)	486,404	528,000	548,000	548,000	-	-
Community Development (103)	1,490,147	850,000	850,000	850,000	-	-
Streets & Roads (104)	5,470,578	5,651,574	5,760,574	5,798,737	38,163	0.66%
Conservation Trust (105)	1,100,852	976,000	1,001,000	1,001,000	-	-
Sales & Use Tax (106)	65,427,270	64,366,997	66,051,102	66,051,102	-	-
Designated Revenue (108)	378,696	156,000	156,000	206,000	50,000	32.05%
Conference Center Development (110)	8,638,000	-	-	-	-	-
Downtown Development Authority TIF (111)	2,233,117	165,000	165,000	165,000	-	-
Museum (602)	17,770	1,000	1,000	1,000	-	-
Senior Citizen (604)	2,190	300	300	300	-	-
Senior Center Clubs (606)	17,116	14,385	14,385	15,385	1,000	6.95%
Community Memorials (607)	1,894	400	400	400	-	-
<b>Total Revenue by Fund</b>	<b>\$ 85,264,035</b>	<b>\$ 72,709,656</b>	<b>\$ 74,547,761</b>	<b>\$ 74,636,924</b>	<b>\$ 89,163</b>	<b>0.12%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	4,790,523	5,552,807	5,905,231	5,885,231	(20,000)	-0.34%
Supplies & Services	17,274,730	6,517,063	6,634,348	6,659,848	25,500	0.38%
Capital	422,725	89,500	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 22,487,978</b>	<b>\$ 12,159,370</b>	<b>\$ 12,539,579</b>	<b>\$ 12,545,079</b>	<b>\$ 5,500</b>	<b>0.04%</b>
<b>Expenditures by Department</b>						
City Managers Office	1,447,619	926,733	946,929	946,929	-	-
Community Development	145	-	-	-	-	-
Culture, Parks & Recreation	94,492	92,500	67,300	72,800	5,500	8.17%
Economic Development	250,000	250,000	250,000	250,000	-	-
Finance	183,246	218,847	221,505	221,505	-	-
Non-Departmental	10,721,037	303,845	303,845	303,845	-	-
Police	31,000	30,500	30,500	30,500	-	-
Public Works	9,760,440	10,336,945	10,719,500	10,719,500	-	-
<b>Total Expenditures by Department</b>	<b>\$ 22,487,978</b>	<b>\$ 12,159,370</b>	<b>\$ 12,539,579</b>	<b>\$ 12,545,079</b>	<b>\$ 5,500</b>	<b>0.04%</b>

Expenditures by Fund	2017 Revised		2018 Revised		\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
Convention & Visitors (102)	262,082	262,115	262,115	262,115	-	-
Community Development (103)	1,310,937	850,000	850,000	850,000	-	-
Streets & Roads (104)	9,710,712	10,336,945	10,719,500	10,719,500	-	-
Conservation Trust (105)	29,739	250	250	250	-	-
Sales & Use Tax (106)	1,076,013	318,847	321,505	321,505	-	-
Designated Revenue (108)	1,266,105	172,733	170,929	170,929	-	-
Conference Center Development (110)	8,638,000	-	-	-	-	-
Downtown Development Authority TIF (111)	157,062	200,000	200,000	200,000	-	-
Museum (602)	14,433	3,450	250	250	-	-
Senior Citizen (604)	244	50	50	50	-	-
Senior Center Clubs (606)	21,017	14,385	14,385	19,885	5,500	38.23%
Community Memorials (607)	1,634	595	595	595	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 22,487,978</b>	<b>\$ 12,159,370</b>	<b>\$ 12,539,579</b>	<b>\$ 12,545,079</b>	<b>\$ 5,500</b>	<b>0.04%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	6,950,791	5,871,169	6,340,969	6,335,970	(4,999)	-0.08%
Transfers Out	(69,323,547)	(65,965,780)	(67,652,653)	(67,652,653)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 62,372,756)</b>	<b>(\$ 60,094,611)</b>	<b>(\$ 61,311,684)</b>	<b>(\$ 61,316,683)</b>	<b>(\$ 4,999)</b>	<b>0.01%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 6,977,030</b>	<b>\$ 7,432,705</b>	<b>\$ 8,129,203</b>	<b>\$ 8,207,867</b>	<b>\$ 78,664</b>	<b>0.97%</b>



## CONVENTION AND VISITORS FUND

To account for the collection of the City's three percent lodging tax that is utilized to support convention and visitor activities; created per Greeley Municipal Code 4.08.050.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 740,138	\$ 614,459	\$ 476,844	\$ 476,844	-	-
<b>Revenue Sources</b>						
	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Lodger's Room Tax	481,626	525,000	545,000	545,000	-	-
Miscellaneous Revenue	4,777	3,000	3,000	3,000	-	-
<b>Total Revenue Sources</b>	\$ 486,404	\$ 528,000	\$ 548,000	\$ 548,000	-	-
<b>Expenditures by Category</b>						
	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
Supplies & Services	262,082	262,115	262,115	262,115	-	-
<b>Total Expenditures by Category</b>	\$ 262,082	\$ 262,115	\$ 262,115	\$ 262,115	-	-
<b>Expenditures by Department</b>						
	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
Culture, Parks & Recreation	11,615	11,615	11,615	11,615	-	-
Economic Development	250,000	250,000	250,000	250,000	-	-
Non-Departmental	468	500	500	500	-	-
<b>Total Expenditures by Department</b>	\$ 262,082	\$ 262,115	\$ 262,115	\$ 262,115	-	-
<b>Other Financing Sources (Uses):</b>						
	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
Transfers Out	(350,000)	(403,500)	(397,035)	(397,035)	-	-
<b>Total Other Financing Sources (Uses):</b>	(\$ 350,000)	(\$ 403,500)	(\$ 397,035)	(\$ 397,035)	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 614,459	\$ 476,844	\$ 365,694	\$ 365,694	-	-



## COMMUNITY DEVELOPMENT FUND

To account for federal grant revenues which are utilized to administer rehabilitation loan and grant programs, special projects for the benefit of the elderly and handicapped, and various other projects in accordance with Housing and Urban Development regulations.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,079,976</b>	<b>\$ 1,259,186</b>	<b>\$ 1,259,186</b>	<b>\$ 1,259,186</b>	-	-
<b>Revenue Sources</b>						
Federal Intergovernmental Revenue	1,166,279	850,000	850,000	850,000	-	-
Miscellaneous Revenue	323,869	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 1,490,147</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	252,608	318,634	338,499	338,499	-	-
Supplies & Services	854,245	531,366	511,501	511,501	-	-
Capital	204,084	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,310,937</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	-	-
<b>Expenditures by Department</b>						
City Managers Office	1,310,937	850,000	850,000	850,000	-	-
<b>Total Expenditures by Department</b>	<b>\$ 1,310,937</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,259,186</b>	<b>\$ 1,259,186</b>	<b>\$ 1,259,186</b>	<b>\$ 1,259,186</b>	-	-



## STREETS AND ROADS FUND

To account for the collection of highway user taxes, road and bridge taxes and registration and ownership fees which are utilized to operate and maintain the streets, roads, traffic lights and signs within the city; created per City Charter Section 5-5.

	2017 Revised		2018 Budget	2018 Revised	\$ Change	% Change
	2016 Actual	Budget		Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 211,225</b>	<b>\$ 89,500</b>	<b>(\$ 33,164)</b>	<b>(\$ 33,164)</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	1,178,266	1,451,515	1,546,515	1,577,238	30,723	1.99%
Intergovernmental Revenue						
State Intergovernmental Revenue	8,000	-	-	-	-	-
County Intergovernmental Revenue	575	575	575	575	-	-
Intergovernmental Revenue	300	300	300	300	-	-
Highway User Taxes	2,144,917	2,200,000	2,200,000	2,200,000	-	-
Road & Bridge Taxes	778,452	800,000	800,000	800,000	-	-
Special Registration Fees	317,540	320,000	320,000	320,000	-	-
Licenses & Permits	166,739	158,150	158,150	165,590	7,440	4.70%
Taxes	643,621	700,000	714,000	714,000	-	-
Miscellaneous Revenue	232,168	21,034	21,034	21,034	-	-
<b>Total Revenue Sources</b>	<b>\$ 5,470,578</b>	<b>\$ 5,651,574</b>	<b>\$ 5,760,574</b>	<b>\$ 5,798,737</b>	<b>\$ 38,163</b>	<b>0.66%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	4,484,450	5,119,487	5,454,840	5,434,840	(20,000)	-0.37%
Supplies & Services	5,007,621	5,127,958	5,264,660	5,284,660	20,000	0.38%
Capital	218,641	89,500	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 9,710,712</b>	<b>\$ 10,336,945</b>	<b>\$ 10,719,500</b>	<b>\$ 10,719,500</b>	-	-
<b>Expenditures by Department</b>						
Public Works	9,710,712	10,336,945	10,719,500	10,719,500	-	-
<b>Total Expenditures by Department</b>	<b>\$ 9,710,712</b>	<b>\$ 10,336,945</b>	<b>\$ 10,719,500</b>	<b>\$ 10,719,500</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	4,118,408	4,562,707	4,958,926	4,953,927	(4,999)	-0.10%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 4,118,408</b>	<b>\$ 4,562,707</b>	<b>\$ 4,958,926</b>	<b>\$ 4,953,927</b>	<b>(\$ 4,999)</b>	<b>-0.10%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 89,500</b>	<b>(\$ 33,164)</b>	<b>(\$ 33,164)</b>	-	<b>\$ 33,164</b>	<b>-100%</b>



# CONSERVATION TRUST FUND

To account for revenues received from the Colorado State Lottery which are utilized for the acquisition, development, and maintenance of new and existing conservation sites in accordance with Colorado Revised Statute 29-21-101.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 251,024	\$ 349,604	\$ 368,846	\$ 368,846	-	-
<b>Revenue Sources</b>						
Lottery Funds	1,100,076	975,000	1,000,000	1,000,000	-	-
Miscellaneous Revenue	776	1,000	1,000	1,000	-	-
<b>Total Revenue Sources</b>	\$ 1,100,852	\$ 976,000	\$ 1,001,000	\$ 1,001,000	-	-
<b>Expenditures by Category</b>						
Supplies & Services	29,739	250	250	250	-	-
<b>Total Expenditures by Category</b>	\$ 29,739	\$ 250	\$ 250	\$ 250	-	-
<b>Expenditures by Department</b>						
Non-Departmental	29,739	250	250	250	-	-
<b>Total Expenditures by Department</b>	\$ 29,739	\$ 250	\$ 250	\$ 250	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(972,533)	(956,508)	(943,500)	(943,500)	-	-
<b>Total Other Financing Sources (Uses):</b>	(\$ 972,533)	(\$ 956,508)	(\$ 943,500)	(\$ 943,500)	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 349,604	\$ 368,846	\$ 426,096	\$ 426,096	-	-





## SALES AND USE TAX FUND

To account for the collection of the City's 3.46% sales and use tax which is utilized in accordance with the March 1, 1998 Revenue Bonds, the October 1, 2000 Revenue Bonds, the 2003 Revenue Bonds, the 2005 Revenue Bonds, and the 2005B Refunding Revenue Bonds.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	-	-	-	-	-	-
<b>Revenue Sources</b>						
Sales & Use Tax						
General Sales Tax	46,855,692	48,389,519	49,794,342	49,794,342	-	-
Other Taxes	393,565	413,338	413,190	413,190	-	-
Food Tax	8,170,206	7,999,214	8,159,198	8,159,198	-	-
General Use Tax	2,303,434	1,633,160	1,663,872	1,663,872	-	-
Island Grove Taxes	17,494	26,000	26,520	26,520	-	-
Building Use Tax	3,073,692	2,730,986	2,727,787	2,727,787	-	-
Auto Use Tax	3,537,175	3,174,780	3,266,193	3,266,193	-	-
Miscellaneous Revenue	1,076,013	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 65,427,270</b>	<b>\$ 64,366,997</b>	<b>\$ 66,051,102</b>	<b>\$ 66,051,102</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	19,684	37,089	39,469	39,469	-	-
Supplies & Services	1,056,330	281,758	282,036	282,036	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,076,013</b>	<b>\$ 318,847</b>	<b>\$ 321,505</b>	<b>\$ 321,505</b>	-	-
<b>Expenditures by Department</b>						
Finance	183,246	218,847	221,505	221,505	-	-
Non-Departmental	892,767	100,000	100,000	100,000	-	-
<b>Total Expenditures by Department</b>	<b>\$ 1,076,013</b>	<b>\$ 318,847</b>	<b>\$ 321,505</b>	<b>\$ 321,505</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(64,351,257)	(64,048,150)	(65,729,597)	(65,729,597)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 64,351,257)</b>	<b>(\$ 64,048,150)</b>	<b>(\$ 65,729,597)</b>	<b>(\$ 65,729,597)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	-	-	-	-	-	-



## DESIGNATED REVENUE FUND

To account for the collection of court imposed surcharges and other committed or assigned revenues.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 3,616,379</b>	<b>\$ 3,504,639</b>	<b>\$ 4,238,746</b>	<b>\$ 4,238,746</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	145,229	75,000	75,000	125,000	50,000	66.67%
Fines & Forfeits	11,780	14,000	14,000	14,000	-	-
Intergovernmental Revenue	47,000	47,000	47,000	47,000	-	-
Licenses & Permits	425	-	-	-	-	-
Miscellaneous Revenue	174,263	20,000	20,000	20,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 378,696</b>	<b>\$ 156,000</b>	<b>\$ 156,000</b>	<b>\$ 206,000</b>	<b>\$ 50,000</b>	<b>32.05%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	33,782	77,597	72,423	72,423	-	-
Supplies & Services	1,232,323	95,136	98,506	98,506	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,266,105</b>	<b>\$ 172,733</b>	<b>\$ 170,929</b>	<b>\$ 170,929</b>	-	-
<b>Expenditures by Department</b>						
City Managers Office	136,682	76,733	96,929	96,929	-	-
Culture, Parks & Recreation	46,766	63,000	41,000	41,000	-	-
Non-Departmental	1,002,929	3,000	3,000	3,000	-	-
Police	30,000	30,000	30,000	30,000	-	-
Public Works	49,728	-	-	-	-	-
<b>Total Expenditures by Department</b>	<b>\$ 1,266,105</b>	<b>\$ 172,733</b>	<b>\$ 170,929</b>	<b>\$ 170,929</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	1,332,383	1,308,462	1,382,043	1,382,043	-	-
Transfers Out	(556,715)	(557,622)	(582,521)	(582,521)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 775,669</b>	<b>\$ 750,840</b>	<b>\$ 799,522</b>	<b>\$ 799,522</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 3,504,639</b>	<b>\$ 4,238,746</b>	<b>\$ 5,023,339</b>	<b>\$ 5,073,339</b>	<b>\$ 50,000</b>	<b>1.00%</b>



## CONFERENCE CENTER DEVELOPMENT FUND

To account for property tax increment, sales tax, lodger's tax, public improvement fees, payments in lieu of taxes and rent revenues generated by the Conference Center.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	-	-	-	-	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	8,638,000	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 8,638,000</b>	-	-	-	-	-
<b>Expenditures by Category</b>						
Supplies & Services	8,638,000	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 8,638,000</b>	-	-	-	-	-
<b>Expenditures by Department</b>						
Non-Departmental	8,638,000	-	-	-	-	-
<b>Total Expenditures by Department</b>	<b>\$ 8,638,000</b>	-	-	-	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	1,500,000	-	-	-	-	-
Transfers Out	(1,500,000)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>-</b>	-	-	-	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	-	-	-	-	-	-



## DOWNTOWN DEVELOPMENT AUTHORITY TIF FUND

To account for the tax increment revenue generated from property taxes within the authority.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 264,673	\$ 840,729	\$ 805,729	\$ 805,729	-	-
<b>Revenue Sources</b>						
Property Tax	286,082	165,000	165,000	165,000	-	-
Miscellaneous Revenue	1,947,036	-	-	-	-	-
<b>Total Revenue Sources</b>	\$ 2,233,117	\$ 165,000	\$ 165,000	\$ 165,000	-	-
<b>Expenditures by Category</b>						
Supplies & Services	157,062	200,000	200,000	200,000	-	-
<b>Total Expenditures by Category</b>	\$ 157,062	\$ 200,000	\$ 200,000	\$ 200,000	-	-
<b>Expenditures by Department</b>						
Non-Departmental	157,062	200,000	200,000	200,000	-	-
<b>Total Expenditures by Department</b>	\$ 157,062	\$ 200,000	\$ 200,000	\$ 200,000	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(1,500,000)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	(\$ 1,500,000)	-	-	-	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 840,729	\$ 805,729	\$ 770,729	\$ 770,729	-	-



To account for donations and interest earnings on donations bequeathed to the City for Museums.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 201,253	\$ 141,548	\$ 139,098	\$ 139,098	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	17,770	1,000	1,000	1,000	-	-
<b>Total Revenue Sources</b>	\$ 17,770	\$ 1,000	\$ 1,000	\$ 1,000	-	-
<b>Expenditures by Category</b>						
Supplies & Services	14,433	3,450	250	250	-	-
<b>Total Expenditures by Category</b>	\$ 14,433	\$ 3,450	\$ 250	\$ 250	-	-
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	14,433	3,450	250	250	-	-
<b>Total Expenditures by Department</b>	\$ 14,433	\$ 3,450	\$ 250	\$ 250	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(63,042)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	(\$ 63,042)	-	-	-	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 141,548	\$ 139,098	\$ 139,848	\$ 139,848	-	-



# SENIOR CITIZEN FUND

To account for contributions from individuals, corporations, and organizations for capital improvements to the Senior Activity Center.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 59,674	\$ 31,620	\$ 31,870	\$ 31,870	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	2,190	300	300	300	-	-
<b>Total Revenue Sources</b>	\$ 2,190	\$ 300	\$ 300	\$ 300	-	-
<b>Expenditures by Category</b>						
Supplies & Services	244	50	50	50	-	-
<b>Total Expenditures by Category</b>	\$ 244	\$ 50	\$ 50	\$ 50	-	-
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	244	50	50	50	-	-
<b>Total Expenditures by Department</b>	\$ 244	\$ 50	\$ 50	\$ 50	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(30,000)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	(\$ 30,000)	-	-	-	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 31,620	\$ 31,870	\$ 32,120	\$ 32,120	-	-



## SENIOR CENTER CLUBS FUND

To account for all dues, interest earnings, and expenses related to Senior Center clubs; created per Greeley Municipal Code 4.42.040.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 43,421	\$ 39,520	\$ 39,520	\$ 39,520	-	-
<b>Revenue Sources</b>						
Charges for Services	6,503	4,380	4,380	5,380	1,000	22.83%
Miscellaneous Revenue	10,614	10,005	10,005	10,005	-	-
<b>Total Revenue Sources</b>	<b>\$ 17,116</b>	<b>\$ 14,385</b>	<b>\$ 14,385</b>	<b>\$ 15,385</b>	<b>\$ 1,000</b>	<b>6.95%</b>
<b>Expenditures by Category</b>						
Supplies & Services	21,017	14,385	14,385	19,885	5,500	38.23%
<b>Total Expenditures by Category</b>	<b>\$ 21,017</b>	<b>\$ 14,385</b>	<b>\$ 14,385</b>	<b>\$ 19,885</b>	<b>\$ 5,500</b>	<b>38.23%</b>
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	21,017	14,385	14,385	19,885	5,500	38.23%
<b>Total Expenditures by Department</b>	<b>\$ 21,017</b>	<b>\$ 14,385</b>	<b>\$ 14,385</b>	<b>\$ 19,885</b>	<b>\$ 5,500</b>	<b>38.23%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 39,520</b>	<b>\$ 39,520</b>	<b>\$ 39,520</b>	<b>\$ 35,020</b>	<b>(\$ 4,500)</b>	<b>-11.39%</b>



## COMMUNITY MEMORIALS FUND

To account for donations and interest earnings on donations bequeathed to the City for specific purposes.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 105,965	\$ 106,225	\$ 106,030	\$ 106,030	-	-
<b>Revenue Sources</b>						
Charges for Services	488	-	-	-	-	-
Miscellaneous Revenue	1,406	400	400	400	-	-
<b>Total Revenue Sources</b>	\$ 1,894	\$ 400	\$ 400	\$ 400	-	-
<b>Expenditures by Category</b>						
Supplies & Services	1,634	595	595	595	-	-
<b>Total Expenditures by Category</b>	\$ 1,634	\$ 595	\$ 595	\$ 595	-	-
<b>Expenditures by Department</b>						
Community Development	145	-	-	-	-	-
Culture, Parks & Recreation	417	-	-	-	-	-
Non-Departmental	72	95	95	95	-	-
Police	1,000	500	500	500	-	-
<b>Total Expenditures by Department</b>	\$ 1,634	\$ 595	\$ 595	\$ 595	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 106,225	\$ 106,030	\$ 105,835	\$ 105,835	-	-





## DEBT SERVICE FUNDS

Debt service funds are established to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 1,008,753	\$ 3,154,552	\$ 1,859,217	\$ 1,859,217	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	60,820	47,892	48,012	48,012	-	-
<b>Total Revenue Sources</b>	\$ 60,820	\$ 47,892	\$ 48,012	\$ 48,012	-	-
<b>Revenue by Fund</b>						
General Debt Service (200)	15,068	2,000	2,000	2,000	-	-
Greeley Building Authority (201)	45,752	45,892	46,012	46,012	-	-
<b>Total Revenue by Fund</b>	\$ 60,820	\$ 47,892	\$ 48,012	\$ 48,012	-	-
<b>Expenditures by Category</b>						
Supplies & Services	2,685	2,000	2,000	2,000	-	-
Debt	6,435,728	7,639,982	7,483,170	7,483,170	-	-
<b>Total Expenditures by Category</b>	\$ 6,438,413	\$ 7,641,982	\$ 7,485,170	\$ 7,485,170	-	-
<b>Expenditures by Department</b>						
Non-Departmental	6,438,413	7,641,982	7,485,170	7,485,170	-	-
<b>Total Expenditures by Department</b>	\$ 6,438,413	\$ 7,641,982	\$ 7,485,170	\$ 7,485,170	-	-
<b>Expenditures by Fund</b>						
General Debt Service (200)	6,284,661	7,482,090	7,319,158	7,319,158	-	-
Greeley Building Authority (201)	153,752	159,892	166,012	166,012	-	-
<b>Total Expenditures by Fund</b>	\$ 6,438,413	\$ 7,641,982	\$ 7,485,170	\$ 7,485,170	-	-
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	2,377,285	-	-	-	-	-
Transfers In	6,146,108	6,298,755	6,355,208	6,286,417	(68,791)	-1.08%
<b>Total Other Financing Sources (Uses):</b>	\$ 8,523,393	\$ 6,298,755	\$ 6,355,208	\$ 6,286,417	(\$ 68,791)	-1.08%
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 3,154,552	\$ 1,859,217	\$ 777,267	\$ 708,476	(\$ 68,791)	-8.85%



## GENERAL DEBT SERVICE FUND

To account for the accumulation of resources for periodic payments of principal and interest on notes and contracts, bond issues, and capital leases.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,444,983</b>	<b>\$ 3,590,782</b>	<b>\$ 2,295,447</b>	<b>\$ 2,295,447</b>	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	15,068	2,000	2,000	2,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 15,068</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	-	-
<b>Expenditures by Category</b>						
Supplies & Services	2,685	2,000	2,000	2,000	-	-
Debt	6,281,976	7,480,090	7,317,158	7,317,158	-	-
<b>Total Expenditures by Category</b>	<b>\$ 6,284,661</b>	<b>\$ 7,482,090</b>	<b>\$ 7,319,158</b>	<b>\$ 7,319,158</b>	-	-
<b>Expenditures by Department</b>						
Non-Departmental	6,284,661	7,482,090	7,319,158	7,319,158	-	-
<b>Total Expenditures by Department</b>	<b>\$ 6,284,661</b>	<b>\$ 7,482,090</b>	<b>\$ 7,319,158</b>	<b>\$ 7,319,158</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	2,377,285	-	-	-	-	-
Transfers In	6,038,108	6,184,755	6,235,208	6,166,417	(68,791)	-1.10%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 8,415,393</b>	<b>\$ 6,184,755</b>	<b>\$ 6,235,208</b>	<b>\$ 6,166,417</b>	<b>(\$ 68,791)</b>	<b>-1.10%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 3,590,782</b>	<b>\$ 2,295,447</b>	<b>\$ 1,213,497</b>	<b>\$ 1,144,706</b>	<b>(\$ 68,791)</b>	<b>-5.67%</b>



## GREELEY BUILDING AUTHORITY FUND

To account for periodic payments of principal and interest on the 2000 Certificates of Participation for funding construction of the Island Grove Event Center.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	(\$ 436,230)	(\$ 436,230)	(\$ 436,230)	(\$ 436,230)	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	45,752	45,892	46,012	46,012	-	-
<b>Total Revenue Sources</b>	<b>\$ 45,752</b>	<b>\$ 45,892</b>	<b>\$ 46,012</b>	<b>\$ 46,012</b>	-	-
<b>Expenditures by Category</b>						
Debt	153,752	159,892	166,012	166,012	-	-
<b>Total Expenditures by Category</b>	<b>\$ 153,752</b>	<b>\$ 159,892</b>	<b>\$ 166,012</b>	<b>\$ 166,012</b>	-	-
<b>Expenditures by Department</b>						
Non-Departmental	153,752	159,892	166,012	166,012	-	-
<b>Total Expenditures by Department</b>	<b>\$ 153,752</b>	<b>\$ 159,892</b>	<b>\$ 166,012</b>	<b>\$ 166,012</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	108,000	114,000	120,000	120,000	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 108,000</b>	<b>\$ 114,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>(\$ 436,230)</b>	<b>(\$ 436,230)</b>	<b>(\$ 436,230)</b>	<b>(\$ 436,230)</b>	-	-





## CAPITAL PROJECT FUNDS

Capital project funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 27,665,667</b>	<b>\$ 57,400,300</b>	<b>\$ 12,387,460</b>	<b>\$ 12,387,460</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	4,699,806	6,056,100	2,682,548	2,702,548	20,000	0.75%
Intergovernmental Revenue	3,137,090	9,481,523	2,613,494	3,032,494	419,000	16.03%
Taxes	10,489,544	10,577,072	10,865,433	10,865,433	-	-
Miscellaneous Revenue	1,310,284	1,077,802	668,956	448,580	(220,376)	-32.94%
<b>Total Revenue Sources</b>	<b>\$ 19,636,725</b>	<b>\$ 27,192,497</b>	<b>\$ 16,830,431</b>	<b>\$ 17,049,055</b>	<b>\$ 218,624</b>	<b>1.30%</b>
<b>Revenue by Fund</b>						
Public Improvement (301)	682,876	5,776,085	1,573,345	1,573,345	-	-
Public Art (303)	21,189	15,232	4,800	8,500	3,700	77.08%
Food Tax (304)	110,172	7,002	3,819	23,819	20,000	524%
Softball Improvement (305)	13,086	11,550	11,800	12,150	350	2.97%
Fire Equip & Acquisition Replacement (306)	1,023,620	531,518	713,502	482,774	(230,728)	-32.34%
Fire Protection Development (307)	380,445	398,355	177,452	181,338	3,886	2.19%
Police Development (308)	93,205	115,877	51,261	52,777	1,516	2.96%
Island Grove Development (309)	165,332	140,900	143,800	144,200	400	0.28%
Transportation Development (312)	3,435,495	4,193,279	1,269,312	1,269,312	-	-
Park Development (314)	1,306,216	2,241,265	963,744	964,244	500	0.05%
Trails Development (316)	152,712	232,862	103,183	103,183	-	-
Quality of Life (318)	1,158,686	398,799	385,676	804,676	419,000	109%
FASTER (320)	587,607	552,701	563,304	563,304	-	-
Keep Greeley Moving (321)	10,493,452	10,577,072	10,865,433	10,865,433	-	-
2016 City Center (322)	12,631	2,000,000	-	-	-	-
<b>Total Revenue by Fund</b>	<b>\$ 19,636,725</b>	<b>\$ 27,192,497</b>	<b>\$ 16,830,431</b>	<b>\$ 17,049,055</b>	<b>\$ 218,624</b>	<b>1.30%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,065,484	58,711	79,985	79,985	-	-
Supplies & Services	311,618	374,317	54,170	58,923	4,753	8.77%
Capital	29,095,630	81,733,435	31,692,053	33,997,183	2,305,130	7.27%
Debt	623,623	324,963	266,464	261,164	(5,300)	-1.99%
<b>Total Expenditures by Category</b>	<b>\$ 31,096,356</b>	<b>\$ 82,491,426</b>	<b>\$ 32,092,672</b>	<b>\$ 34,397,255</b>	<b>\$ 2,304,583</b>	<b>7.18%</b>
<b>Expenditures by Department</b>						
Capital Projects	31,096,356	82,491,426	32,092,672	34,397,255	2,304,583	7.18%
<b>Total Expenditures by Department</b>	<b>\$ 31,096,356</b>	<b>\$ 82,491,426</b>	<b>\$ 32,092,672</b>	<b>\$ 34,397,255</b>	<b>\$ 2,304,583</b>	<b>7.18%</b>

Expenditures by Fund	2017 Revised		2018 Revised		\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
Public Improvement (301)	2,709,892	10,747,476	1,897,898	1,897,898	-	-
Public Art (303)	477,471	667,459	367,044	375,364	8,320	2.27%
Food Tax (304)	2,212,041	6,686,446	4,283,795	4,527,806	244,011	5.70%
Softball Improvement (305)	26	30	35	100	65	186%
Fire Equip & Acquisition Replacement (306)	979,018	1,740,054	452,780	619,042	166,262	36.72%
Fire Protection Development (307)	1,637	1,076	1,325	2,000	675	50.94%
Police Development (308)	34,628	50,228	299	40,550	40,251	13,462%
Island Grove Development (309)	230,911	96,918	93,118	87,853	(5,265)	-5.65%
Transportation Development (312)	7,761,926	10,111,480	9,865,945	10,002,169	136,224	1.38%
Park Development (314)	47	-	-	50	50	-
Trails Development (316)	6,765	93,290	364,255	847,195	482,940	133%
Quality of Life (318)	4,051,173	15,948,086	4,080,445	5,168,495	1,088,050	26.66%
FASTER (320)	319,786	632,366	620,300	763,300	143,000	23.05%
Keep Greeley Moving (321)	8,158,826	9,366,001	10,065,433	10,065,433	-	-
2016 City Center (322)	4,152,210	26,350,516	-	-	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 31,096,356</b>	<b>\$ 82,491,426</b>	<b>\$ 32,092,672</b>	<b>\$ 34,397,255</b>	<b>\$ 2,304,583</b>	<b>7.18%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	27,932,185	1,130,831	260,000	275,834	15,834	6.09%
Transfers In	28,284,144	18,189,367	18,367,400	18,635,342	267,942	1.46%
Transfers Out	(15,022,064)	(9,034,109)	(8,886,365)	(9,380,881)	(494,516)	5.56%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 41,194,265</b>	<b>\$ 10,286,089</b>	<b>\$ 9,741,035</b>	<b>\$ 9,530,295</b>	<b>(\$ 210,740)</b>	<b>-2.16%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 57,400,300</b>	<b>\$ 12,387,460</b>	<b>\$ 6,866,254</b>	<b>\$ 4,569,555</b>	<b>(\$ 2,296,699)</b>	<b>-33.45%</b>



## PUBLIC IMPROVEMENT FUND

To account for the cost of purchasing major equipment, constructing major capital facilities, and improving existing facilities. Revenues are derived from grant monies, intergovernmental agreements, and operating transfers.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 5,009,915</b>	<b>\$ 3,901,349</b>	<b>\$ 10,755</b>	<b>\$ 10,755</b>	-	-
<b>Revenue Sources</b>						
Intergovernmental Revenue	580,941	5,225,910	1,571,020	1,571,020	-	-
Miscellaneous Revenue	101,935	550,175	2,325	2,325	-	-
<b>Total Revenue Sources</b>	<b>\$ 682,876</b>	<b>\$ 5,776,085</b>	<b>\$ 1,573,345</b>	<b>\$ 1,573,345</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	29,175	-	-	-	-	-
Supplies & Services	14,220	1,128	302	302	-	-
Capital	2,666,498	10,746,348	1,897,596	1,897,596	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,709,892</b>	<b>\$ 10,747,476</b>	<b>\$ 1,897,898</b>	<b>\$ 1,897,898</b>	-	-
<b>Expenditures by Department</b>						
Capital Projects	2,709,892	10,747,476	1,897,898	1,897,898	-	-
<b>Total Expenditures by Department</b>	<b>\$ 2,709,892</b>	<b>\$ 10,747,476</b>	<b>\$ 1,897,898</b>	<b>\$ 1,897,898</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	2,710,313	1,080,797	326,576	326,576	-	-
Transfers Out	(1,791,864)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 918,450</b>	<b>\$ 1,080,797</b>	<b>\$ 326,576</b>	<b>\$ 326,576</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 3,901,349</b>	<b>\$ 10,755</b>	<b>\$ 12,778</b>	<b>\$ 12,778</b>	-	-



## PUBLIC ART FUND

To account for the cost associated with the City's public art program; created per Greeley Municipal Code 2.33.045. Revenues are derived from a transfer from General fund and transfers of 1% of the estimated project costs in other funds.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 1,249,474	\$ 1,315,694	\$ 905,245	\$ 905,245	-	-
<b>Revenue Sources</b>						
Charges for Services	3,445	1,000	1,000	1,000	-	-
Miscellaneous Revenue	17,744	14,232	3,800	7,500	3,700	97.37%
<b>Total Revenue Sources</b>	<b>\$ 21,189</b>	<b>\$ 15,232</b>	<b>\$ 4,800</b>	<b>\$ 8,500</b>	<b>\$ 3,700</b>	<b>77.08%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	65,116	36,711	59,985	59,985	-	-
Supplies & Services	20,626	27,908	24,274	24,905	631	2.60%
Capital	391,729	602,840	282,785	290,474	7,689	2.72%
<b>Total Expenditures by Category</b>	<b>\$ 477,471</b>	<b>\$ 667,459</b>	<b>\$ 367,044</b>	<b>\$ 375,364</b>	<b>\$ 8,320</b>	<b>2.27%</b>
<b>Expenditures by Department</b>						
Capital Projects	477,471	667,459	367,044	375,364	8,320	2.27%
<b>Total Expenditures by Department</b>	<b>\$ 477,471</b>	<b>\$ 667,459</b>	<b>\$ 367,044</b>	<b>\$ 375,364</b>	<b>\$ 8,320</b>	<b>2.27%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	522,502	241,778	253,062	289,826	36,764	14.53%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 522,502</b>	<b>\$ 241,778</b>	<b>\$ 253,062</b>	<b>\$ 289,826</b>	<b>\$ 36,764</b>	<b>14.53%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,315,694</b>	<b>\$ 905,245</b>	<b>\$ 796,063</b>	<b>\$ 828,207</b>	<b>\$ 32,144</b>	<b>4.04%</b>




**FOOD TAX FUND**

To account for the cost of specific capital improvements and repairs and maintenance projects. Revenues are derived from taxes collected due to the repeal of the City sales tax exemption on sales of food for domestic consumption; sales tax on food extended to December 31, 2021.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,845,670</b>	<b>\$ 1,973,649</b>	<b>\$ 332,305</b>	<b>\$ 332,305</b>	<b>-</b>	<b>-</b>
<b>Revenue Sources</b>						
Charges for Services	84,033	-	-	20,000	20,000	-
Intergovernmental Revenue	15,399	-	-	-	-	-
Miscellaneous Revenue	10,740	7,002	3,819	3,819	-	-
<b>Total Revenue Sources</b>	<b>\$ 110,172</b>	<b>\$ 7,002</b>	<b>\$ 3,819</b>	<b>\$ 23,819</b>	<b>\$ 20,000</b>	<b>524%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	24,216	-	-	-	-	-
Supplies & Services	104,609	200,700	382	3,000	2,618	685%
Capital	2,083,216	6,485,746	4,283,413	4,524,806	241,393	5.64%
<b>Total Expenditures by Category</b>	<b>\$ 2,212,041</b>	<b>\$ 6,686,446</b>	<b>\$ 4,283,795</b>	<b>\$ 4,527,806</b>	<b>\$ 244,011</b>	<b>5.70%</b>
<b>Expenditures by Department</b>						
Capital Projects	2,212,041	6,686,446	4,283,795	4,527,806	244,011	5.70%
<b>Total Expenditures by Department</b>	<b>\$ 2,212,041</b>	<b>\$ 6,686,446</b>	<b>\$ 4,283,795</b>	<b>\$ 4,527,806</b>	<b>\$ 244,011</b>	<b>5.70%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	7,139,135	7,038,100	7,172,449	7,172,449	-	-
Transfers Out	(4,909,288)	(2,000,000)	(2,800,000)	(2,800,000)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 2,229,847</b>	<b>\$ 5,038,100</b>	<b>\$ 4,372,449</b>	<b>\$ 4,372,449</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,973,649</b>	<b>\$ 332,305</b>	<b>\$ 424,778</b>	<b>\$ 200,767</b>	<b>(\$ 224,011)</b>	<b>-52.74%</b>



## SOFTBALL IMPROVEMENT FUND

To account for the cost of improving the facilities used for the City of Greeley adult softball programs; created per Greeley Municipal Code 4.48.010. Revenues are derived from non-city softball tournament fees.

	2017 Revised		2018 Revised		\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 29,869	\$ 42,929	\$ 54,449	\$ 54,449	-	-
<b>Revenue Sources</b>						
Charges for Services	12,875	11,350	11,550	11,550	-	-
Miscellaneous Revenue	211	200	250	600	350	140%
<b>Total Revenue Sources</b>	<b>\$ 13,086</b>	<b>\$ 11,550</b>	<b>\$ 11,800</b>	<b>\$ 12,150</b>	<b>\$ 350</b>	<b>2.97%</b>
<b>Expenditures by Category</b>						
Supplies & Services	26	30	35	100	65	186%
<b>Total Expenditures by Category</b>	<b>\$ 26</b>	<b>\$ 30</b>	<b>\$ 35</b>	<b>\$ 100</b>	<b>\$ 65</b>	<b>186%</b>
<b>Expenditures by Department</b>						
Capital Projects	26	30	35	100	65	186%
<b>Total Expenditures by Department</b>	<b>\$ 26</b>	<b>\$ 30</b>	<b>\$ 35</b>	<b>\$ 100</b>	<b>\$ 65</b>	<b>186%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 42,929</b>	<b>\$ 54,449</b>	<b>\$ 66,214</b>	<b>\$ 66,499</b>	<b>\$ 285</b>	<b>0.43%</b>



## FIRE EQUIPMENT ACQUISITION/REPLACEMENT FUND

To account for the costs of replacing and acquiring major equipment for the fire department.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>(\$ 449,540)</b>	<b>(\$ 75,617)</b>	<b>(\$ 626,914)</b>	<b>(\$ 626,914)</b>	-	-
<b>Revenue Sources</b>						
Intergovernmental Revenue	471,987	476,707	481,474	481,474	-	-
Miscellaneous Revenue	551,633	54,811	232,028	1,300	(230,728)	-99%
<b>Total Revenue Sources</b>	<b>\$ 1,023,620</b>	<b>\$ 531,518</b>	<b>\$ 713,502</b>	<b>\$ 482,774</b>	<b>(\$ 230,728)</b>	<b>-32.34%</b>
<b>Expenditures by Category</b>						
Supplies & Services	52,517	83,329	19,359	19,787	428	2.21%
Capital	754,969	1,428,605	260,000	425,834	165,834	63.78%
Debt	171,532	228,120	173,421	173,421	-	-
<b>Total Expenditures by Category</b>	<b>\$ 979,018</b>	<b>\$ 1,740,054</b>	<b>\$ 452,780</b>	<b>\$ 619,042</b>	<b>\$ 166,262</b>	<b>36.72%</b>
<b>Expenditures by Department</b>						
Capital Projects	979,018	1,740,054	452,780	619,042	166,262	36.72%
<b>Total Expenditures by Department</b>	<b>\$ 979,018</b>	<b>\$ 1,740,054</b>	<b>\$ 452,780</b>	<b>\$ 619,042</b>	<b>\$ 166,262</b>	<b>36.72%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	673,650	1,130,831	260,000	275,834	15,834	6.09%
Transfers In	-	-	-	230,728	230,728	-
Transfers Out	(344,328)	(473,592)	(520,795)	(452,004)	68,791	-13.21%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 329,322</b>	<b>\$ 657,239</b>	<b>(\$ 260,795)</b>	<b>\$ 54,558</b>	<b>\$ 315,353</b>	<b>-121%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>(\$ 75,617)</b>	<b>(\$ 626,914)</b>	<b>(\$ 626,987)</b>	<b>(\$ 708,624)</b>	<b>(\$ 81,637)</b>	<b>13.02%</b>



## FIRE PROTECTION DEVELOPMENT FUND

To account for the cost of fire protection improvements on new development; created per Greeley Municipal Code 4.64. Revenues are derived from the collection of fees from developers.

	2017 Revised		2018 Revised		\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,361,662</b>	<b>\$ 1,680,471</b>	<b>\$ 2,077,750</b>	<b>\$ 2,077,750</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	365,215	390,669	167,988	167,988	-	-
Miscellaneous Revenue	15,230	7,686	9,464	13,350	3,886	41.06%
<b>Total Revenue Sources</b>	<b>\$ 380,445</b>	<b>\$ 398,355</b>	<b>\$ 177,452</b>	<b>\$ 181,338</b>	<b>\$ 3,886</b>	<b>2.19%</b>
<b>Expenditures by Category</b>						
Supplies & Services	1,637	1,076	1,325	2,000	675	50.94%
<b>Total Expenditures by Category</b>	<b>\$ 1,637</b>	<b>\$ 1,076</b>	<b>\$ 1,325</b>	<b>\$ 2,000</b>	<b>\$ 675</b>	<b>50.94%</b>
<b>Expenditures by Department</b>						
Capital Projects	1,637	1,076	1,325	2,000	675	50.94%
<b>Total Expenditures by Department</b>	<b>\$ 1,637</b>	<b>\$ 1,076</b>	<b>\$ 1,325</b>	<b>\$ 2,000</b>	<b>\$ 675</b>	<b>50.94%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(60,000)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 60,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,680,471</b>	<b>\$ 2,077,750</b>	<b>\$ 2,253,877</b>	<b>\$ 2,257,088</b>	<b>\$ 3,211</b>	<b>0.14%</b>



## POLICE DEVELOPMENT FUND

To account for the cost of developing police protection improvements on new development; created per Municipal Code 4.64. Revenues are derived from the collection of fees from developers.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 277,499	\$ 336,076	\$ 401,725	\$ 401,725	-	-
<b>Revenue Sources</b>						
Charges for Services	90,789	114,250	49,127	49,127	-	-
Miscellaneous Revenue	2,416	1,627	2,134	3,650	1,516	71.04%
<b>Total Revenue Sources</b>	<b>\$ 93,205</b>	<b>\$ 115,877</b>	<b>\$ 51,261</b>	<b>\$ 52,777</b>	<b>\$ 1,516</b>	<b>2.96%</b>
<b>Expenditures by Category</b>						
Supplies & Services	3,608	50,228	299	550	251	83.95%
Capital	31,020	-	-	40,000	40,000	-
<b>Total Expenditures by Category</b>	<b>\$ 34,628</b>	<b>\$ 50,228</b>	<b>\$ 299</b>	<b>\$ 40,550</b>	<b>\$ 40,251</b>	<b>13,462%</b>
<b>Expenditures by Department</b>						
Capital Projects	34,628	50,228	299	40,550	40,251	13,462%
<b>Total Expenditures by Department</b>	<b>\$ 34,628</b>	<b>\$ 50,228</b>	<b>\$ 299</b>	<b>\$ 40,550</b>	<b>\$ 40,251</b>	<b>13,462%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 336,076</b>	<b>\$ 401,725</b>	<b>\$ 452,687</b>	<b>\$ 413,952</b>	<b>(\$ 38,735)</b>	<b>-8.56%</b>



## ISLAND GROVE DEVELOPMENT FUND

To account for the cost of capital improvements at Island Grove Park. Revenues are derived from a park development fee charged on all concession sales at the park and on facility use fees.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>(\$ 232,774)</b>	<b>(\$ 280,858)</b>	<b>(\$ 210,876)</b>	<b>(\$ 210,876)</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	141,837	120,500	123,000	123,000	-	-
Miscellaneous Revenue	23,495	20,400	20,800	21,200	400	1.92%
<b>Total Revenue Sources</b>	<b>\$ 165,332</b>	<b>\$ 140,900</b>	<b>\$ 143,800</b>	<b>\$ 144,200</b>	<b>\$ 400</b>	<b>0.28%</b>
<b>Expenditures by Category</b>						
Supplies & Services	53	75	75	110	35	46.67%
Capital	26,117	-	-	-	-	-
Debt	204,741	96,843	93,043	87,743	(5,300)	-5.70%
<b>Total Expenditures by Category</b>	<b>\$ 230,911</b>	<b>\$ 96,918</b>	<b>\$ 93,118</b>	<b>\$ 87,853</b>	<b>(\$ 5,265)</b>	<b>-5.65%</b>
<b>Expenditures by Department</b>						
Capital Projects	230,911	96,918	93,118	87,853	(5,265)	-5.65%
<b>Total Expenditures by Department</b>	<b>\$ 230,911</b>	<b>\$ 96,918</b>	<b>\$ 93,118</b>	<b>\$ 87,853</b>	<b>(\$ 5,265)</b>	<b>-5.65%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	17,494	26,000	26,520	26,520	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 17,494</b>	<b>\$ 26,000</b>	<b>\$ 26,520</b>	<b>\$ 26,520</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>(\$ 280,858)</b>	<b>(\$ 210,876)</b>	<b>(\$ 133,674)</b>	<b>(\$ 128,009)</b>	<b>\$ 5,665</b>	<b>-4.24%</b>



## TRANSPORTATION DEVELOPMENT FUND

To account for the cost of constructing new roads and improvements to existing roads; created per Greeley Municipal Code 4.64. Revenues are derived from the collection of fees from developers.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 6,371,190	\$ 7,798,388	\$ 5,447,187	\$ 5,447,187	-	-
<b>Revenue Sources</b>						
Charges for Services	2,549,213	2,947,972	1,267,628	1,267,628	-	-
Intergovernmental Revenue	824,382	1,228,906	-	-	-	-
Miscellaneous Revenue	61,900	16,401	1,684	1,684	-	-
<b>Total Revenue Sources</b>	<b>\$ 3,435,495</b>	<b>\$ 4,193,279</b>	<b>\$ 1,269,312</b>	<b>\$ 1,269,312</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	207,485	-	-	-	-	-
Supplies & Services	6,620	2,132	2,169	2,169	-	-
Capital	7,547,821	10,109,348	9,863,776	10,000,000	136,224	1.38%
<b>Total Expenditures by Category</b>	<b>\$ 7,761,926</b>	<b>\$ 10,111,480</b>	<b>\$ 9,865,945</b>	<b>\$ 10,002,169</b>	<b>\$ 136,224</b>	<b>1.38%</b>
<b>Expenditures by Department</b>						
Capital Projects	7,761,926	10,111,480	9,865,945	10,002,169	136,224	1.38%
<b>Total Expenditures by Department</b>	<b>\$ 7,761,926</b>	<b>\$ 10,111,480</b>	<b>\$ 9,865,945</b>	<b>\$ 10,002,169</b>	<b>\$ 136,224</b>	<b>1.38%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	5,800,000	3,600,000	3,600,000	3,600,000	-	-
Transfers Out	(46,371)	(33,000)	(98,637)	(100,000)	(1,363)	1.38%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 5,753,629</b>	<b>\$ 3,567,000</b>	<b>\$ 3,501,363</b>	<b>\$ 3,500,000</b>	<b>(\$ 1,363)</b>	<b>-0.04%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 7,798,388</b>	<b>\$ 5,447,187</b>	<b>\$ 351,917</b>	<b>\$ 214,330</b>	<b>(\$ 137,587)</b>	<b>-39.10%</b>



## PARK DEVELOPMENT FUND

To account for the cost of developing and improving city parks; created per Greeley Municipal Code 4.64. Revenues are derived from the collection of fees from developers.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	-	-	-	-	-	-
<b>Revenue Sources</b>						
Charges for Services	1,305,774	2,241,265	963,744	963,744	-	-
Miscellaneous Revenue	442	-	-	500	500	-
<b>Total Revenue Sources</b>	<b>\$ 1,306,216</b>	<b>\$ 2,241,265</b>	<b>\$ 963,744</b>	<b>\$ 964,244</b>	<b>\$ 500</b>	<b>0.05%</b>
<b>Expenditures by Category</b>						
Supplies & Services	47	-	-	50	50	-
<b>Total Expenditures by Category</b>	<b>\$ 47</b>	<b>-</b>	<b>-</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>-</b>
<b>Expenditures by Department</b>						
Capital Projects	47	-	-	50	50	-
<b>Total Expenditures by Department</b>	<b>\$ 47</b>	<b>-</b>	<b>-</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>-</b>
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(1,306,169)	(2,241,265)	(963,744)	(964,194)	(450)	0.05%
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 1,306,169)</b>	<b>(\$ 2,241,265)</b>	<b>(\$ 963,744)</b>	<b>(\$ 964,194)</b>	<b>(\$ 450)</b>	<b>0.05%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





## TRAILS DEVELOPMENT FUND

To account for the cost of acquisition and construction of linear parks and trails, open spaces, and trail systems; created per Greeley Municipal Code 4.64. Revenues are derived from the collection of fees from developers.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 690,368	\$ 836,315	\$ 862,498	\$ 862,498	-	-
<b>Revenue Sources</b>						
Charges for Services	146,625	229,094	98,511	98,511	-	-
Miscellaneous Revenue	6,086	3,768	4,672	4,672	-	-
<b>Total Revenue Sources</b>	<b>\$ 152,712</b>	<b>\$ 232,862</b>	<b>\$ 103,183</b>	<b>\$ 103,183</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	1,131	-	-	-	-	-
Supplies & Services	659	528	655	655	-	-
Capital	4,975	92,762	363,600	846,540	482,940	133%
<b>Total Expenditures by Category</b>	<b>\$ 6,765</b>	<b>\$ 93,290</b>	<b>\$ 364,255</b>	<b>\$ 847,195</b>	<b>\$ 482,940</b>	<b>133%</b>
<b>Expenditures by Department</b>						
Capital Projects	6,765	93,290	364,255	847,195	482,940	133%
<b>Total Expenditures by Department</b>	<b>\$ 6,765</b>	<b>\$ 93,290</b>	<b>\$ 364,255</b>	<b>\$ 847,195</b>	<b>\$ 482,940</b>	<b>133%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers Out	-	(113,389)	(3,636)	(8,465)	(4,829)	133%
<b>Total Other Financing Sources (Uses):</b>	<b>-</b>	<b>(\$ 113,389)</b>	<b>(\$ 3,636)</b>	<b>(\$ 8,465)</b>	<b>(\$ 4,829)</b>	<b>133%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 836,315</b>	<b>\$ 862,498</b>	<b>\$ 597,790</b>	<b>\$ 110,021</b>	<b>(\$ 487,769)</b>	<b>-81.60%</b>



## QUALITY OF LIFE FUND

To account for the expenditures of the Quality of Life projects (recreational, parks, and cultural amenities) to be partially financed with a .3% increase in sales and use tax; created per Ordinance 50, 2002.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 11,512,333</b>	<b>\$ 13,150,317</b>	<b>\$ 1,230,859</b>	<b>\$ 1,230,859</b>	-	-
<b>Revenue Sources</b>						
Intergovernmental Revenue	658,903	-	-	419,000	419,000	-
Miscellaneous Revenue	499,783	398,799	385,676	385,676	-	-
<b>Total Revenue Sources</b>	<b>\$ 1,158,686</b>	<b>\$ 398,799</b>	<b>\$ 385,676</b>	<b>\$ 804,676</b>	<b>\$ 419,000</b>	<b>109%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	143,570	-	-	-	-	-
Supplies & Services	102,647	6,832	4,995	4,995	-	-
Capital	3,804,957	15,941,254	4,075,450	5,163,500	1,088,050	26.70%
<b>Total Expenditures by Category</b>	<b>\$ 4,051,173</b>	<b>\$ 15,948,086</b>	<b>\$ 4,080,445</b>	<b>\$ 5,168,495</b>	<b>\$ 1,088,050</b>	<b>26.66%</b>
<b>Expenditures by Department</b>						
Capital Projects	4,051,173	15,948,086	4,080,445	5,168,495	1,088,050	26.66%
<b>Total Expenditures by Department</b>	<b>\$ 4,051,173</b>	<b>\$ 15,948,086</b>	<b>\$ 4,080,445</b>	<b>\$ 5,168,495</b>	<b>\$ 1,088,050</b>	<b>26.66%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	5,040,509	4,202,692	4,188,793	4,189,243	450	0.01%
Transfers Out	(510,038)	(572,863)	(572,977)	(861,981)	(289,004)	50.44%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 4,530,471</b>	<b>\$ 3,629,829</b>	<b>\$ 3,615,816</b>	<b>\$ 3,327,262</b>	<b>(\$ 288,554)</b>	<b>-7.98%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 13,150,317</b>	<b>\$ 1,230,859</b>	<b>\$ 1,151,906</b>	<b>\$ 194,302</b>	<b>(\$ 957,604)</b>	<b>-83.13%</b>



To account for the costs of roadway safety improvements, bridge repair, and transit support and expansion. Revenues are derived through vehicle registration fees and fines established or increased by the Colorado Funding Advancements for Surface Transportation and Economic Recovery Act (FASTER).

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 0	\$ 659,496	\$ 579,831	\$ 579,831	-	-
<b>Revenue Sources</b>						
Intergovernmental Revenue	585,478	550,000	561,000	561,000	-	-
Miscellaneous Revenue	2,129	2,701	2,304	2,304	-	-
<b>Total Revenue Sources</b>	<b>\$ 587,607</b>	<b>\$ 552,701</b>	<b>\$ 563,304</b>	<b>\$ 563,304</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	10,600	-	-	-	-	-
Supplies & Services	253	351	300	300	-	-
Capital	308,933	632,015	620,000	763,000	143,000	23.06%
<b>Total Expenditures by Category</b>	<b>\$ 319,786</b>	<b>\$ 632,366</b>	<b>\$ 620,300</b>	<b>\$ 763,300</b>	<b>\$ 143,000</b>	<b>23.05%</b>
<b>Expenditures by Department</b>						
Capital Projects	319,786	632,366	620,300	763,300	143,000	23.05%
<b>Total Expenditures by Department</b>	<b>\$ 319,786</b>	<b>\$ 632,366</b>	<b>\$ 620,300</b>	<b>\$ 763,300</b>	<b>\$ 143,000</b>	<b>23.05%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	391,988	-	-	-	-	-
Transfers Out	(313)	-	(326,576)	(326,576)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 391,674</b>	<b>-</b>	<b>(\$ 326,576)</b>	<b>(\$ 326,576)</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 659,496</b>	<b>\$ 579,831</b>	<b>\$ 196,259</b>	<b>\$ 53,259</b>	<b>(\$ 143,000)</b>	<b>-72.86%</b>



## KEEP GREELEY MOVING FUND

To account for the costs of improvements and repairs for street related infrastructure improvements. Revenues are derived from .65% sales and use tax and a transfer of street development fees. Ordinance 1, 2016.

	2017 Revised		2018 Revised		\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 0	\$ 1,443,914	\$ 1,054,985	\$ 1,054,985	-	-
<b>Revenue Sources</b>						
Taxes	10,489,544	10,577,072	10,865,433	10,865,433	-	-
Miscellaneous Revenue	3,908	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 10,493,452</b>	<b>\$ 10,577,072</b>	<b>\$ 10,865,433</b>	<b>\$ 10,865,433</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	584,192	22,000	20,000	20,000	-	-
Supplies & Services	559	-	-	-	-	-
Capital	7,574,075	9,344,001	10,045,433	10,045,433	-	-
<b>Total Expenditures by Category</b>	<b>\$ 8,158,826</b>	<b>\$ 9,366,001</b>	<b>\$ 10,065,433</b>	<b>\$ 10,065,433</b>	-	-
<b>Expenditures by Department</b>						
Capital Projects	8,158,826	9,366,001	10,065,433	10,065,433	-	-
<b>Total Expenditures by Department</b>	<b>\$ 8,158,826</b>	<b>\$ 9,366,001</b>	<b>\$ 10,065,433</b>	<b>\$ 10,065,433</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	4,909,288	2,000,000	2,800,000	2,800,000	-	-
Transfers Out	(5,800,000)	(3,600,000)	(3,600,000)	(3,600,000)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 890,712)</b>	<b>(\$ 1,600,000)</b>	<b>(\$ 800,000)</b>	<b>(\$ 800,000)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,443,914</b>	<b>\$ 1,054,985</b>	<b>\$ 1,054,985</b>	<b>\$ 1,054,985</b>	-	-



## 2016 CITY CENTER FUND

To account for the costs of constructing and equipping a fire station and a municipal building. Revenues are derived from the Certificates of Participation Series 2016, General Fund operating transfers, and a state grant.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	(\$ 0)	\$ 24,618,177	\$ 267,661	\$ 267,661	-	-
<b>Revenue Sources</b>						
Intergovernmental Revenue	-	2,000,000	-	-	-	-
Miscellaneous Revenue	12,631	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 12,631</b>	<b>\$ 2,000,000</b>	-	-	-	-
<b>Expenditures by Category</b>						
Supplies & Services	3,538	-	-	-	-	-
Capital	3,901,321	26,350,516	-	-	-	-
Debt	247,351	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 4,152,210</b>	<b>\$ 26,350,516</b>	-	-	-	-
<b>Expenditures by Department</b>						
Capital Projects	4,152,210	26,350,516	-	-	-	-
<b>Total Expenditures by Department</b>	<b>\$ 4,152,210</b>	<b>\$ 26,350,516</b>	-	-	-	-
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	27,258,535	-	-	-	-	-
Transfers In	1,752,914	-	-	-	-	-
Transfers Out	(253,693)	-	-	(267,661)	(267,661)	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 28,757,756</b>	-	-	<b>(\$ 267,661)</b>	<b>(\$ 267,661)</b>	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 24,618,177</b>	<b>\$ 267,661</b>	<b>\$ 267,661</b>	-	<b>(\$ 267,661)</b>	<b>-100%</b>





Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City's programs.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,952,613</b>	<b>\$ 2,354,265</b>	<b>\$ 2,369,198</b>	<b>\$ 2,369,198</b>	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	467,519	64,736	57,216	57,216	-	-
<b>Total Revenue Sources</b>	<b>\$ 467,519</b>	<b>\$ 64,736</b>	<b>\$ 57,216</b>	<b>\$ 57,216</b>	-	-
<b>Revenue by Fund</b>						
Cemetery Endowment (601)	416,833	49,726	42,206	42,206	-	-
Petriken Memorial (603)	17	10	10	10	-	-
Memorials (605)	50,668	15,000	15,000	15,000	-	-
<b>Total Revenue by Fund</b>	<b>\$ 467,519</b>	<b>\$ 64,736</b>	<b>\$ 57,216</b>	<b>\$ 57,216</b>	-	-
<b>Expenditures by Category</b>						
Supplies & Services	5,155	577	577	577	-	-
<b>Total Expenditures by Category</b>	<b>\$ 5,155</b>	<b>\$ 577</b>	<b>\$ 577</b>	<b>\$ 577</b>	-	-
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	4,420	77	77	77	-	-
Non-Departmental	735	500	500	500	-	-
<b>Total Expenditures by Department</b>	<b>\$ 5,155</b>	<b>\$ 577</b>	<b>\$ 577</b>	<b>\$ 577</b>	-	-
<b>Expenditures by Fund</b>						
Cemetery Endowment (601)	735	500	500	500	-	-
Petriken Memorial (603)	2	2	2	2	-	-
Memorials (605)	4,418	75	75	75	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 5,155</b>	<b>\$ 577</b>	<b>\$ 577</b>	<b>\$ 577</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(60,712)	(49,226)	(41,706)	(41,706)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 60,712)</b>	<b>(\$ 49,226)</b>	<b>(\$ 41,706)</b>	<b>(\$ 41,706)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 2,354,265</b>	<b>\$ 2,369,198</b>	<b>\$ 2,384,131</b>	<b>\$ 2,384,131</b>	-	-



## CEMETERY ENDOWMENT FUND

To account for all funds granted, bequeathed, or devised to the City in trust for the preservation of lots in Linn Grove Cemetery; created per Greeley Municipal Code 4.40.010.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,704,979</b>	<b>\$ 2,060,366</b>	<b>\$ 2,060,366</b>	<b>\$ 2,060,366</b>	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	416,833	49,726	42,206	42,206	-	-
<b>Total Revenue Sources</b>	<b>\$ 416,833</b>	<b>\$ 49,726</b>	<b>\$ 42,206</b>	<b>\$ 42,206</b>	-	-
<b>Expenditures by Category</b>						
Supplies & Services	735	500	500	500	-	-
<b>Total Expenditures by Category</b>	<b>\$ 735</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	-	-
<b>Expenditures by Department</b>						
Non-Departmental	735	500	500	500	-	-
<b>Total Expenditures by Department</b>	<b>\$ 735</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(60,712)	(49,226)	(41,706)	(41,706)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 60,712)</b>	<b>(\$ 49,226)</b>	<b>(\$ 41,706)</b>	<b>(\$ 41,706)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 2,060,366</b>	<b>\$ 2,060,366</b>	<b>\$ 2,060,366</b>	<b>\$ 2,060,366</b>	-	-





## PETRIKEN MEMORIAL FUND

To account for interest earnings on funds bequeathed to the City for the maintenance of the grave sites as specified by the J.G.B. Petriken will.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 2,066	\$ 2,081	\$ 2,089	\$ 2,089	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	17	10	10	10	-	-
<b>Total Revenue Sources</b>	\$ 17	\$ 10	\$ 10	\$ 10	-	-
<b>Expenditures by Category</b>						
Supplies & Services	2	2	2	2	-	-
<b>Total Expenditures by Category</b>	\$ 2	\$ 2	\$ 2	\$ 2	-	-
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	2	2	2	2	-	-
<b>Total Expenditures by Department</b>	\$ 2	\$ 2	\$ 2	\$ 2	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 2,081	\$ 2,089	\$ 2,097	\$ 2,097	-	-



To account for interest earnings on funds bequeathed to the City as specified by the donor.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 245,568	\$ 291,818	\$ 306,743	\$ 306,743	-	-
<b>Revenue Sources</b>						
Miscellaneous Revenue	50,668	15,000	15,000	15,000	-	-
<b>Total Revenue Sources</b>	\$ 50,668	\$ 15,000	\$ 15,000	\$ 15,000	-	-
<b>Expenditures by Category</b>						
Supplies & Services	4,418	75	75	75	-	-
<b>Total Expenditures by Category</b>	\$ 4,418	\$ 75	\$ 75	\$ 75	-	-
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	4,418	75	75	75	-	-
<b>Total Expenditures by Department</b>	\$ 4,418	\$ 75	\$ 75	\$ 75	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 291,818	\$ 306,743	\$ 321,668	\$ 321,668	-	-



# ENTERPRISE FUNDS

Enterprise funds are used to report and activity for which a fee is charged to external users for goods or services.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 88,731,100</b>	<b>\$ 82,984,625</b>	<b>\$ 41,761,403</b>	<b>\$ 41,761,403</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	69,973,673	68,216,709	69,043,561	64,063,320	(4,980,241)	-7.21%
Fines & Forfeits	155,094	185,000	185,000	150,000	(35,000)	-18.92%
Intergovernmental Revenue	22,367	439,033	300	300	-	-
Licenses & Permits	82,938	72,000	72,000	72,000	-	-
Miscellaneous Revenue	6,771,108	2,737,367	-1,401,688	287,642	1,689,330	-121%
<b>Total Revenue Sources</b>	<b>\$ 77,005,180</b>	<b>\$ 71,650,109</b>	<b>\$ 67,899,173</b>	<b>\$ 64,573,262</b>	<b>(\$ 3,325,911)</b>	<b>-4.90%</b>
<b>Revenue by Fund</b>						
Sewer (401)	8,284,254	6,599,339	6,660,691	6,225,016	(435,675)	-6.54%
Sewer Construction (402)	2,280,963	3,127,016	3,399,021	3,051,555	(347,466)	-10.22%
Sewer Capital Replacement (403)	3,065,090	3,025,890	3,133,104	3,060,156	(72,948)	-2.33%
Water (404)	22,168,275	18,210,895	18,708,202	16,391,471	(2,316,731)	-12.38%
Water Construction (405)	11,478,978	7,104,130	7,153,816	4,314,507	(2,839,309)	-39.69%
Water Capital Replacement (406)	7,822,019	8,404,828	8,505,780	8,247,638	(258,142)	-3.03%
Water Rights Acquisition (407)	4,120,393	2,685,863	462,165	456,352	(5,813)	-1.26%
Cemetery (408)	760,164	359,170	359,170	359,170	-	-
Municipal Golf Courses (409)	1,735,473	1,697,106	1,714,061	1,734,804	20,743	1.21%
Downtown Parking (410)	226,911	249,600	249,600	214,600	(35,000)	-14.02%
Stormwater (411)	2,454,584	4,883,964	2,529,485	2,198,863	(330,622)	-13.07%
Stormwater Construction (412)	2,105,775	2,846,562	1,926,832	2,450,723	523,891	27.19%
Stormwater Replacement (413)	1,046,589	920,569	1,248,101	1,230,281	(17,820)	-1.43%
Sewer Debt Service (420)	15,817	530,578	536,185	976,361	440,176	82.09%
Water Debt Service (421)	8,985,574	10,438,949	10,748,110	12,996,915	2,248,805	20.92%
Stormwater Debt Service (422)	454,321	565,650	564,850	564,850	-	-
<b>Total Revenue by Fund</b>	<b>\$ 77,005,180</b>	<b>\$ 71,650,109</b>	<b>\$ 67,899,173</b>	<b>\$ 64,473,262</b>	<b>(\$ 3,425,911)</b>	<b>-5.05%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	12,554,801	13,708,933	14,523,301	14,559,229	35,928	0.25%
Supplies & Services	12,053,248	13,461,020	13,734,942	13,735,013	71	0.00%
Capital	44,371,758	72,519,083	74,499,617	101,147,089	26,647,472	35.77%
Debt	10,256,152	10,221,170	10,203,846	10,203,846	-	-
<b>Total Expenditures by Category</b>	<b>\$ 79,235,959</b>	<b>\$ 109,910,206</b>	<b>\$ 112,961,706</b>	<b>\$ 139,645,177</b>	<b>\$ 26,683,471</b>	<b>23.62%</b>

Expenditures by Department	2017 Revised			2018 Revised	\$ Change	% Change
	2016 Actual	Budget	2018 Budget	Budget		
Culture, Parks & Recreation	3,179,475	2,284,023	2,410,446	2,420,374	9,928	0.41%
Finance	31,233	27,235	28,122	28,122	-	-
Municipal Court	86,748	77,234	81,438	81,438	-	-
Non-Departmental	671	-	-	-	-	-
Police	84,652	105,598	111,949	111,949	-	-
Public Works	6,977,990	14,421,119	5,239,484	6,428,576	1,189,092	22.69%
Sewer	8,392,632	24,846,319	9,024,594	16,490,382	7,465,788	82.73%
Water	60,482,559	68,148,678	96,065,673	114,084,336	18,018,663	18.76%
<b>Total Expenditures by Department</b>	<b>\$ 79,235,959</b>	<b>\$ 109,910,206</b>	<b>\$ 112,961,706</b>	<b>\$ 139,645,177</b>	<b>\$ 26,683,471</b>	<b>23.62%</b>
<b>Expenditures by Fund</b>						
Sewer (401)	4,997,545	5,724,894	6,017,044	6,017,044	-	-
Sewer Construction (402)	327,263	6,565,397	63,989	3,260,732	3,196,743	4,996%
Sewer Capital Replacement (403)	2,568,508	12,024,884	2,414,717	6,683,762	4,269,045	177%
Water (404)	14,537,189	16,917,650	17,530,011	17,530,011	-	-
Water Construction (405)	17,311,658	12,933,123	38,232,752	44,379,000	6,146,248	16.08%
Water Capital Replacement (406)	10,277,380	19,433,656	23,849,458	34,825,429	10,975,971	46.02%
Water Rights Acquisition (407)	9,768,310	9,965,121	7,563,803	8,460,247	896,444	11.85%
Cemetery (408)	471,573	579,826	634,760	634,760	-	-
Municipal Golf Courses (409)	2,707,901	1,704,197	1,775,686	1,785,614	9,928	0.56%
Downtown Parking (410)	203,304	210,067	221,509	221,509	-	-
Stormwater (411)	1,714,297	2,244,338	2,288,537	2,314,537	26,000	1.14%
Stormwater Construction (412)	3,862,037	9,009,218	1,018,980	2,078,682	1,059,702	104%
Stormwater Replacement (413)	884,279	2,601,913	1,367,117	1,470,507	103,390	7.56%
Sewer Debt Service (420)	499,317	531,144	528,844	528,844	-	-
Water Debt Service (421)	8,588,022	8,899,128	8,889,649	8,889,649	-	-
Stormwater Debt Service (422)	517,377	565,650	564,850	564,850	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 79,235,959</b>	<b>\$ 109,910,206</b>	<b>\$ 112,961,706</b>	<b>\$ 139,645,177</b>	<b>\$ 26,683,471</b>	<b>23.62%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	278,477	-	-	83,750,000	83,750,000	-
Transfers In	581,262	1,834,900	419,368	308,553	(110,815)	-26.42%
Transfers Out	(4,375,435)	(4,798,025)	(3,054,264)	(3,077,886)	(23,622)	0.77%
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 3,515,696)</b>	<b>(\$ 2,963,125)</b>	<b>(\$ 2,634,896)</b>	<b>\$ 80,980,667</b>	<b>\$ 83,615,563</b>	<b>-3,173%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 82,984,625</b>	<b>\$ 41,761,403</b>	<b>(\$ 5,936,026)</b>	<b>\$ 47,670,155</b>	<b>\$ 53,606,181</b>	<b>-903%</b>


**SEWER FUND**

To account for user charges and expenses for operations and maintenance of the City's sewer system.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 3,754,364</b>	<b>\$ 6,521,570</b>	<b>\$ 6,786,830</b>	<b>\$ 6,786,830</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	6,263,817	6,474,339	6,535,691	6,100,016	(435,675)	-6.67%
Licenses & Permits	33,853	32,000	32,000	32,000	-	-
Miscellaneous Revenue	1,986,584	93,000	93,000	93,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 8,284,254</b>	<b>\$ 6,599,339</b>	<b>\$ 6,660,691</b>	<b>\$ 6,225,016</b>	<b>(\$ 435,675)</b>	<b>-6.54%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,993,296	3,393,865	3,595,071	3,595,071	-	-
Supplies & Services	2,004,248	2,331,029	2,421,973	2,421,973	-	-
<b>Total Expenditures by Category</b>	<b>\$ 4,997,545</b>	<b>\$ 5,724,894</b>	<b>\$ 6,017,044</b>	<b>\$ 6,017,044</b>	-	-
<b>Expenditures by Department</b>						
Sewer	4,997,545	5,724,894	6,017,044	6,017,044	-	-
<b>Total Expenditures by Department</b>	<b>\$ 4,997,545</b>	<b>\$ 5,724,894</b>	<b>\$ 6,017,044</b>	<b>\$ 6,017,044</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(519,503)	(609,185)	(467,932)	(467,932)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 519,503)</b>	<b>(\$ 609,185)</b>	<b>(\$ 467,932)</b>	<b>(\$ 467,932)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 6,521,570</b>	<b>\$ 6,786,830</b>	<b>\$ 6,962,545</b>	<b>\$ 6,526,870</b>	<b>(\$ 435,675)</b>	<b>-6.26%</b>



## SEWER CONTRUCTION FUND

To account for major sewer system construction projects. Revenues are derived from revenue bonds and development fees.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 3,277,732</b>	<b>\$ 5,149,389</b>	<b>\$ 1,607,533</b>	<b>\$ 1,607,533</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	2,250,597	3,121,885	3,391,955	3,044,609	(347,346)	-10.24%
Miscellaneous Revenue	30,366	5,131	7,066	6,946	(120)	-1.70%
<b>Total Revenue Sources</b>	<b>\$ 2,280,963</b>	<b>\$ 3,127,016</b>	<b>\$ 3,399,021</b>	<b>\$ 3,051,555</b>	<b>(\$ 347,466)</b>	<b>-10.22%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	27,041	-	-	-	-	-
Supplies & Services	3,576	718	989	732	(257)	-25.99%
Capital	296,646	6,564,679	63,000	3,260,000	3,197,000	5,075%
<b>Total Expenditures by Category</b>	<b>\$ 327,263</b>	<b>\$ 6,565,397</b>	<b>\$ 63,989</b>	<b>\$ 3,260,732</b>	<b>\$ 3,196,743</b>	<b>4,996%</b>
<b>Expenditures by Department</b>						
Sewer	327,263	6,565,397	63,989	3,260,732	3,196,743	4,996%
<b>Total Expenditures by Department</b>	<b>\$ 327,263</b>	<b>\$ 6,565,397</b>	<b>\$ 63,989</b>	<b>\$ 3,260,732</b>	<b>\$ 3,196,743</b>	<b>4,996%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(82,043)	(103,475)	(104,508)	(132,508)	(28,000)	26.79%
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 82,043)</b>	<b>(\$ 103,475)</b>	<b>(\$ 104,508)</b>	<b>(\$ 132,508)</b>	<b>(\$ 28,000)</b>	<b>26.79%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 5,149,389</b>	<b>\$ 1,607,533</b>	<b>\$ 4,838,057</b>	<b>\$ 1,265,848</b>	<b>(\$ 3,572,209)</b>	<b>-73.84%</b>



## SEWER CAPITAL REPLACEMENT FUND

To account for the cost of replacing exhausted components of the City's sewer system. Revenues are derived from replacement funds held in reserve.

	2017 Revised		2018 Budget	2018 Revised	\$ Change	% Change
	2016 Actual	Budget		Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 7,012,425</b>	<b>\$ 7,509,007</b>	<b>(\$ 1,489,987)</b>	<b>(\$ 1,489,987)</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	3,004,667	3,016,279	2,999,351	3,067,126	67,775	2.26%
Intergovernmental Revenue	1,028	-	-	-	-	-
Miscellaneous Revenue	59,396	9,611	133,753	-6,970	(140,723)	-105%
<b>Total Revenue Sources</b>	<b>\$ 3,065,090</b>	<b>\$ 3,025,890</b>	<b>\$ 3,133,104</b>	<b>\$ 3,060,156</b>	<b>(\$ 72,948)</b>	<b>-2.33%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	43,803	-	-	-	-	-
Supplies & Services	6,281	1,346	97	1,262	1,165	1,201%
Capital	2,518,424	12,023,538	2,414,620	6,682,500	4,267,880	177%
<b>Total Expenditures by Category</b>	<b>\$ 2,568,508</b>	<b>\$ 12,024,884</b>	<b>\$ 2,414,717</b>	<b>\$ 6,683,762</b>	<b>\$ 4,269,045</b>	<b>177%</b>
<b>Expenditures by Department</b>						
Sewer	2,568,508	12,024,884	2,414,717	6,683,762	4,269,045	177%
<b>Total Expenditures by Department</b>	<b>\$ 2,568,508</b>	<b>\$ 12,024,884</b>	<b>\$ 2,414,717</b>	<b>\$ 6,683,762</b>	<b>\$ 4,269,045</b>	<b>177%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	-	-	-	12,000,000	12,000,000	-
<b>Total Other Financing Sources (Uses):</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 7,509,007</b>	<b>(\$ 1,489,987)</b>	<b>(\$ 771,600)</b>	<b>\$ 6,886,407</b>	<b>\$ 7,658,007</b>	<b>-992%</b>



## SEWER DEBT SERVICE FUND

To account for debt service payments of the City's sewer system.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,502,258</b>	<b>\$ 1,018,759</b>	<b>\$ 1,018,193</b>	<b>\$ 1,018,193</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	-	530,578	536,185	976,361	440,176	82.09%
Miscellaneous Revenue	15,817	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 15,817</b>	<b>\$ 530,578</b>	<b>\$ 536,185</b>	<b>\$ 976,361</b>	<b>\$ 440,176</b>	<b>82.09%</b>
<b>Expenditures by Category</b>						
Supplies & Services	1,917	-	-	-	-	-
Debt	497,399	531,144	528,844	528,844	-	-
<b>Total Expenditures by Category</b>	<b>\$ 499,317</b>	<b>\$ 531,144</b>	<b>\$ 528,844</b>	<b>\$ 528,844</b>	-	-
<b>Expenditures by Department</b>						
Sewer	499,317	531,144	528,844	528,844	-	-
<b>Total Expenditures by Department</b>	<b>\$ 499,317</b>	<b>\$ 531,144</b>	<b>\$ 528,844</b>	<b>\$ 528,844</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,018,759</b>	<b>\$ 1,018,193</b>	<b>\$ 1,025,534</b>	<b>\$ 1,465,710</b>	<b>\$ 440,176</b>	<b>42.92%</b>





To account for user charges and expenses for operations and maintenance of the City's water system.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 11,070,236</b>	<b>\$ 17,029,112</b>	<b>\$ 16,472,426</b>	<b>\$ 16,472,426</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	19,691,115	18,060,895	18,558,202	16,241,471	(2,316,731)	-12.48%
Licenses & Permits	47,928	40,000	40,000	40,000	-	-
Miscellaneous Revenue	2,130,075	110,000	110,000	110,000	-	-
Royalties	299,158	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 22,168,275</b>	<b>\$ 18,210,895</b>	<b>\$ 18,708,202</b>	<b>\$ 16,391,471</b>	<b>(\$ 2,316,731)</b>	<b>-12.38%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	6,256,620	7,192,519	7,623,865	7,623,865	-	-
Supplies & Services	8,273,874	9,725,131	9,906,146	9,906,146	-	-
Capital	6,695	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 14,537,189</b>	<b>\$ 16,917,650</b>	<b>\$ 17,530,011</b>	<b>\$ 17,530,011</b>	-	-
<b>Expenditures by Department</b>						
Water	14,537,189	16,917,650	17,530,011	17,530,011	-	-
<b>Total Expenditures by Department</b>	<b>\$ 14,537,189</b>	<b>\$ 16,917,650</b>	<b>\$ 17,530,011</b>	<b>\$ 17,530,011</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	82,153	82,153	82,153	82,153	-	-
Transfers Out	(1,754,362)	(1,932,084)	(1,878,416)	(1,878,416)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 1,672,209)</b>	<b>(\$ 1,849,931)</b>	<b>(\$ 1,796,263)</b>	<b>(\$ 1,796,263)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 17,029,112</b>	<b>\$ 16,472,426</b>	<b>\$ 15,854,354</b>	<b>\$ 13,537,623</b>	<b>(\$ 2,316,731)</b>	<b>-14.61%</b>



## WATER CONSTRUCTION FUND

To account for major water system construction projects. Revenues are derived from revenue bonds and development fees.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 2,764,704</b>	<b>(\$ 3,170,639)</b>	<b>(\$ 9,122,107)</b>	<b>(\$ 9,122,107)</b>	<b>-</b>	<b>-</b>
<b>Revenue Sources</b>						
Charges for Services	11,317,629	7,044,130	7,081,304	4,254,507	(2,826,797)	-39.92%
Miscellaneous Revenue	161,349	60,000	72,512	60,000	(12,512)	-17.26%
<b>Total Revenue Sources</b>	<b>\$ 11,478,978</b>	<b>\$ 7,104,130</b>	<b>\$ 7,153,816</b>	<b>\$ 4,314,507</b>	<b>(\$ 2,839,309)</b>	<b>-39.69%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	261,023	-	-	-	-	-
Supplies & Services	8,055	-	1,752	-	(1,752)	-100%
Capital	17,042,580	12,933,123	38,231,000	44,379,000	6,148,000	16.08%
<b>Total Expenditures by Category</b>	<b>\$ 17,311,658</b>	<b>\$ 12,933,123</b>	<b>\$ 38,232,752</b>	<b>\$ 44,379,000</b>	<b>\$ 6,146,248</b>	<b>16.08%</b>
<b>Expenditures by Department</b>						
Water	17,311,658	12,933,123	38,232,752	44,379,000	6,146,248	16.08%
<b>Total Expenditures by Department</b>	<b>\$ 17,311,658</b>	<b>\$ 12,933,123</b>	<b>\$ 38,232,752</b>	<b>\$ 44,379,000</b>	<b>\$ 6,146,248</b>	<b>16.08%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	-	-	-	47,750,000	47,750,000	-
Transfers Out	(102,663)	(122,475)	(105,908)	(105,908)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 102,663)</b>	<b>(\$ 122,475)</b>	<b>(\$ 105,908)</b>	<b>\$ 47,644,092</b>	<b>\$ 47,750,000</b>	<b>-45.086%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>(\$ 3,170,639)</b>	<b>(\$ 9,122,107)</b>	<b>(\$ 40,306,951)</b>	<b>(\$ 1,542,508)</b>	<b>\$ 38,764,443</b>	<b>-96.17%</b>



## WATER CAPITAL REPLACEMENT FUND

To account for the cost of replacing exhausted components of the City's water system. Revenues are derived from replacement funds held in reserve.

	2017 Revised		2018 Budget	2018 Revised	\$ Change	% Change
	2016 Actual	Budget		Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 20,677,852</b>	<b>\$ 18,222,491</b>	<b>\$ 7,193,663</b>	<b>\$ 7,193,663</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	7,553,605	7,953,637	8,505,780	8,247,638	(258,142)	-3.03%
State Intergovernmental Revenue	-	438,733	-	-	-	-
Miscellaneous Revenue	268,414	12,458	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 7,822,019</b>	<b>\$ 8,404,828</b>	<b>\$ 8,505,780</b>	<b>\$ 8,247,638</b>	<b>(\$ 258,142)</b>	<b>-3.03%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	121,616	-	-	-	-	-
Supplies & Services	20,335	1,744	1,258	3,729	2,471	196%
Capital	10,135,429	19,431,912	23,848,200	34,821,700	10,973,500	46.01%
<b>Total Expenditures by Category</b>	<b>\$ 10,277,380</b>	<b>\$ 19,433,656</b>	<b>\$ 23,849,458</b>	<b>\$ 34,825,429</b>	<b>\$ 10,975,971</b>	<b>46.02%</b>
<b>Expenditures by Department</b>						
Water	10,277,380	19,433,656	23,849,458	34,825,429	10,975,971	46.02%
<b>Total Expenditures by Department</b>	<b>\$ 10,277,380</b>	<b>\$ 19,433,656</b>	<b>\$ 23,849,458</b>	<b>\$ 34,825,429</b>	<b>\$ 10,975,971</b>	<b>46.02%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	-	-	-	20,000,000	20,000,000	-
<b>Total Other Financing Sources (Uses):</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 20,000,000</b>	<b>\$ 20,000,000</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 18,222,491</b>	<b>\$ 7,193,663</b>	<b>(\$ 8,150,015)</b>	<b>\$ 615,872</b>	<b>\$ 8,765,887</b>	<b>-108%</b>



# WATER RIGHTS ACQUISITION FUND

To account for the purchase of water rights.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 21,594,444	\$ 15,946,527	\$ 8,667,269	\$ 8,667,269	-	-
<b>Revenue Sources</b>						
Charges for Services	3,654,893	365,000	365,000	365,000	-	-
Miscellaneous Revenue	372,291	2,250,863	27,165	21,352	(5,813)	-21.40%
Royalties	93,209	70,000	70,000	70,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 4,120,393</b>	<b>\$ 2,685,863</b>	<b>\$ 462,165</b>	<b>\$ 456,352</b>	<b>(\$ 5,813)</b>	<b>-1.26%</b>
<b>Expenditures by Category</b>						
Supplies & Services	16,790	7,121	3,803	2,247	(1,556)	-40.92%
Capital	9,751,520	9,958,000	7,560,000	8,458,000	898,000	11.88%
<b>Total Expenditures by Category</b>	<b>\$ 9,768,310</b>	<b>\$ 9,965,121</b>	<b>\$ 7,563,803</b>	<b>\$ 8,460,247</b>	<b>\$ 896,444</b>	<b>11.85%</b>
<b>Expenditures by Department</b>						
Water	9,768,310	9,965,121	7,563,803	8,460,247	896,444	11.85%
<b>Total Expenditures by Department</b>	<b>\$ 9,768,310</b>	<b>\$ 9,965,121</b>	<b>\$ 7,563,803</b>	<b>\$ 8,460,247</b>	<b>\$ 896,444</b>	<b>11.85%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	-	-	-	4,000,000	4,000,000	-
<b>Total Other Financing Sources (Uses):</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 15,946,527</b>	<b>\$ 8,667,269</b>	<b>\$ 1,565,631</b>	<b>\$ 4,663,374</b>	<b>\$ 3,097,743</b>	<b>198%</b>



## WATER DEBT SERVICE FUND

To account for debt service payments of the City's water system.

	2017 Revised		2018 Budget	2018 Revised	\$ Change	% Change
	2016 Actual	Budget		Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 2,183,479</b>	<b>\$ 2,581,032</b>	<b>\$ 4,120,853</b>	<b>\$ 4,120,853</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	8,945,995	10,438,949	10,748,110	12,996,915	2,248,805	20.92%
Miscellaneous Revenue	39,580	-	-	-	-	-
<b>Total Revenue Sources</b>	<b>\$ 8,985,574</b>	<b>\$ 10,438,949</b>	<b>\$ 10,748,110</b>	<b>\$ 12,996,915</b>	<b>\$ 2,248,805</b>	<b>20.92%</b>
<b>Expenditures by Category</b>						
Supplies & Services	160,594	-	-	-	-	-
Debt	8,427,428	8,899,128	8,889,649	8,889,649	-	-
<b>Total Expenditures by Category</b>	<b>\$ 8,588,022</b>	<b>\$ 8,899,128</b>	<b>\$ 8,889,649</b>	<b>\$ 8,889,649</b>	-	-
<b>Expenditures by Department</b>						
Water	8,588,022	8,899,128	8,889,649	8,889,649	-	-
<b>Total Expenditures by Department</b>	<b>\$ 8,588,022</b>	<b>\$ 8,899,128</b>	<b>\$ 8,889,649</b>	<b>\$ 8,889,649</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 2,581,032</b>	<b>\$ 4,120,853</b>	<b>\$ 5,979,314</b>	<b>\$ 8,228,119</b>	<b>\$ 2,248,805</b>	<b>37.61%</b>



To account for user charges and expenses for operating, financing, and maintaining the Linn Grove Cemetery; created per Greeley Municipal Code 4.40.020.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 166,760</b>	<b>\$ 516,063</b>	<b>\$ 516,063</b>	<b>\$ 516,063</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	316,332	341,270	341,270	341,270	-	-
Miscellaneous Revenue	3,817	900	900	900	-	-
Royalties	440,015	17,000	17,000	117,900	100,000	559%
<b>Total Revenue Sources</b>	<b>\$ 760,164</b>	<b>\$ 359,170</b>	<b>\$ 359,170</b>	<b>\$ 459,170</b>	<b>\$ 100,000</b>	<b>27.84%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	326,827	409,616	433,943	433,943	-	-
Supplies & Services	144,746	170,210	200,817	200,817	-	-
<b>Total Expenditures by Category</b>	<b>\$ 471,573</b>	<b>\$ 579,826</b>	<b>\$ 634,760</b>	<b>\$ 634,760</b>	-	-
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	471,573	579,826	634,760	634,760	-	-
<b>Total Expenditures by Department</b>	<b>\$ 471,573</b>	<b>\$ 579,826</b>	<b>\$ 634,760</b>	<b>\$ 634,760</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	60,712	220,656	275,590	175,590	(100,000)	-36.29%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 60,712</b>	<b>\$ 220,656</b>	<b>\$ 275,590</b>	<b>\$ 175,590</b>	<b>(\$ 100,000)</b>	<b>-36.29%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 516,063</b>	<b>\$ 516,063</b>	<b>\$ 516,063</b>	<b>\$ 516,063</b>	-	-



## MUNICIPAL GOLF COURSES FUND

To account for user charges and expenses for operating, financing, and maintaining two municipal golf courses; created per Greeley Municipal Code 13.40.080.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,136,447</b>	<b>\$ 550,788</b>	<b>\$ 550,788</b>	<b>\$ 550,788</b>	<b>-</b>	<b>-</b>
<b>Revenue Sources</b>						
Charges for Services	1,657,486	1,695,506	1,712,461	1,733,204	20,743	1.21%
Miscellaneous Revenue	77,987	1,600	1,600	1,600	-	-
<b>Total Revenue Sources</b>	<b>\$ 1,735,473</b>	<b>\$ 1,697,106</b>	<b>\$ 1,714,061</b>	<b>\$ 1,734,804</b>	<b>\$ 20,743</b>	<b>1.21%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	775,272	808,763	853,346	863,274	9,928	1.16%
Supplies & Services	939,469	669,186	700,837	700,837	-	-
Capital	178,679	-	-	-	-	-
Debt	814,481	226,248	221,503	221,503	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,707,901</b>	<b>\$ 1,704,197</b>	<b>\$ 1,775,686</b>	<b>\$ 1,785,614</b>	<b>\$ 9,928</b>	<b>0.56%</b>
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	2,707,901	1,704,197	1,775,686	1,785,614	9,928	0.56%
<b>Total Expenditures by Department</b>	<b>\$ 2,707,901</b>	<b>\$ 1,704,197</b>	<b>\$ 1,775,686</b>	<b>\$ 1,785,614</b>	<b>\$ 9,928</b>	<b>0.56%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	278,477	-	-	-	-	-
Transfers In	108,293	7,091	61,625	50,810	(10,815)	-17.55%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 386,770</b>	<b>\$ 7,091</b>	<b>\$ 61,625</b>	<b>\$ 50,810</b>	<b>(\$ 10,815)</b>	<b>-17.55%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 550,788</b>	<b>\$ 550,788</b>	<b>\$ 550,788</b>	<b>\$ 550,788</b>	<b>-</b>	<b>-</b>



## DOWNTOWN PARKING FUND

To account for user charges and expenses for operating and maintaining the downtown parking areas.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,252,386</b>	<b>\$ 75,993</b>	<b>\$ 115,526</b>	<b>\$ 115,526</b>	-	-
<b>Revenue Sources</b>						
Fines & Forfeits	155,094	185,000	185,000	150,000	(35,000)	-18.92%
Miscellaneous Revenue	71,816	64,600	64,600	64,600	-	-
<b>Total Revenue Sources</b>	<b>\$ 226,911</b>	<b>\$ 249,600</b>	<b>\$ 249,600</b>	<b>\$ 214,600</b>	<b>(\$ 35,000)</b>	<b>-14.02%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	157,412	171,856	182,823	182,823	-	-
Supplies & Services	45,892	38,211	38,686	38,686	-	-
<b>Total Expenditures by Category</b>	<b>\$ 203,304</b>	<b>\$ 210,067</b>	<b>\$ 221,509</b>	<b>\$ 221,509</b>	-	-
<b>Expenditures by Department</b>						
Finance	31,233	27,235	28,122	28,122	-	-
Municipal Court	86,748	77,234	81,438	81,438	-	-
Non-Departmental	671	-	-	-	-	-
Police	84,652	105,598	111,949	111,949	-	-
<b>Total Expenditures by Department</b>	<b>\$ 203,304</b>	<b>\$ 210,067</b>	<b>\$ 221,509</b>	<b>\$ 221,509</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(1,200,000)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 1,200,000)</b>	-	-	-	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 75,993</b>	<b>\$ 115,526</b>	<b>\$ 143,617</b>	<b>\$ 108,617</b>	<b>(\$ 35,000)</b>	<b>-24.37%</b>





# STORMWATER FUND

To account for user charges and expenses for operating and maintaining the City's stormwater system. Revenues are derived from stormwater user fees.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 3,356,805</b>	<b>\$ 3,636,992</b>	<b>\$ 4,526,764</b>	<b>\$ 4,526,764</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	2,433,784	4,856,960	2,522,907	2,171,725	(351,182)	-13.92%
County Intergovernmental Revenue	300	300	300	300	-	-
Licenses & Permits	1,158	-	-	-	-	-
Miscellaneous Revenue	19,343	26,704	6,278	26,838	20,560	327%
<b>Total Revenue Sources</b>	<b>\$ 2,454,584</b>	<b>\$ 4,883,964</b>	<b>\$ 2,529,485</b>	<b>\$ 2,198,863</b>	<b>(\$ 330,622)</b>	<b>-13.07%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,295,544	1,732,314	1,834,253	1,860,253	26,000	1.42%
Supplies & Services	418,753	512,024	454,284	454,284	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,714,297</b>	<b>\$ 2,244,338</b>	<b>\$ 2,288,537</b>	<b>\$ 2,314,537</b>	<b>\$ 26,000</b>	<b>1.14%</b>
<b>Expenditures by Department</b>						
Public Works	1,714,297	2,244,338	2,288,537	2,314,537	26,000	1.14%
<b>Total Expenditures by Department</b>	<b>\$ 1,714,297</b>	<b>\$ 2,244,338</b>	<b>\$ 2,288,537</b>	<b>\$ 2,314,537</b>	<b>\$ 26,000</b>	<b>1.14%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(460,101)	(1,749,854)	(235,763)	(235,763)	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 460,101)</b>	<b>(\$ 1,749,854)</b>	<b>(\$ 235,763)</b>	<b>(\$ 235,763)</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 3,636,992</b>	<b>\$ 4,526,764</b>	<b>\$ 4,531,949</b>	<b>\$ 4,175,327</b>	<b>(\$ 356,622)</b>	<b>-7.87%</b>



# STORMWATER CONSTRUCTION FUND

To account for major stormwater construction projects. Revenues are derived from revenue bonds and development fees.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 6,975,316</b>	<b>\$ 5,301,831</b>	<b>\$ 383,223</b>	<b>\$ 383,223</b>	-	-
<b>Revenue Sources Mid Category</b>						
Charges for Services	1,399,090	2,831,062	1,903,082	2,446,955	543,873	28.58%
Federal Intergovernmental Revenue	18,034	-	-	-	-	-
State Intergovernmental Revenue	3,006	-	-	-	-	-
Miscellaneous Revenue	685,646	15,500	23,750	3,768	(19,982)	-84.13%
<b>Total Revenue Sources</b>	<b>\$ 2,105,775</b>	<b>\$ 2,846,562</b>	<b>\$ 1,926,832</b>	<b>\$ 2,450,723</b>	<b>\$ 523,891</b>	<b>27.19%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	155,080	-	-	-	-	-
Supplies & Services	6,578	2,000	2,000	2,000	-	-
Capital	3,700,378	9,007,218	1,016,980	2,076,682	1,059,702	104%
<b>Total Expenditures by Category</b>	<b>\$ 3,862,037</b>	<b>\$ 9,009,218</b>	<b>\$ 1,018,980</b>	<b>\$ 2,078,682</b>	<b>\$ 1,059,702</b>	<b>104%</b>
<b>Expenditures by Department</b>						
Public Works	3,862,037	9,009,218	1,018,980	2,078,682	1,059,702	104%
<b>Total Expenditures by Department</b>	<b>\$ 3,862,037</b>	<b>\$ 9,009,218</b>	<b>\$ 1,018,980</b>	<b>\$ 2,078,682</b>	<b>\$ 1,059,702</b>	<b>104%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	330,104	1,525,000	-	-	-	-
Transfers Out	(247,328)	(280,952)	(261,737)	(257,359)	4,378	-1.67%
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 82,776</b>	<b>\$ 1,244,048</b>	<b>(\$ 261,737)</b>	<b>(\$ 257,359)</b>	<b>\$ 4,378</b>	<b>-1.67%</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 5,301,831</b>	<b>\$ 383,223</b>	<b>\$ 1,029,338</b>	<b>\$ 497,905</b>	<b>(\$ 531,433)</b>	<b>-51.63%</b>



## STORMWATER REPLACEMENT FUND

To account for the cost of replacing exhausted components of the City's stormwater system. Revenues are derived from replacement funds held in reserve.

	2017 Revised		2018 Budget	2018 Revised	\$ Change	% Change
	2016 Actual	Budget		Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,803,769</b>	<b>\$ 1,956,643</b>	<b>\$ 275,299</b>	<b>\$ 275,299</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	1,031,650	920,569	1,248,101	1,227,781	(20,320)	-1.63%
Miscellaneous Revenue	14,938	-	-	2,500	2,500	-
<b>Total Revenue Sources</b>	<b>\$ 1,046,589</b>	<b>\$ 920,569</b>	<b>\$ 1,248,101</b>	<b>\$ 1,230,281</b>	<b>(\$ 17,820)</b>	<b>-1.43%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	141,266	-	-	-	-	-
Supplies & Services	1,607	1,300	1,300	1,300	-	-
Capital	741,406	2,600,613	1,365,817	1,469,207	103,390	7.57%
<b>Total Expenditures by Category</b>	<b>\$ 884,279</b>	<b>\$ 2,601,913</b>	<b>\$ 1,367,117</b>	<b>\$ 1,470,507</b>	<b>\$ 103,390</b>	<b>7.56%</b>
<b>Expenditures by Department</b>						
Public Works	884,279	2,601,913	1,367,117	1,470,507	103,390	7.56%
<b>Total Expenditures by Department</b>	<b>\$ 884,279</b>	<b>\$ 2,601,913</b>	<b>\$ 1,367,117</b>	<b>\$ 1,470,507</b>	<b>\$ 103,390</b>	<b>7.56%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(9,435)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 9,435)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,956,643</b>	<b>\$ 275,299</b>	<b>\$ 156,283</b>	<b>\$ 35,073</b>	<b>(\$ 121,210)</b>	<b>-77.56%</b>



## STORMWATER DEBT SERVICE FUND

To account for debt service payments of the City's stormwater system.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 202,123	\$ 139,067	\$ 139,067	\$ 139,067	-	-
<b>Revenue Sources</b>						
Charges for Services	453,014	565,650	564,850	564,850	-	-
Miscellaneous Revenue	1,307	-	-	-	-	-
<b>Total Revenue Sources</b>	\$ 454,321	\$ 565,650	\$ 564,850	\$ 564,850	-	-
<b>Expenditures by Category</b>						
Supplies & Services	534	1,000	1,000	1,000	-	-
Debt	516,843	564,650	563,850	563,850	-	-
<b>Total Expenditures by Category</b>	\$ 517,377	\$ 565,650	\$ 564,850	\$ 564,850	-	-
<b>Expenditures by Department</b>						
Public Works	517,377	565,650	564,850	564,850	-	-
<b>Total Expenditures by Department</b>	\$ 517,377	\$ 565,650	\$ 564,850	\$ 564,850	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 139,067	\$ 139,067	\$ 139,067	\$ 139,067	-	-



## INTERNAL SERVICE FUNDS

Internal Service Funds are established to account for goods and services provided by one department of the City to other departments of the City, or to other agencies, on a cost- reimbursement basis.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 11,149,137</b>	<b>\$ 11,438,345</b>	<b>\$ 10,906,003</b>	<b>\$ 10,906,003</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	24,371,822	25,630,012	27,118,069	27,224,809	106,740	0.39%
Miscellaneous Revenue	612,546	176,324	177,116	177,116	-	-
<b>Total Revenue Sources</b>	<b>\$ 24,984,368</b>	<b>\$ 25,806,336</b>	<b>\$ 27,295,185</b>	<b>\$ 27,401,925</b>	<b>\$ 106,740</b>	<b>0.39%</b>
<b>Revenue by Fund</b>						
Equipment Maintenance (502)	2,405,650	2,899,249	3,100,036	3,101,236	1,200	0.04%
Information Technology (503)	4,157,093	3,775,629	3,958,888	3,958,888	-	-
Health (504)	13,024,863	13,213,120	14,276,564	14,276,564	-	-
Workers' Compensation (505)	2,026,723	1,557,388	1,611,466	1,611,466	-	-
Communications (506)	259,460	302,100	302,100	302,100	-	-
Liability (507)	893,368	1,457,209	1,599,793	1,599,793	-	-
Fleet Replacement (512)	2,201,688	2,313,523	2,378,695	2,484,235	105,540	4.44%
Information Technology Acquisition (513)	15,523	288,118	67,643	67,643	-	-
<b>Total Revenue by Fund</b>	<b>\$ 24,984,368</b>	<b>\$ 25,806,336</b>	<b>\$ 27,295,185</b>	<b>\$ 27,401,925</b>	<b>\$ 106,740</b>	<b>0.39%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	3,174,936	3,357,499	3,565,178	3,585,178	20,000	0.56%
Supplies & Services	19,952,469	23,244,404	21,511,689	21,550,689	39,000	0.18%
Capital	2,057,888	2,679,059	2,791,811	3,599,552	807,741	28.93%
Debt	507,853	445,780	308,662	308,662	-	-
<b>Total Expenditures by Category</b>	<b>\$ 25,693,146</b>	<b>\$ 29,726,742</b>	<b>\$ 28,177,340</b>	<b>\$ 29,044,081</b>	<b>\$ 866,741</b>	<b>3.08%</b>
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	242,835	538,664	395,165	487,165	92,000	23.28%
Finance	165,753	201,600	201,600	201,600	-	-
Human Resources	16,506,385	17,691,267	17,558,290	17,558,290	-	-
Information Technology	4,025,394	5,730,930	4,503,379	5,278,120	774,741	17.20%
Public Works	4,752,778	5,564,281	5,518,906	5,518,906	-	-
<b>Total Expenditures by Department</b>	<b>\$ 25,693,146</b>	<b>\$ 29,726,742</b>	<b>\$ 28,177,340</b>	<b>\$ 29,044,081</b>	<b>\$ 866,741</b>	<b>3.08%</b>

Expenditures by Fund	2017 Revised		2018 Budget	2018 Revised Budget	\$ Change	% Change
	2016 Actual	Budget				
Equipment Maintenance (502)	2,343,917	2,831,130	3,046,877	3,046,877	-	-
Information Technology (503)	3,884,480	3,783,730	3,953,369	4,012,369	59,000	1.49%
Health (504)	12,982,038	13,367,571	14,354,538	14,354,538	-	-
Workers' Compensation (505)	2,187,066	1,557,388	1,611,466	1,611,466	-	-
Communications (506)	165,753	201,600	201,600	201,600	-	-
Liability (507)	1,337,282	2,766,308	1,592,286	1,592,286	-	-
Fleet Replacement (512)	2,651,696	3,271,815	2,867,194	2,959,194	92,000	3.21%
Information Technology Acquisition (513)	140,914	1,947,200	550,010	1,265,751	715,741	130%
<b>Total Expenditures by Fund</b>	<b>\$ 25,693,146</b>	<b>\$ 29,726,742</b>	<b>\$ 28,177,340</b>	<b>\$ 29,044,081</b>	<b>\$ 866,741</b>	<b>3.08%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	450,526	672,064	-	-	-	-
Transfers In	1,512,460	2,716,000	-	-	-	-
Transfers Out	(965,000)	-	-	(85,000)	(85,000)	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 997,986</b>	<b>\$ 3,388,064</b>	<b>-</b>	<b>(\$ 85,000)</b>	<b>(\$ 85,000)</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 11,438,345</b>	<b>\$ 10,906,003</b>	<b>\$ 10,023,848</b>	<b>\$ 9,178,847</b>	<b>(\$ 845,001)</b>	<b>-8.43%</b>



## EQUIPMENT MAINTENANCE FUND

To account for user charges and expenses for maintaining and replacing the City's equipment and vehicles.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,387,679</b>	<b>\$ 484,412</b>	<b>\$ 552,531</b>	<b>\$ 552,531</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	2,370,750	2,877,129	3,077,087	3,078,287	1,200	0.04%
Miscellaneous Revenue	34,900	22,120	22,949	22,949	-	-
<b>Total Revenue Sources</b>	<b>\$ 2,405,650</b>	<b>\$ 2,899,249</b>	<b>\$ 3,100,036</b>	<b>\$ 3,101,236</b>	<b>\$ 1,200</b>	<b>0.04%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	681,551	720,647	764,709	764,709	-	-
Supplies & Services	1,623,124	2,089,008	2,260,693	2,260,693	-	-
Capital	39,242	21,475	21,475	21,475	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,343,917</b>	<b>\$ 2,831,130</b>	<b>\$ 3,046,877</b>	<b>\$ 3,046,877</b>	-	-
<b>Expenditures by Department</b>						
Public Works	2,343,917	2,831,130	3,046,877	3,046,877	-	-
<b>Total Expenditures by Department</b>	<b>\$ 2,343,917</b>	<b>\$ 2,831,130</b>	<b>\$ 3,046,877</b>	<b>\$ 3,046,877</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers Out	(965,000)	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>(\$ 965,000)</b>	-	-	-	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 484,412</b>	<b>\$ 552,531</b>	<b>\$ 605,690</b>	<b>\$ 606,890</b>	<b>\$ 1,200</b>	<b>0.20%</b>



## INFORMATION TECHNOLOGY FUND

To account for user charges and expenses for providing data processing and telecommunication services to other City departments.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	(\$ 0)	\$ 297,163	\$ 289,062	\$ 289,062	-	-
<b>Revenue Sources</b>						
Charges for Services	4,148,133	3,774,629	3,957,888	3,957,888	-	-
Miscellaneous Revenue	8,960	1,000	1,000	1,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 4,157,093</b>	<b>\$ 3,775,629</b>	<b>\$ 3,958,888</b>	<b>\$ 3,958,888</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	2,141,363	2,253,171	2,392,746	2,412,746	20,000	0.84%
Supplies & Services	1,645,401	1,521,759	1,560,623	1,599,623	39,000	2.50%
Capital	97,715	8,800	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,884,480</b>	<b>\$ 3,783,730</b>	<b>\$ 3,953,369</b>	<b>\$ 4,012,369</b>	<b>\$ 59,000</b>	<b>1.49%</b>
<b>Expenditures by Department</b>						
Information Technology	3,884,480	3,783,730	3,953,369	4,012,369	59,000	1.49%
<b>Total Expenditures by Department</b>	<b>\$ 3,884,480</b>	<b>\$ 3,783,730</b>	<b>\$ 3,953,369</b>	<b>\$ 4,012,369</b>	<b>\$ 59,000</b>	<b>1.49%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	24,550	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 24,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 297,163</b>	<b>\$ 289,062</b>	<b>\$ 294,581</b>	<b>\$ 235,581</b>	<b>(\$ 59,000)</b>	<b>-20.03%</b>





To account for the cost of providing a defined health benefit and dental insurance plan which covers substantially all regular full-time and regular part-time employees of the City.

	2017 Revised		2018 Budget	2018 Revised	\$ Change	% Change
	2016 Actual	Budget		Budget		
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 2,931,104	\$ 2,973,929	\$ 2,819,478	\$ 2,819,478	-	-
<b>Revenue Sources</b>						
Charges for Services	12,828,015	13,191,120	14,254,564	14,254,564	-	-
Miscellaneous Revenue	196,848	22,000	22,000	22,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 13,024,863</b>	<b>\$ 13,213,120</b>	<b>\$ 14,276,564</b>	<b>\$ 14,276,564</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	190,922	198,457	210,833	210,833	-	-
Supplies & Services	12,791,116	13,169,114	14,143,705	14,143,705	-	-
<b>Total Expenditures by Category</b>	<b>\$ 12,982,038</b>	<b>\$ 13,367,571</b>	<b>\$ 14,354,538</b>	<b>\$ 14,354,538</b>	-	-
<b>Expenditures by Department</b>						
Human Resources	12,982,038	13,367,571	14,354,538	14,354,538	-	-
<b>Total Expenditures by Department</b>	<b>\$ 12,982,038</b>	<b>\$ 13,367,571</b>	<b>\$ 14,354,538</b>	<b>\$ 14,354,538</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 2,973,929</b>	<b>\$ 2,819,478</b>	<b>\$ 2,741,504</b>	<b>\$ 2,741,504</b>	-	-



## WORKERS' COMPENSATION FUND

To account for user charges and expenses for insuring the City for workers' compensation.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 2,414,360</b>	<b>\$ 2,254,018</b>	<b>\$ 2,254,018</b>	<b>\$ 2,254,018</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	1,909,777	1,537,184	1,591,299	1,591,299	-	-
Miscellaneous Revenue	116,946	20,204	20,167	20,167	-	-
<b>Total Revenue Sources</b>	<b>\$ 2,026,723</b>	<b>\$ 1,557,388</b>	<b>\$ 1,611,466</b>	<b>\$ 1,611,466</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	60,990	61,044	64,804	64,804	-	-
Supplies & Services	2,126,075	1,496,344	1,546,662	1,546,662	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,187,066</b>	<b>\$ 1,557,388</b>	<b>\$ 1,611,466</b>	<b>\$ 1,611,466</b>	-	-
<b>Expenditures by Department</b>						
Human Resources	2,187,066	1,557,388	1,611,466	1,611,466	-	-
<b>Total Expenditures by Department</b>	<b>\$ 2,187,066</b>	<b>\$ 1,557,388</b>	<b>\$ 1,611,466</b>	<b>\$ 1,611,466</b>	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 2,254,018</b>	<b>\$ 2,254,018</b>	<b>\$ 2,254,018</b>	<b>\$ 2,254,018</b>	-	-



## COMMUNICATIONS FUND

To account for user charges and expenses for providing copying and mailing services to City departments.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	\$ 306,769	\$ 400,475	\$ 500,975	\$ 500,975	-	-
<b>Revenue Sources</b>						
Charges for Services	257,488	301,100	301,100	301,100	-	-
Miscellaneous Revenue	1,971	1,000	1,000	1,000	-	-
<b>Total Revenue Sources</b>	\$ 259,460	\$ 302,100	\$ 302,100	\$ 302,100	-	-
<b>Expenditures by Category</b>						
Supplies & Services	165,753	201,600	201,600	201,600	-	-
<b>Total Expenditures by Category</b>	\$ 165,753	\$ 201,600	\$ 201,600	\$ 201,600	-	-
<b>Expenditures by Department</b>						
Finance	165,753	201,600	201,600	201,600	-	-
<b>Total Expenditures by Department</b>	\$ 165,753	\$ 201,600	\$ 201,600	\$ 201,600	-	-
<b>Projected Ending Fund Balance &amp; Reserves</b>	\$ 400,475	\$ 500,975	\$ 601,475	\$ 601,475	-	-


**LIABILITY FUND**

To account for user charges and expenses for providing a self-insurance program for liability claims against the City.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 1,367,799</b>	<b>\$ 923,885</b>	<b>\$ 930,786</b>	<b>\$ 930,786</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	813,432	1,431,209	1,573,793	1,573,793	-	-
Miscellaneous Revenue	79,935	26,000	26,000	26,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 893,368</b>	<b>\$ 1,457,209</b>	<b>\$ 1,599,793</b>	<b>\$ 1,599,793</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	100,109	124,180	132,086	132,086	-	-
Supplies & Services	1,237,173	2,642,128	1,460,200	1,460,200	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,337,282</b>	<b>\$ 2,766,308</b>	<b>\$ 1,592,286</b>	<b>\$ 1,592,286</b>	-	-
<b>Expenditures by Department</b>						
Human Resources	1,337,282	2,766,308	1,592,286	1,592,286	-	-
<b>Total Expenditures by Department</b>	<b>\$ 1,337,282</b>	<b>\$ 2,766,308</b>	<b>\$ 1,592,286</b>	<b>\$ 1,592,286</b>	-	-
<b>Other Financing Sources (Uses):</b>						
Transfers In	-	1,316,000	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>-</b>	<b>\$ 1,316,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 923,885</b>	<b>\$ 930,786</b>	<b>\$ 938,293</b>	<b>\$ 938,293</b>	-	-



## FLEET REPLACEMENT FUND

To account for the replacement of the City's vehicles and related equipment.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 650,986</b>	<b>\$ 1,889,413</b>	<b>\$ 1,603,185</b>	<b>\$ 1,603,185</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	2,037,976	2,235,523	2,300,695	2,406,235	105,540	4.59%
Miscellaneous Revenue	163,712	78,000	78,000	78,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 2,201,688</b>	<b>\$ 2,313,523</b>	<b>\$ 2,378,695</b>	<b>\$ 2,484,235</b>	<b>\$ 105,540</b>	<b>4.44%</b>
<b>Expenditures by Category</b>						
Supplies & Services	287,494	323,251	284,086	284,086	-	-
Capital	1,856,350	2,502,784	2,274,446	2,366,446	92,000	4.04%
Debt	507,853	445,780	308,662	308,662	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,651,696</b>	<b>\$ 3,271,815</b>	<b>\$ 2,867,194</b>	<b>\$ 2,959,194</b>	<b>\$ 92,000</b>	<b>3.21%</b>
<b>Expenditures by Department</b>						
Culture, Parks & Recreation	242,835	538,664	395,165	487,165	92,000	23.28%
Public Works	2,408,861	2,733,151	2,472,029	2,472,029	-	-
<b>Total Expenditures by Department</b>	<b>\$ 2,651,696</b>	<b>\$ 3,271,815</b>	<b>\$ 2,867,194</b>	<b>\$ 2,959,194</b>	<b>\$ 92,000</b>	<b>3.21%</b>
<b>Other Financing Sources (Uses):</b>						
Bond Proceeds	450,526	672,064	-	-	-	-
Transfers In	1,237,910	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 1,688,436</b>	<b>\$ 672,064</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 1,889,413</b>	<b>\$ 1,603,185</b>	<b>\$ 1,114,686</b>	<b>\$ 1,128,226</b>	<b>\$ 13,540</b>	<b>1.21%</b>



# INFORMATION TECHNOLOGY ACQUISITION FUND

To account for the acquisition and replacement of hardware and software.

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>Projected Beginning Fund Balance &amp; Reserves</b>	<b>\$ 2,090,441</b>	<b>\$ 2,215,050</b>	<b>\$ 1,955,968</b>	<b>\$ 1,955,968</b>	-	-
<b>Revenue Sources</b>						
Charges for Services	6,250	282,118	61,643	61,643	-	-
Miscellaneous Revenue	9,273	6,000	6,000	6,000	-	-
<b>Total Revenue Sources</b>	<b>\$ 15,523</b>	<b>\$ 288,118</b>	<b>\$ 67,643</b>	<b>\$ 67,643</b>	-	-
<b>Expenditures by Category</b>						
Supplies & Services	76,332	1,801,200	54,120	54,120	-	-
Capital	64,581	146,000	495,890	1,211,631	715,741	144%
<b>Total Expenditures by Category</b>	<b>\$ 140,914</b>	<b>\$ 1,947,200</b>	<b>\$ 550,010</b>	<b>\$ 1,265,751</b>	<b>\$ 715,741</b>	<b>130%</b>
<b>Expenditures by Department</b>						
Information Technology	140,914	1,947,200	550,010	1,265,751	715,741	130%
<b>Total Expenditures by Department</b>	<b>\$ 140,914</b>	<b>\$ 1,947,200</b>	<b>\$ 550,010</b>	<b>\$ 1,265,751</b>	<b>\$ 715,741</b>	<b>130%</b>
<b>Other Financing Sources (Uses):</b>						
Transfers In	250,000	1,400,000	-	-	-	-
Transfers Out	-	-	-	(85,000)	(85,000)	-
<b>Total Other Financing Sources (Uses):</b>	<b>\$ 250,000</b>	<b>\$ 1,400,000</b>	<b>-</b>	<b>(\$ 85,000)</b>	<b>(\$ 85,000)</b>	<b>-</b>
<b>Projected Ending Fund Balance &amp; Reserves</b>	<b>\$ 2,215,050</b>	<b>\$ 1,955,968</b>	<b>\$ 1,473,601</b>	<b>\$ 672,860</b>	<b>(\$ 800,741)</b>	<b>-54.34%</b>

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Miscellaneous Revenue	110	-	-	-	-	-
Transfers In	532,596	590,551	626,442	626,442	-	-
Use of Fund Balance	945,511	1,128,444	1,186,826	1,186,826	-	-
<b>Total Revenue Sources</b>	<b>\$ 1,478,217</b>	<b>\$ 1,718,995</b>	<b>\$ 1,813,268</b>	<b>\$ 1,813,268</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	1,359,414	1,578,259	1,673,004	1,673,004	-	-
Supplies & Services	118,803	140,736	140,264	140,264	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,478,217</b>	<b>\$ 1,718,995</b>	<b>\$ 1,813,268</b>	<b>\$ 1,813,268</b>	-	-
<b>Expenditures by Activity</b>						
Administration	1,117,594	1,246,147	1,314,304	1,314,304	-	-
Environmental & Water Resources	360,623	472,848	498,964	498,964	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,478,217</b>	<b>\$ 1,718,995</b>	<b>\$ 1,813,268</b>	<b>\$ 1,813,268</b>	-	-

## GENERAL DESCRIPTION

The **City Attorney's Office** is the legal advisor to the City of Greeley. The City Attorney's office represents the City Council, the City's boards and commissions, and the various City departments. This representation includes researching legal issues and providing legal opinions (both formal and informal); drafting and reviewing legal documents including contracts, ordinances and resolutions; and representing the City, its officials and employees in judicial and administrative proceedings.

In addition, the City Attorney's office prosecutes approximately 16,000 municipal court cases annually on behalf of the City. These municipal court cases consist of traffic and criminal offenses/infractions.

The City Attorney's office also protects the City's interests in all civil litigations filed by or against the City. This ranges from simple contract disputes to complicated federal constitutional cases.

Lastly, the **Environmental and Water Resources Practice Group** provides legal advice to the Water and Sewer Department. This specialized legal practice group advises the Water and Sewer Department on environmental and water resources issues. Additionally, the Environmental and Water Resources Practice Group provides legal advice and representation to the Water and Sewer Board in the execution of the Board's powers and duties as defined in the City Charter and Code.

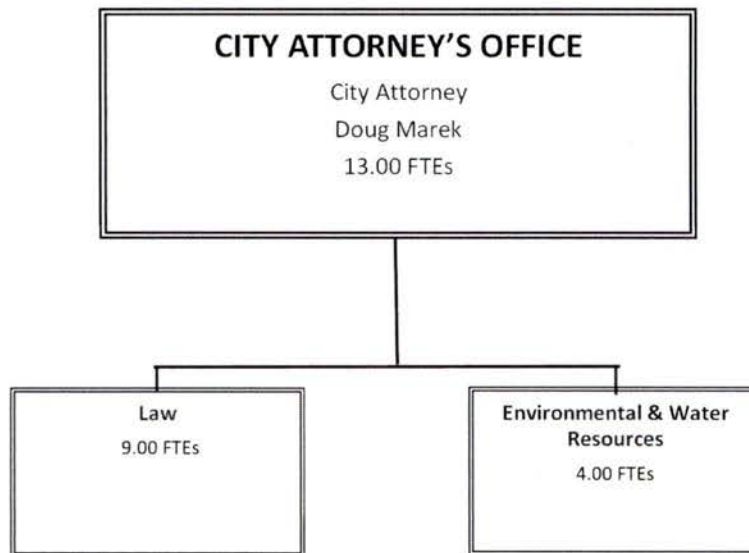
## HOW THE DEPARTMENT IS ORGANIZED

Pursuant to Article VI of the City Charter, the City Attorney is appointed by the City Council. Pursuant to Section 2.16.030 of the City Code, Deputy and Assistant City Attorneys shall be appointed by the City Attorney. The City Attorney's Office is organized into two divisions: the General Legal Division and the Environmental and Water Resources Practice Group. The City Attorney supervises both groups.

The General Legal Division consists of the City Attorney, Deputy City Attorney, two Senior City Attorneys, three Assistant City Attorney I's, three Legal Assistants and one Clerical Assistant. The Deputy acts as the City Attorney in the City's Attorney's absence.

The Environmental and Water Resources Practice Group consists of three Environmental and Water Resources Attorneys. These attorneys are exclusively paid through the Water Enterprise Fund and therefore their legal services are specialized and limited.

## ORGANIZATIONAL CHART



## FTE SUMMARY

City Attorney's Office	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
City Attorney	1.00	1.00	1.00	1.00	-
Assistant City Attorney	2.00	2.00	2.00	2.00	-
Clerical Assistant	1.00	1.00	1.00	1.00	-
Deputy City Attorney	1.00	1.00	1.00	1.00	-
Environmental & Water Resources Attorney	3.00	3.00	3.00	3.00	-
Legal Assistant	3.00	3.00	3.00	3.00	-
Senior Attorney	2.00	2.00	2.00	2.00	-
<b>Total City Attorney's Office</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	-

## ACHIEVEMENTS

- Drafted CMAR contracts for construction of Fire Station #1, City Center Phase 1, and utility enterprise projects.
- Negotiated and drafted master service agreements for the Milton Seaman Expansion Project.
- Acquired new water rights and storage, litigated in water court to protect Greeley's water rights portfolio.
- Improved used of Legal Files for docketing, tracking, and reporting status of legal projects.
- Integrated oil and gas legal documents with property management and GIS information.





# CITY COUNCIL AND CITY CLERK'S OFFICE

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	323	-	-	-	-	-
Licenses & Permits	49,483	56,250	59,000	59,000	-	-
Miscellaneous Revenue	185	-	-	-	-	-
Transfers In	57,215	61,124	55,653	55,653	-	-
Use of Fund Balance	543,443	567,422	531,444	541,214	9,770	1.84%
<b>Total Revenue Sources</b>	<b>\$ 650,649</b>	<b>\$ 684,796</b>	<b>\$ 646,097</b>	<b>\$ 655,867</b>	<b>\$ 9,770</b>	<b>1.51%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	459,905	464,407	488,295	498,065	9,770	2.00%
Supplies & Services	145,744	220,389	157,802	157,802	-	-
Transfers Out	45,000	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 650,649</b>	<b>\$ 684,796</b>	<b>\$ 646,097</b>	<b>\$ 655,867</b>	<b>\$ 9,770</b>	<b>1.51%</b>
<b>Expenditures by Activity</b>						
Boards & Commissions	28,593	21,402	22,655	22,655	-	-
Clerk To Council	370,023	328,688	344,899	344,899	-	-
Council	99,962	108,532	108,532	118,302	9,770	9.00%
Elections	644	62,650	-	-	-	-
Hearing Officer Support	29,490	30,328	32,031	32,031	-	-
Liquor Licensing	41,102	44,020	46,506	46,506	-	-
Records Management	80,834	89,176	91,474	91,474	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 650,649</b>	<b>\$ 684,796</b>	<b>\$ 646,097</b>	<b>\$ 655,867</b>	<b>\$ 9,770</b>	<b>1.51%</b>

## GENERAL DESCRIPTION

This division accounts for legislative functions, including those related to the City Council and the City Clerk.

The **City Council** consists of the mayor and six council members, all of which are elected by the citizens of Greeley. As the official representative body for the city, the council creates local laws (ordinances), makes other decisions pursuant to the City Charter, and provides policy guidance on matters which affect the sustained well-being and quality of life in the local area. The City Council appoints the City Manager, City Attorney, and Municipal Court Judge.

The City Council's vision is as follows: Greeley promotes a healthy diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant, and rewarding community in which to live, work and play.

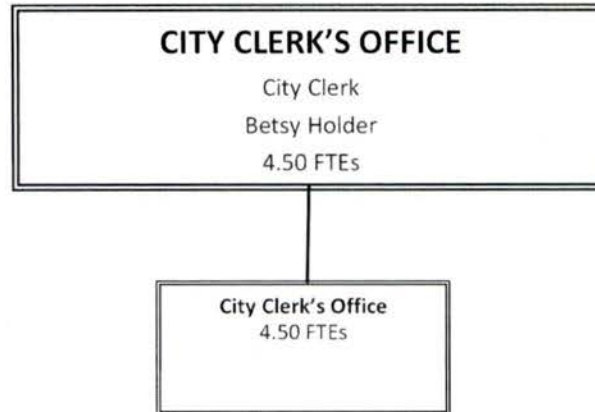
The **City Clerk** serves as clerk to the governing body, a custodian of the city laws and records, provides election administration, coordinates board and commission appointments, manages alcohol beverage licensing, and oversees the operations of the Municipal Court. The City Clerk is appointed by the City Manager, subject to the formal approval of City Council.

The mission of the City Clerk's Office is to facilitate open access to city government, encourage civic participation, and provide prompt and courteous customer service.

## HOW THE DEPARTMENT IS ORGANIZED

The department head is the City Clerk who reports to the City Manager. The department's five primary functions are clerk to Council, boards and commissions, elections, alcohol beverage licensing, and records management. These functions are handled by the Assistant City Clerks, Deputy City Clerk, and the City Clerk. The City Clerk also provides oversight of the Municipal Court.

## ORGANIZATIONAL CHART



## FTE SUMMARY

City Clerk's Office	2016 Actual	2017 Revised		2018		2018 vs. 2018 revised
		Budget	Budget	Budget	Budget	
Administrative Specialist	0.50	0.50	0.50	0.50	0.50	-
Assistant City Clerk	2.00	2.00	2.00	2.00	2.00	-
City Clerk	1.00	1.00	1.00	1.00	1.00	-
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total City Clerk's Office</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	-

## ACHIEVEMENTS

- Ballot Measures support (KGM, Broadband, Charter Proposals)
- Municipal Code Recodification Groundwork

## 2018 DEPARTMENT POSITION & PROGRAM ADDITIONS

- Increase in approved salary for new City Council members



# MUNICIPAL COURT

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	105,100	130,500	130,500	112,500	(18,000)	-13.79%
Court Fines	1,351,483	1,350,000	1,350,000	1,400,000	50,000	3.70%
Fines & Forfeits	461,513	540,100	566,840	513,100	(53,740)	-9.48%
Parking Fines	155,094	185,000	185,000	150,000	(35,000)	-18.92%
Miscellaneous Revenue	67	200	200	50	(150)	-75.00%
Transfers In	20,755	16,000	16,000	16,000	-	-
Use of Fund Balance	(1,092,325)	(1,113,317)	(1,091,523)	(1,034,633)	56,890	-5.21%
<b>Total Revenue Sources</b>	<b>\$ 1,001,687</b>	<b>\$ 1,108,483</b>	<b>\$ 1,157,017</b>	<b>\$ 1,157,017</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	728,388	803,830	853,686	853,686	-	-
Supplies & Services	273,299	304,653	303,331	303,331	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,001,687</b>	<b>\$ 1,108,483</b>	<b>\$ 1,157,017</b>	<b>\$ 1,157,017</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Municipal Court	914,939	1,031,249	1,075,579	1,075,579	-	-
Parking Collections	86,748	77,234	81,438	81,438	-	-
<b>Total Expenditures by Division</b>	<b>\$ 1,001,687</b>	<b>\$ 1,108,483</b>	<b>\$ 1,157,017</b>	<b>\$ 1,157,017</b>	<b>-</b>	<b>-</b>

## GENERAL DESCRIPTION

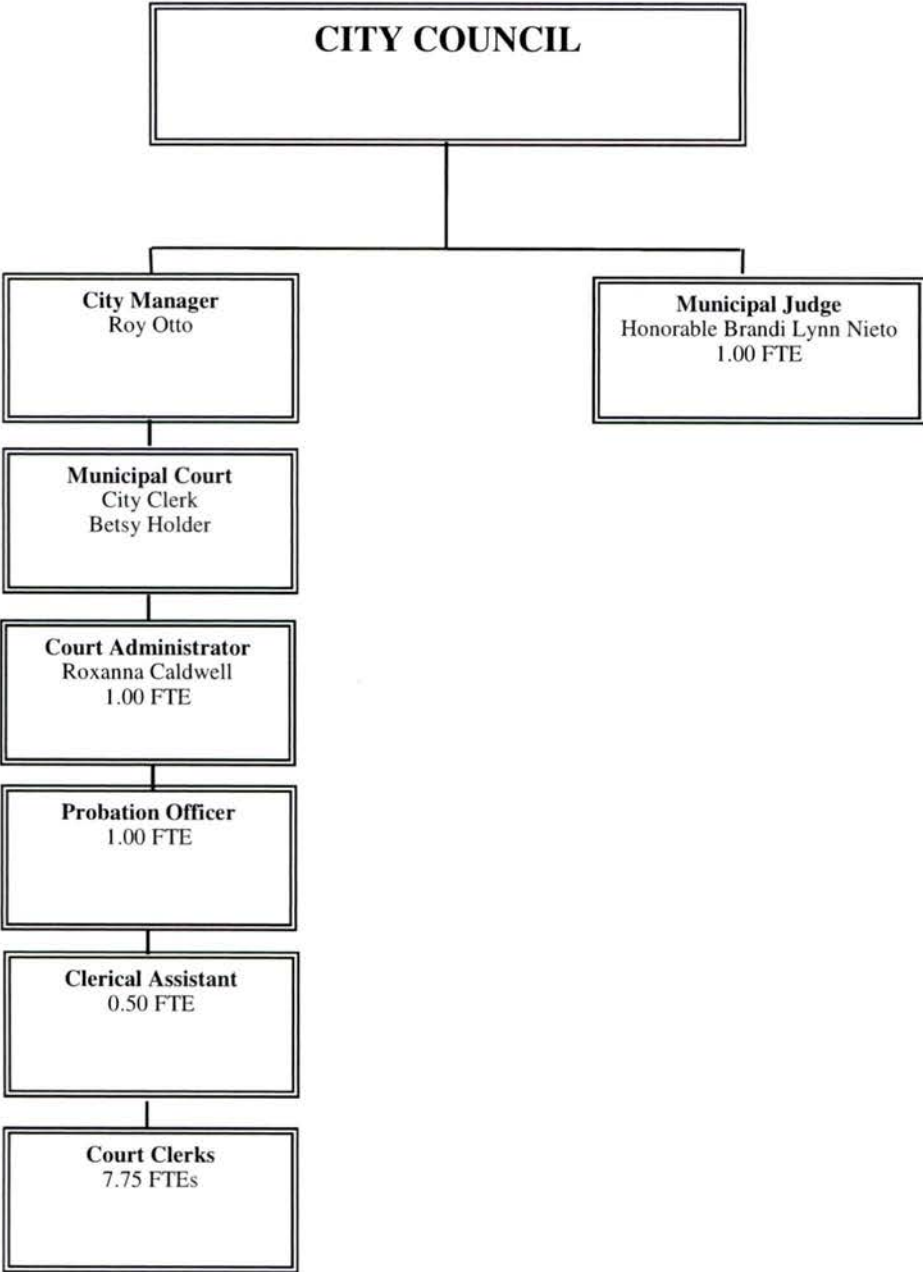
The **Municipal Court** processes and resolves municipal ordinance violations justly, expeditiously and economically. The court provides due process and individual justice in each case and ensures that all actions taken in a case are consistent with established law. The Municipal Court Judge is appointed by City Council and the Presiding Judge employs associate judges to assist as needed.

## HOW THE DEPARTMENT IS ORGANIZED

The department head is the City Clerk who reports to the City Manager. The City Clerk provides oversight of the Court's operation in coordination with the Municipal Judge.

The Court Administrator is responsible for the court's daily operation, reports to the City Clerk and supervises Court personnel who provide support in the court room. This position also provides information and scheduling for defendants and attorneys regarding court dates, coordinates sentencing options (i.e. jail, electronic home monitoring, and useful public service and behavior modification classes), processes bonds and arrest warrants, manages jury summonses, and collects fines and fees assessed. The Municipal Court is also responsible for parking enforcement and collecting parking fines.

**ORGANIZATIONAL CHART**



**FTE SUMMARY**

Municipal Court	2017 Revised		2018	2018 Revised	2018 vs. 2018 revised
	2016 Actual	Budget	Budget	Budget	
Clerical Assistant	0.50	0.50	0.50	0.50	-
Court Administrator	1.00	1.00	1.00	1.00	-
Court Clerk I	1.00	1.00	1.00	1.00	-
Court Clerk II	5.75	5.75	5.75	5.75	-
Municipal Judge	1.00	1.00	1.00	1.00	-
Probation Officer	1.00	1.00	1.00	1.00	-
Senior Court Clerk	1.00	1.00	1.00	1.00	-
<b>Total Municipal Court</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>	-

**ACHEIVEMENTS**

- Municipal Court and Parking Citation Collection Improvements





## CITY MANAGER'S OFFICE

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	86,490	75,300	75,300	75,300	-	-
Intergovernmental Revenue	1,213,279	897,000	897,000	897,000	-	-
Licenses & Permits	425	-	-	-	-	-
Miscellaneous Revenue	442,024	11,800	11,800	11,800	-	-
Transfers In	855,590	823,431	851,780	851,780	-	-
Use of Fund Balance	794,969	1,263,845	1,306,689	1,274,689	(32,000)	-2.45%
<b>Total Revenue Sources</b>	<b>\$ 3,392,776</b>	<b>\$ 3,071,376</b>	<b>\$ 3,142,569</b>	<b>\$ 3,110,569</b>	<b>(\$ 32,000)</b>	<b>-1.02%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,329,653	1,485,217	1,577,007	1,577,007	-	-
Supplies & Services	1,755,136	1,557,159	1,536,562	1,504,562	(32,000)	-2.08%
Capital	204,084	-	-	-	-	-
Transfers Out	103,902	29,000	29,000	29,000	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,392,776</b>	<b>\$ 3,071,376</b>	<b>\$ 3,142,569</b>	<b>\$ 3,110,569</b>	<b>(\$ 32,000)</b>	<b>-1.02%</b>
<b>Expenditures by Division</b>						
City Managers Office	2,081,839	2,221,376	2,292,569	2,260,569	(32,000)	-1.40%
Urban Renewal	1,310,937	850,000	850,000	850,000	-	-
<b>Total Expenditures by Division</b>	<b>\$ 3,392,776</b>	<b>\$ 3,071,376</b>	<b>\$ 3,142,569</b>	<b>\$ 3,110,569</b>	<b>(\$ 32,000)</b>	<b>-1.02%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Achieving Community Excellence (ACE)	225,970	235,450	217,200	217,200	-	-
City Manager	698,004	721,902	753,702	753,702	-	-
Farmers Market	-	25,683	22,000	22,000	-	-
GTV8	82,976	100,831	118,079	118,079	-	-
Image Campaign	312,923	403,500	397,035	397,035	-	-
Neighborhood Resources	93,882	117,883	122,900	122,900	-	-
Poudre River Trail	29,000	29,803	29,834	29,834	-	-
Communications & Engagement	427,500	509,591	534,890	502,890	(32,000)	-5.98%
<b>103 - Community Development</b>						
Urban Renewal	1,310,937	850,000	850,000	850,000	-	-
<b>108 - Designated Revenue</b>						
Cable Franchise PEG Funds	143,598	-	-	-	-	-
Poudre River Trail	67,986	76,733	96,929	96,929	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 3,392,776</b>	<b>\$ 3,071,376</b>	<b>\$ 3,142,569</b>	<b>\$ 3,110,569</b>	<b>(\$ 32,000)</b>	<b>-1.02%</b>

### GENERAL DESCRIPTION

The **City Manager** is appointed by City Council as the chief administrative officer of the city. The City Manager oversees the various departments and projects of city government to ensure the efficient provision of services to the citizens as determined by City Council policy, professional standards, and feedback from citizens. The City Manager also oversees the ACE (Achieving Community Excellence) Program which was created by the Greeley City Council to support its objective to improve Greeley Civic infrastructure. City Manager is also responsible for the enforcement of local laws and for the assurance of sound fiscal and operational practices of the city.

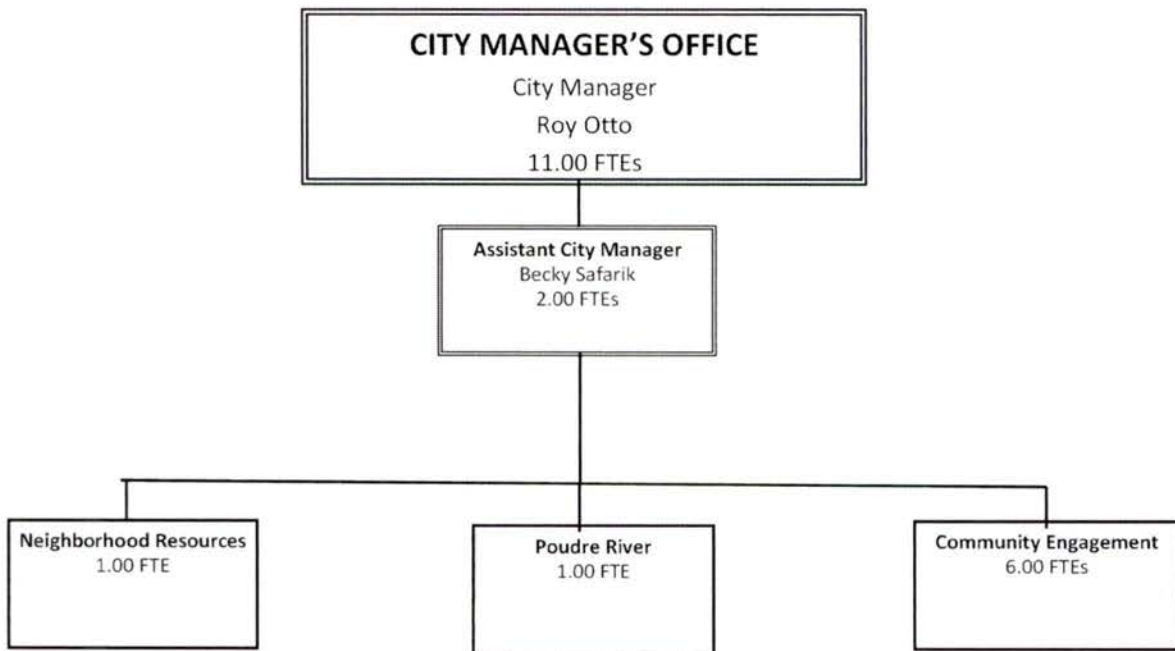
The **Assistant City Manager** for Community Building is responsible for the Greeley Urban Renewal Authority, Neighborhood Resources, Poudre Trail, and Public Information.

### HOW THE DEPARTMENT IS ORGANIZED

This department consists of the City Manager, Assistant City Manager who is supported by a Senior Administrative Specialist, Trail Manager, Neighborhood Programs Specialist and the Public Information Officer who is supported by the Marketing & Publicity Coordinator, E-media Specialist, Cable TV Production Technician, Graphic Arts Specialist and a Community Engagement Specialist.

The City Manager is responsible for developing and delivering efficient services as prioritized by City Council. The Assistant City Manager is responsible for the Greeley Urban Renewal Authority, Neighborhood Resources, and Poudre Trail. The Public Information area provides information that will establish and maintain effective lines of communication between the city and the public and encourages citizen participation.

### ORGANIZATIONAL CHART







**FTE SUMMARY**

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>City Manager's Office</b>					
Assistant City Manager	1.00	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	1.00	-
Communications & Engagement Manager	1.00	1.00	1.00	1.00	-
Community Engagement Specialist	1.00	1.00	1.00	1.00	-
E-Media Specialist	1.00	1.00	1.00	1.00	-
Graphic Arts Specialist	1.00	1.00	1.00	1.00	-
Marketing and Publicity Coordinator	1.00	1.00	1.00	1.00	-
Neighborhood Programs Specialist	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Trail Manager	1.00	1.00	1.00	1.00	-
TV/Video Production Specialist	1.00	1.00	1.00	1.00	-
<b>Urban Renewal</b>					
Grant Specialist	1.00	1.00	1.00	1.00	-
Rehabilitation Specialist	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Urban Renewal Manager	1.00	1.00	1.00	1.00	-
<b>Total City Manager's Office</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	-

**ACHIEVEMENTS**

- Downtown Hotel & Conference Center completion
- City Center (Phase I) support
- Poudre Greenway Master Plan – funding secured, study initiated
- Continued Achieving Community Excellence (ACE)
- Continued Greeley Unexpected Campaign





## ECONOMIC DEVELOPMENT

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Transfers In	119,898	109,295	115,401	115,401	-	-
Use of Fund Balance	549,067	595,572	615,675	615,675	-	-
<b>Total Revenue Sources</b>	<b>\$ 668,965</b>	<b>\$ 704,867</b>	<b>\$ 731,076</b>	<b>\$ 731,076</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	256,112	298,520	324,902	324,902	-	-
Supplies & Services	412,854	406,347	406,174	406,174	-	-
<b>Total Expenditures by Category</b>	<b>\$ 668,965</b>	<b>\$ 704,867</b>	<b>\$ 731,076</b>	<b>\$ 731,076</b>	-	-
<b>Expenditures by Activity</b>						
Economic Development	287,453	327,367	353,576	353,576	-	-
Grants to Outside Agencies	381,512	377,500	377,500	377,500	-	-
<b>Total Expenditures by Division</b>	<b>\$ 668,965</b>	<b>\$ 704,867</b>	<b>\$ 731,076</b>	<b>\$ 731,076</b>	-	-

### GENERAL DESCRIPTION

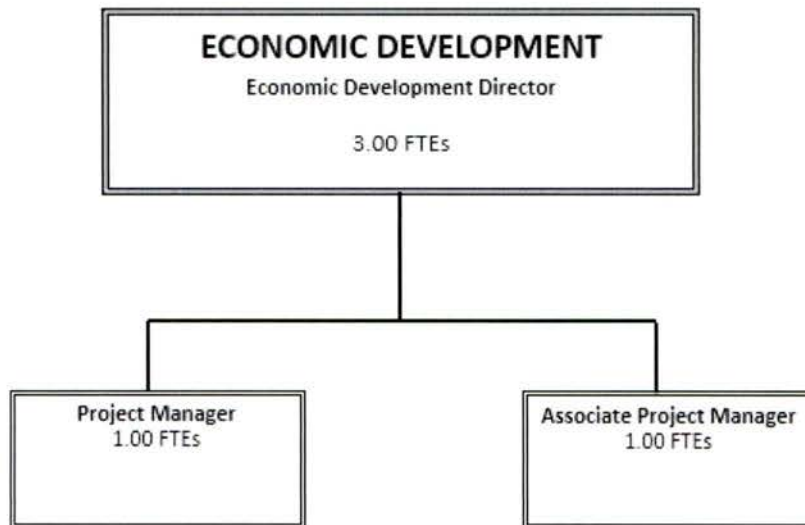
The **Economic Development Director** reports to the Assistant City Manager for Community Building and is responsible for ensuring that City Council priorities for economic development are accomplished, to include execution of a proactive business retention and expansion (BRE) program, recruitment of primary industry, serving as a business ombudsman, focused efforts on economic initiatives, and maintaining local, regional and state relationships.

### HOW THE DEPARTMENT IS ORGANIZED

This department consists of the Economic Development Director, a Project Manager, and an Associate Project Manager.

The Economic Development Director is responsible for establishing relationships with business and community leaders and to ensure that business expansion and recruitment needs are being met. The Project Manager provides comprehensive management of city-sponsored development projects and initiatives, and assists with the structuring, execution and tracking of the BRE program. The Associate Project Manager plans, organizes, manages and evaluates economic development project activities to include database management, data analysis and metrics tracking, marketing plan implementation and business advocacy activities.

## ORGANIZATIONAL CHART



## FTE SUMMARY

Economic Development	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
Economic Development Director	1.00	1.00	1.00	1.00	-
Associate Project Manager	1.00	1.00	1.00	1.00	-
Project Manager	1.00	1.00	1.00	1.00	-
<b>Total Economic Development</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-

## ACHIEVEMENTS

- Restructured Department following resignation of Director
- Supported the expansion of 4 businesses
- Held NOCO Manufacturing Forum at Aims Community College
- Participated in first ever NOCO Site Selector Familiarization Tour
- Hosted 3 Barn Raising Socials attended by over 100 business community members

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	15,551,425	16,159,513	17,419,656	17,419,656	-	-
Miscellaneous Revenue	394,002	68,204	68,167	68,167	-	-
Transfers In	122,461	1,481,741	170,947	170,947	-	-
Use of Fund Balance	1,297,944	1,052,653	1,000,897	1,000,897	-	-
<b>Total Revenue Sources</b>	<b>\$ 17,365,832</b>	<b>\$ 18,762,111</b>	<b>\$ 18,659,667</b>	<b>\$ 18,659,667</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	855,485	940,893	996,845	1,056,845	60,000	6.02%
Supplies & Services	16,510,347	17,821,218	17,662,822	17,602,822	(60,000)	-0.34%
<b>Total Expenditures by Category</b>	<b>\$ 17,365,832</b>	<b>\$ 18,762,111</b>	<b>\$ 18,659,667</b>	<b>\$ 18,659,667</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Administration	628,544	777,630	809,434	798,594	(10,840)	-1.34%
Employee Recognition	63,920	73,300	73,300	75,725	2,425	3.31%
Recruitment & Selection	100,142	119,602	118,222	121,637	3,415	2.89%
Training	66,841	100,312	100,421	105,421	5,000	4.98%
<b>504 - Health Fund</b>						
Claims	9,937,188	10,993,420	11,778,205	11,778,205	-	-
Claims Administration	233,744	211,970	224,457	224,457	-	-
Contractual Services	1,291,276	1,437,961	1,600,000	1,600,000	-	-
Hotel Development Loan	1,000,000	-	-	-	-	-
Investment Charges	3,715	2,500	2,500	2,500	-	-
On Site Health Clinic	443,156	540,116	563,400	563,400	-	-
Wellness	72,959	181,604	185,976	185,976	-	-
<b>505 - Workers' Compensation Fund</b>						
Claims	677,462	966,194	1,019,954	1,019,954	-	-
Contractual Services	2,200	2,400	2,400	2,400	-	-
Hotel Development Loan	1,000,000	-	-	-	-	-
Insurance & Bonds	505,406	587,000	587,000	587,000	-	-
Investment Charges	1,998	1,794	2,112	2,112	-	-
<b>507 - Liability</b>						
Claims	734,400	2,138,912	907,086	907,086	-	-
Disability	8,413	9,000	9,000	9,000	-	-
Insurance & Bonds	593,316	617,196	675,000	675,000	-	-
Investment Charges	1,154	1,200	1,200	1,200	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 17,365,832</b>	<b>\$ 18,762,111</b>	<b>\$ 18,659,667</b>	<b>\$ 18,659,667</b>	<b>-</b>	<b>-</b>

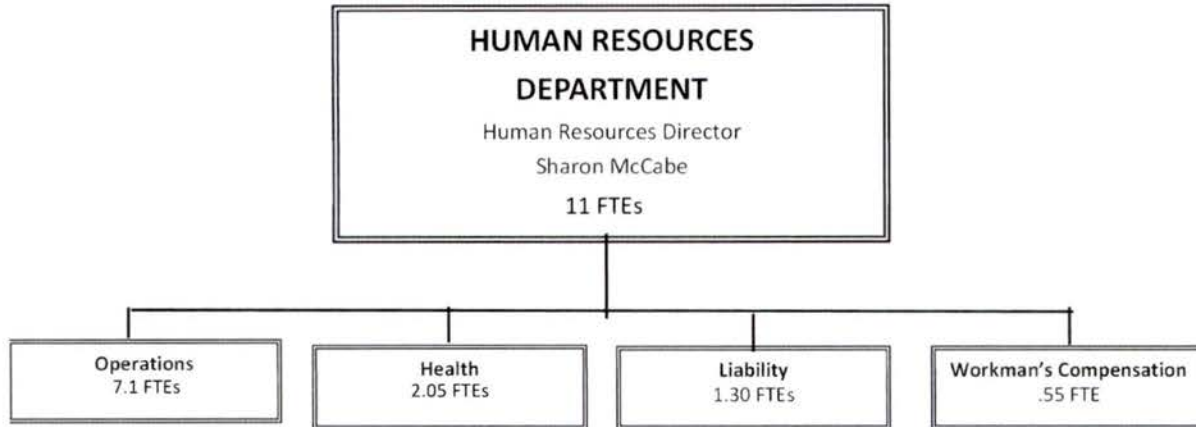
## GENERAL DESCRIPTION

The **Human Resources** Department develops and administers programs designed to assist departments and supervisors in enhancing employee work-life quality, encouraging productivity, increasing job satisfaction, and supporting employee growth and development. The department is also responsible for the City's risk management program.

## HOW THE DEPARTMENT IS ORGANIZED

The Human Resources Director reports to the City Manager and is the department head. The Human Resources Department manages the City's program for employment, recruitment and testing, compensation, benefits, health and safety, employee communications and wellness, policy development, training and development, employee recognition, collective bargaining, and labor relations and recruitment and selection.

## ORGANIZATIONAL CHART



### FTE SUMMARY

Human Resources	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
Administrative Specialist	1.00	1.00	1.00	1.00	-
Human Resources Analyst	3.00	3.00	3.00	3.00	-
Human Resources Director	1.00	1.00	1.00	1.00	-
Human Resources Technician	1.00	1.00	1.00	1.00	-
Safety & Risk Coordinator	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.75	2.00	2.00	2.00	-
Senior Human Resource Analyst	1.00	1.00	1.00	1.00	-
Wellness Coordinator	0.50	1.00	1.00	1.00	-
<b>Total Human Resources</b>	<b>10.25</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>

### FTE SUMMARY BY FUND

Human Resources	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
Health	2.30	2.05	2.05	2.05	-
Liability	1.30	1.30	1.30	1.30	-
Operations	6.10	7.10	7.10	7.10	-
Worker's Compensation	0.55	0.55	0.55	0.55	-
<b>Total Human Resources</b>	<b>10.25</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>

## **ACHIEVEMENTS**

- Employee Wellness Center utilization and incentive program
- Triennial self-insurance renewal
- Employee onboarding and customer service focus
- On-line training & development tool
- Electronic personnel files







# INFORMATION TECHNOLOGY

**PURPOSE:** To provide high quality, timely, professional computer support and service to all departments throughout the City.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	4,154,383	4,056,747	4,019,531	4,019,531	-	-
Miscellaneous Revenue	18,233	7,000	7,000	7,000	-	-
Transfers In	274,550	1,400,000	-	-	-	-
Use of Fund Balance	-421,773	267,183	476,848	1,336,589	859,741	180.30%
<b>Total Revenue Sources</b>	<b>\$ 4,025,394</b>	<b>\$ 5,730,930</b>	<b>\$ 4,503,379</b>	<b>\$ 5,363,120</b>	<b>\$ 859,741</b>	<b>19.09%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,141,363	2,253,171	2,392,746	2,412,746	20,000	0.84%
Supplies & Services	1,721,734	3,322,959	1,614,743	1,653,743	39,000	2.42%
Capital	162,297	154,800	495,890	1,211,631	715,741	144%
Transfers Out	-	-	-	85,000	85,000	-
<b>Total Expenditures by Category</b>	<b>\$ 4,025,394</b>	<b>\$ 5,730,930</b>	<b>\$ 4,503,379</b>	<b>\$ 5,363,120</b>	<b>\$ 859,741</b>	<b>19.09%</b>
<b>Expenditures by Fund</b>						
503 - Information Technology	3,884,480	3,783,730	3,953,369	4,012,369	59,000	1.49%
513 - Information Technology Acquisition	140,914	1,947,200	550,010	1,350,751	800,741	146%
<b>Total Expenditures by Fund</b>	<b>\$ 4,025,394</b>	<b>\$ 5,730,930</b>	<b>\$ 4,503,379</b>	<b>\$ 5,363,120</b>	<b>\$ 859,741</b>	<b>19.09%</b>
<b>Expenditures by Activity</b>						
Administration	204,314	234,456	244,747	244,747	-	-
Development	671,181	716,128	757,351	757,351	-	-
Infrastructure	2,779,615	4,357,032	3,055,451	3,915,192	859,741	28.14%
Geographic Information Systems (GIS)	370,284	423,314	445,830	445,830	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 4,025,394</b>	<b>\$ 5,730,930</b>	<b>\$ 4,503,379</b>	<b>\$ 5,363,120</b>	<b>\$ 859,741</b>	<b>19.09%</b>

## GENERAL DESCRIPTION

**Information Technology** provides management and support for the data processing and communications needs of City departments

The Information Technology department is made up of four areas of activity. Each plays a critical function in supporting the employees and their ongoing support of the citizens of Greeley.

### ACTIVITY DESCRIPTIONS

The **System Development** area supports all City computer operations functions; payroll, utility reads and billing, and payable checks. They provide over 20 technology classes annually to City employees. They are responsible for the internet, two intranets, web site management, mobile applications, and support and maintain City software applications

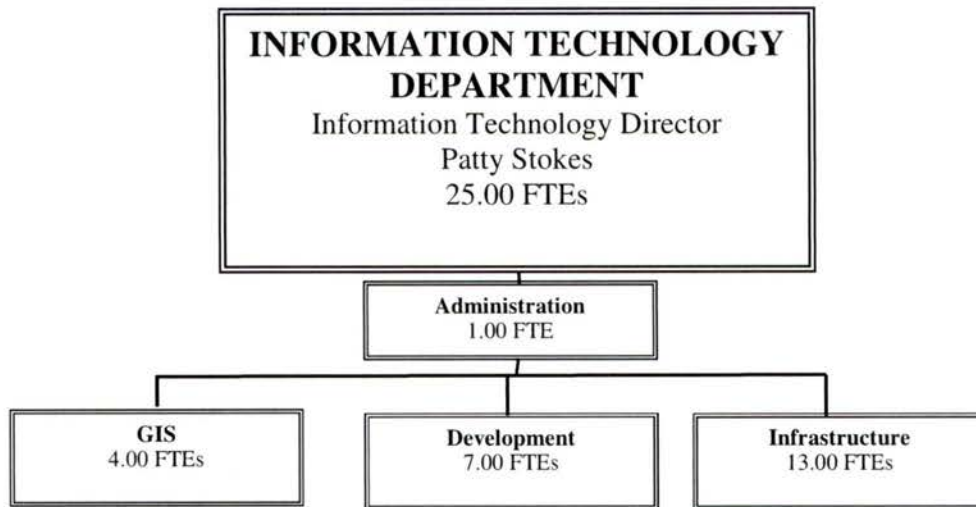
**Infrastructure** is comprised of Client Services and Network/Telecom. The **Client Services** area manages over 850 desktop, laptop and mobile computers & 85 MDT's. They provide help desk support and 24X7 after hours support. They support over 60 virtual servers running 6 ESX hosts in 3 data centers and support for 5 SANS (data storage) with a capacity of 420 terabytes of data. They provide email management, archiving and filtering, backup and restore services.

The **Network/Telecom** area manages over 20 miles of fiber optic infrastructure connecting most City locations, the network connectivity for 53 City locations, the internet access for all departments, and the network security and monitoring. They also

manage over 120 network switches, routers, fire walls and wireless access points, and main phone system with switches in multiple locations.

The **Geographic Information Systems** area manages 300+ location based datasets, field capture services and support, which include GPS Mapping representations of Cadastral, Topographic, and Thematic and Raster based.

## ORGANIZATIONAL CHART



## FTE SUMMARY

Information Technology	2016 Actual	2017 Revised		2018	2018 Revised	2018 vs. 2018 revised
		Budget	Budget	Budget	Budget	
Applications Support Specialist	1.00	1.00	1.00	1.00	1.00	-
Client Services Manager	1.00	1.00	1.00	1.00	1.00	-
Director of Information Technology	1.00	1.00	1.00	1.00	1.00	-
GIS Analyst	1.00	1.00	1.00	1.00	1.00	-
GIS Coordinator	1.00	1.00	1.00	1.00	1.00	-
GIS Manager	1.00	1.00	1.00	1.00	1.00	-
GIS Technician	1.00	1.00	1.00	1.00	1.00	-
Information Technology Technician	1.00	1.00	1.00	1.00	1.00	-
Network Administrator I	1.00	1.00	1.00	1.00	1.00	-
Network Administrator II	1.00	1.00	1.00	1.00	1.00	-
Network Manager	1.00	1.00	1.00	1.00	1.00	-
Network Security Administrator	1.00	1.00	1.00	1.00	1.00	-
PC Specialist	4.00	4.00	4.00	4.00	4.00	-
Programmer Analyst	2.00	2.00	2.00	2.00	2.00	-
SCADA Technician	-	1.00	1.00	1.00	1.00	-
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-
Systems Manager	1.00	1.00	1.00	1.00	1.00	-
Telecom Administrator	1.00	1.00	1.00	1.00	1.00	-
Web Administrator	1.00	1.00	1.00	1.00	1.00	-
<b>Total Information Technology</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>-</b>

## **2017 ACHIEVEMENTS**

- BROADBAND – SB-152 on the ballot for November
- OFFICE 2016 installed for all City of Greeley computers
- SPILLMAN 6.3 installed on 317 MDT's and PC's – Police and Fire
- Fiber, network and phone connections for Fire Station 1
- Major milestones identified for 2018 move of main data center at new City Center
- Succession process for IT Director position developed

## **2018 DEPARTMENT POSITION & PROGRAM ADDITIONS**

- 2019 Technology acquisition budget moved from 2019 to 2018 to coincide with new city center
- Seasonal wages allocated for deployment of laptops, MDTs and PCs
- Funding provided for fire alternative response program from fund balance
- Annual maintenance costs for TRACTiT software





## COMMUNITY DEVELOPMENT

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	135,818	95,250	95,250	95,250	-	-
Court Fines	75,575	100,000	100,000	100,000	-	-
Fines & Forfeits	9,412	10,000	10,000	10,000	-	-
Intergovernmental Revenue	51,894	15,750	15,750	15,750	-	-
Licenses & Permits	1,923,855	1,547,500	1,547,500	1,547,500	-	-
Miscellaneous Revenue	7,740	8,075	8,075	8,075	-	-
Rents from Facilities	11,872	-	-	-	-	-
Transfers In	351,614	422,037	447,891	447,891	-	-
Use of Fund Balance	500,790	1,303,116	1,314,817	1,314,067	(750)	5.72%
<b>Total Revenue Sources</b>	<b>\$ 3,068,570</b>	<b>\$ 3,501,728</b>	<b>\$ 3,539,283</b>	<b>\$ 3,538,533</b>	<b>(\$ 750)</b>	<b>-0.02%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,641,657	2,906,092	3,086,364	3,086,364	-	-
Supplies & Services	426,913	595,636	452,919	528,159	(750)	16.61%
<b>Total Expenditures by Category</b>	<b>\$ 3,068,570</b>	<b>\$ 3,501,728</b>	<b>\$ 3,539,283</b>	<b>\$ 3,538,533</b>	<b>(\$ 750)</b>	<b>-0.02%</b>
<b>Expenditures by Division</b>						
Building Inspection	835,187	891,612	939,148	939,148	-	-
Engineering Development Review	468,819	562,717	597,187	597,187	-	-
Natural Resources	602,237	583,961	609,651	608,901	(750)	-0.12%
Planning	1,162,327	1,463,438	1,393,297	1,393,297	-	-
<b>Total Expenditures by Division</b>	<b>\$ 3,068,570</b>	<b>\$ 3,501,728</b>	<b>\$ 3,539,283</b>	<b>\$ 3,538,533</b>	<b>(\$ 750)</b>	<b>-0.02%</b>

### GENERAL DESCRIPTION

The mission of the **Community Development** Department is to guide the physical development of the community to meet the present and future needs of its citizens in a manner that promotes high-quality civic design, convenience, health, safety, efficiency, and economy. The department consists of four divisions: Building Inspection, Engineering Development Review, Natural Resources, and Planning.

### HOW THE DEPARTMENT IS ORGANIZED

The Community Development Director reports to the Assistant City Manager and City Manager and is the department head.

The **Building Inspection** division ensures building safety through the review of building plans, the uniform enforcement of the adopted building codes, and correction of any violations.

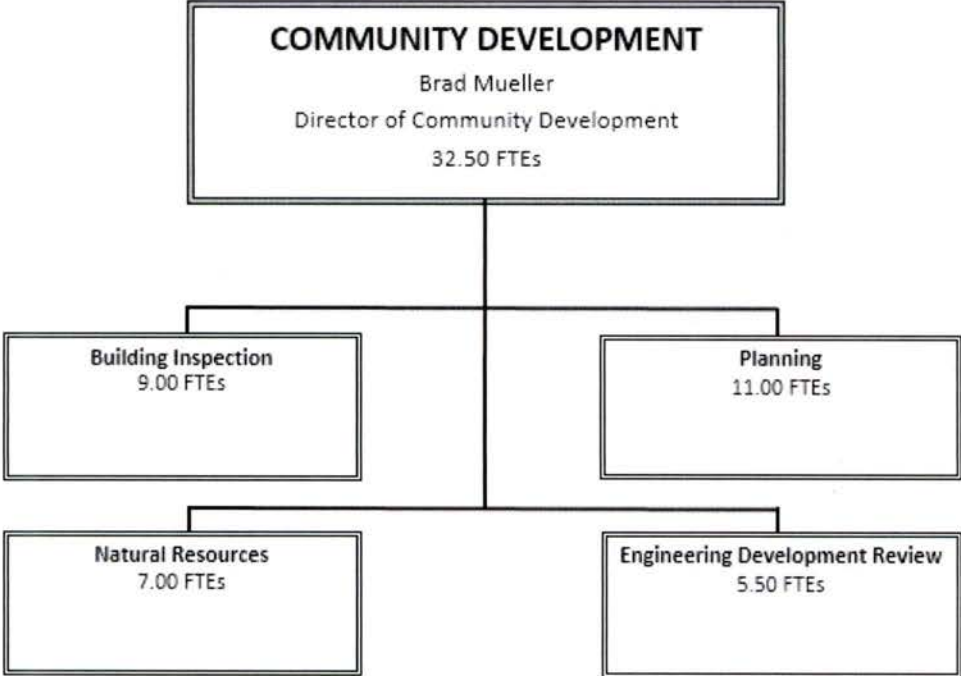
The **Engineering Development Review** division, along with the Current Planning program, provides oversight of new development projects within the community to ensure that the projects meet the City's development criteria, and, in doing so, providing quality infrastructure to the City once development is completed.

The **Natural Resources** division ensures code compliance concerning sanitation and zoning issues in the community through enforcement of various codes and regulations, manages the Farmer's Market, provides auxiliary staff support related to natural spaces and the Poudre River corridor, and administers and supports various programs related to natural resources in areas such as recycling, air quality, odor control, and noxious weeds. This division also works with other departments and outside agencies on a variety of natural resource issues and provides support in writing and administering grants.

The **Planning** division provides guidance and structure for both present and future development of the City to ensure harmonious community design, as well as land use which is compatible with environmental and quality of life measures.

These operations are described in greater detail in the following division summaries.

**ORGANIZATIONAL CHART**



## FTE SUMMARY

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Community Development</b>					
<b>Building Inspection</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Building Permit Technician	1.00	1.00	1.00	1.00	-
Building Inspector I	2.00	2.00	2.00	2.00	-
Building Inspector II	2.00	2.00	2.00	2.00	-
Chief Building Official	1.00	1.00	1.00	1.00	-
Plans Examiner	2.00	2.00	2.00	2.00	-
<b>Total Building Inspection</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	-
<b>Engineering Development Review</b>					
Civil Engineer	1.00	-	-	-	-
Engineering Assistant	0.50	0.50	0.50	0.50	-
Engineering Development Manager	1.00	1.00	1.00	1.00	-
Staff Engineer	3.00	4.00	4.00	4.00	-
<b>Total Engineering Development Review</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	-
<b>Natural Resources</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Code Compliance Inspector	5.00	5.00	5.00	5.00	-
Code Compliance Inspector II	1.00	1.00	1.00	1.00	-
<b>Total Natural Resources</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	-
<b>Planning</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Community Development Director	1.00	1.00	1.00	1.00	-
Historic Preservation Specialist	1.00	1.00	1.00	1.00	-
Planner I	1.00	1.00	1.00	1.00	-
Planner II	1.00	1.00	1.00	1.00	-
Planner III	3.00	3.00	3.00	3.00	-
Planning Manager	1.00	1.00	1.00	1.00	-
Planning Technician	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
<b>Total Planning</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	-
<b>Total Community Development</b>	<b>32.50</b>	<b>32.50</b>	<b>32.50</b>	<b>32.50</b>	-

## ACHIEVEMENTS

- Significant start to TRAKiT implementation, on-schedule and on-budget (go-live, June 2018)
- Phase 2 Comprehensive Plan Update ("Imagine Greeley") – on-schedule
- Re-staffing & on-boarding
- Record levels of Development Review
- Less Building permits YTD – single-family
- Similar Building permits YTD – multi-family & commercial
- Higher valuations



# BUILDING INSPECTION

**PURPOSE:** To safeguard the health, property, and welfare of the citizens through the uniform enforcement of the City's building ordinances.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	90	250	250	250	-	-
Intergovernmental Revenue	40,746	15,750	15,750	15,750	-	-
Licenses & Permits	1,921,580	1,546,000	1,546,000	1,546,000	-	-
Miscellaneous Revenue	(30)	75	75	75	-	-
Use of Fund Balance	(1,127,199)	(670,463)	(622,927)	(622,927)	-	-
<b>Total Revenue Sources</b>	<b>\$ 835,187</b>	<b>\$ 891,612</b>	<b>\$ 939,148</b>	<b>\$ 939,148</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	744,107	800,296	849,919	849,919	-	-
Supplies & Services	91,080	91,316	89,229	89,229	-	-
<b>Total Expenditures by Category</b>	<b>\$ 835,187</b>	<b>\$ 891,612</b>	<b>\$ 939,148</b>	<b>\$ 939,148</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Building Inspection	835,187	891,612	939,148	939,148	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 835,187</b>	<b>\$ 891,612</b>	<b>\$ 939,148</b>	<b>\$ 939,148</b>	<b>-</b>	<b>-</b>

## ACTIVITY DESCRIPTION

The **Building Inspection** staff contributes to safety and environmental development through the scrutiny of building plans, site inspections, and the issuance of building permits. The Division is also responsible for the administration and enforcement of all building codes and property maintenance codes, and assists in the administration and enforcement of the fire code with the Fire Marshall's office. The staff advises the Construction Trades Advisory and Appeals Board and other boards and committees as necessary. Additionally, the inspectors provide for the safety of the general public through periodic inspections of residential rental units, securing of buildings that are deemed unsafe, sales tax inspections, and implementation of emergency response procedures with fire and police.





## ENGINEERING DEVELOPMENT REVIEW

**PURPOSE:** To enforce city design standards that provide quality development, which in turn support the health, safety and welfare of citizens and provide quality efficient infrastructure to the city through the enforcement of the City's Water & Sewer, Street, and Stormwater standards, as well as of the associated Master Plans.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Transfers In	351,614	422,037	447,891	447,891	-	-
Use of Fund Balance	117,205	140,680	149,296	149,296	-	-
<b>Total Revenue Sources</b>	<b>\$ 468,819</b>	<b>\$ 562,717</b>	<b>\$ 597,187</b>	<b>\$ 597,187</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	463,997	558,268	592,738	592,738	-	-
Supplies & Services	4,822	4,449	4,449	4,449	-	-
<b>Total Expenditures by Category</b>	<b>\$ 468,819</b>	<b>\$ 562,717</b>	<b>\$ 597,187</b>	<b>\$ 597,187</b>	-	-
<b>Expenditures by Activity</b>						
Engineering Development Review	468,819	562,717	597,187	597,187	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 468,819</b>	<b>\$ 562,717</b>	<b>\$ 597,187</b>	<b>\$ 597,187</b>	-	-

### ACTIVITY DESCRIPTION

The **Engineering Development Review** Division provides review of new development proposals and support to the Planning Division as it provides recommendations to the Planning Commission and City Council. The staff serves as a liaison between the City and other local, state, and federal entities.

The Engineering Development Review staff also: 1) reviews technical components of all subdivision, zoning, and annexation requests, and helps in the processing and coordinating of these new development projects; 2) reviews all residential plot plans submitted for building permits; 3) provides technical assistance and other information to citizens; and 4) reviews all building permits associated with new residential structures and all new commercial buildings, ensuring standards are met for water, sewer, stormwater and right-of-way access.



# NATURAL RESOURCES

**PURPOSE:** To protect and enhance the health, safety, and welfare of the community by assuring compliance with City sanitation, zoning, and air quality codes; reviewing developments for environmental impacts and working with developers to minimize or mitigate those impacts; coordinating and promoting the Greeley Farmers' Market; and, working with other departments to achieve the City's natural resource and environmental goals..

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	18,028	25,000	25,000	25,000	-	-
Fines & Forfeits	84,987	110,000	110,000	110,000	-	-
Miscellaneous Revenue	19,417	6,000	6,000	6,000	-	-
Use of Fund Balance	479,805	442,961	468,651	467,901	(750)	-0.16%
<b>Total Revenue Sources</b>	<b>\$ 602,237</b>	<b>\$ 583,961</b>	<b>\$ 609,651</b>	<b>\$ 608,901</b>	<b>(\$ 750)</b>	<b>-0.12%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	523,048	503,354	534,885	534,885	-	-
Supplies & Services	79,189	80,607	74,766	74,016	(750)	-1.00%
<b>Total Expenditures by Category</b>	<b>\$ 602,237</b>	<b>\$ 583,961</b>	<b>\$ 609,651</b>	<b>\$ 608,901</b>	<b>(\$ 750)</b>	<b>-0.12%</b>
<b>Expenditures by Activity</b>						
Code Compliance	474,055	581,892	606,786	606,786	-	-
Farmers Market	25,061	-	-	-	-	-
Natural Resources	93,287	-	750	-	(750)	-100%
Organic Resource Recovery	9,835	2,069	2,115	2,115	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 602,237</b>	<b>\$ 583,961</b>	<b>\$ 609,651</b>	<b>\$ 608,901</b>	<b>(\$ 750)</b>	<b>-0.12%</b>

## ACTIVITY DESCRIPTIONS

The **Code Compliance** provides enforcement of the City's sanitation and zoning codes, including inspection of properties, notification to responsible parties, enforcement of odor standards, presentation of cases to the Administrative Hearing Officer, and abatement actions to clean up non-compliant properties to meet minimum standards. Compliance inspectors work with the Administrative Hearing Program where the Administrative Hearing Officer hears code enforcement cases, determines if the cited party is liable for the code infractions, issues orders for compliance and assesses fines for those infractions.

The **Farmers' Market** provides administrative and site management for the annual summer and winter Greeley Farmer's Markets, including publicity, vendors, sales tax, and space rental fee collection. This has been moved to the City Manager's Office in 2017.

The **Natural Resources** provides for the administration of the division, reviews development applications for environmental impacts, researches and develops projects, administers public education for environmental programs, and manages interdepartmental and interagency cooperation regarding environmental issues. Through this program, staff also provides technical review and management of grant opportunities and initiatives related to natural resources.

The Recycling include management of recycling programs, including the Downtown Recycling Center and the Greeley Organic Waste (G.R.O.W) Center. The household recycling program supports drop-off opportunities for mixed household recyclables at the Downtown Recycling Center. The **Organic Resources Recovery** program provides for community recycling of organic materials such as wood, grass, leaves and other recyclable materials at the GROW Center.



**PURPOSE:** To guide and accomplish coordinated and harmonious development of the community in accordance with present and future needs which best promote health, safety, and welfare.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	117,701	70,000	70,000	70,000	-	-
Intergovernmental Revenue	11,147	-	-	-	-	-
Licenses & Permits	2,275	1,500	1,500	1,500	-	-
Miscellaneous Revenue	225	2,000	2,000	2,000	-	-
Use of Fund Balance	1,030,979	1,389,938	1,319,797	1,319,797	-	-
<b>Total Revenue Sources</b>	<b>\$ 1,162,327</b>	<b>\$ 1,463,438</b>	<b>\$ 1,393,297</b>	<b>\$ 1,393,297</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	910,505	1,044,174	1,108,822	1,108,822	-	-
Supplies & Services	251,822	419,264	284,475	284,475	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,162,327</b>	<b>\$ 1,463,438</b>	<b>\$ 1,393,297</b>	<b>\$ 1,393,297</b>	-	-
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Historic Preservation	102,747	86,700	91,717	91,717	-	-
Planning	1,059,580	1,376,738	1,301,580	1,301,580	-	-
<b>607 - Community Memorials Fund</b>						
	145	-	-	-	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,162,327</b>	<b>\$ 1,463,438</b>	<b>\$ 1,393,297</b>	<b>\$ 1,393,297</b>	-	-

## ACTIVITY DESCRIPTIONS

The Planning Division provides guidance and recommendations to the Planning Commission to aid in performing its functions. The staff serves as liaison between the City and other local, state, and federal entities.

**Economic Development** was previously under Planning, but has since been moved to its own division.

Current **Planning** reviews and processes land use applications related to zoning, subdivision, annexation, and site plan review, provides daily technical assistance regarding land use and other aspects of the built and social community to citizens, issues over-the-counter land use permits related to issues such as signs, home occupations, etc., and develops and maintains a support system for land use and development in matters such as mapping, the development code, and redevelopment. Planning is also responsible for the outside agency agreements with the Small Business Development Center, Greeley Transitional House and Upstate Colorado.

Long-Range Planning conducts demographic and census research, undertakes special studies such as neighborhood, corridor, and sub-area plans, maintains land use records including subdivision and other data and identifies opportunities to implement goals and policies adopted through the 2060 Comprehensive Plan and its various supporting plans and studies. This program also provides technical assistance to other City departments and divisions for implementation of goals related to the Capital Improvement Programs in areas such as parks, roads, water & sewer, and community relations. The Long-Range Planning program also supports agencies such as the North Front Range Transportation and Air Quality Planning Council and the Greeley-Weld County Airport.

**Historic Preservation** assists with historic property research, nomination, designation, and potential funding of historic properties, as well as education of citizens in the social and economic values of preservation.





## CULTURE, PARKS & RECREATION

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	5,643,377	5,876,910	5,918,807	6,073,437	154,630	2.61%
Federal Intergovernmental Revenue	33,472	-	-	-	-	-
State Intergovernmental Revenue	4,850	-	-	-	-	-
Intergovernmental Revenue	17,728	20,000	20,000	20,000	-	-
County Buildings	471,566	528,836	543,751	571,957	28,206	5.19%
Licenses & Permits	2,720	3,800	3,800	3,800	-	-
Miscellaneous Revenue	407,997	216,153	199,368	205,518	6,150	3.08%
Rents from Facilities	881,702	832,474	855,774	865,667	9,893	1.16%
Royalties	440,015	17,000	17,000	117,000	100,000	588%
Lease Proceeds	278,477	-	-	-	-	-
Transfers In	1,993,212	1,741,336	1,859,142	2,030,381	171,239	9.21%
Use of Fund Balance	9,734,532	11,004,855	11,358,318	11,406,963	48,645	0.43%
<b>Total Revenue Sources</b>	<b>\$ 19,909,649</b>	<b>\$ 20,241,364</b>	<b>\$ 20,775,960</b>	<b>\$ 21,294,723</b>	<b>\$ 518,763</b>	<b>2.50%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	10,714,390	11,825,827	12,456,686	12,760,371	303,685	2.44%
Supplies & Services	7,681,932	7,525,606	7,585,629	7,708,707	123,078	1.62%
Capital	512,537	570,552	395,165	487,165	92,000	23.28%
Debt	814,481	226,248	221,503	221,503	-	-
Transfers Out	186,309	93,131	116,977	116,977	-	-
<b>Total Expenditures by Category</b>	<b>\$ 19,909,649</b>	<b>\$ 20,241,364</b>	<b>\$ 20,775,960</b>	<b>\$ 21,294,723</b>	<b>\$ 518,763</b>	<b>2.50%</b>
<b>Expenditures by Division</b>						
Administration	1,463,795	1,586,791	1,633,471	1,657,163	23,692	1.45%
Cemetery	471,575	579,828	634,762	634,762	-	-
Culture & Public Art	1,985,327	2,225,145	2,263,378	2,266,917	3,539	0.16%
Municipal Golf	2,707,901	1,976,861	1,775,686	1,946,279	170,593	9.61%
Island Grove	1,849,491	1,951,243	1,998,850	2,031,332	32,482	1.63%
Marketing	482,034	541,776	570,305	570,305	-	-
Museums	1,201,729	1,107,066	1,157,655	1,169,510	11,855	1.02%
Parks	4,627,353	4,666,589	4,925,830	5,140,648	214,818	4.36%
Recreation	4,327,065	4,719,909	4,900,571	5,049,966	149,395	3.05%
Youth Enrichment	793,379	886,156	915,452	827,841	(87,611)	-9.57%
<b>Total Expenditures by Division</b>	<b>\$ 19,909,649</b>	<b>\$ 20,241,364</b>	<b>\$ 20,775,960</b>	<b>\$ 21,294,723</b>	<b>\$ 518,763</b>	<b>2.50%</b>

### GENERAL DESCRIPTION

The mission of the Department of **Culture, Parks & Recreation** is to provide quality recreational and cultural programs and facilities for all age groups through innovation, effectiveness and efficiency. The department consists of eight divisions: Administration, Marketing, Recreation, Culture/Museums, Youth Enrichment, Island Grove, Golf, and Parks/Forestry/Cemetery.

### HOW THE DEPARTMENT IS ORGANIZED

The Director of Culture, Parks & Recreation reports to the Assistant City Manager and is responsible for the executive management of the department. The Director and **Administration** Division provides oversight to the other seven divisions in the way of administrative support, as well as to its own in regards to consistency and compliance to all administrative processes

and procedures. The functions this division performs are: personnel management, payroll processing, revenue processing, budget development/execution/monitoring, accounts payable, contract processing, credit card/requisition/refund processing, maintaining the Standard Operating Procedures (SOP) Manual, coordinating office supply orders, and related board and commission duties. In addition, this division is the administrator of the RecTrac system, volunteer background checks, and coordinator to Information Technology.

The **Cultural & Museum** division is focused on providing exceptional cultural and entertainment opportunities for our community and region. The Culture program is primarily found within the walls of the Union Colony Civic Center (UCCC), yet works as part of the Culture, Parks, and Recreation team to develop, promote, and present events and services in all Culture, Parks, and Recreation venues. In addition, the **Public Arts** and Sister City programs for the City of Greeley are managed within this division. The **Museums** program consists of four major physical venues, Greeley History Museum, Centennial Village, Plumb Farm, and Meeker House. This portion of the division is tasked with developing educational programs for all ages and abilities within these venues, as well as professional care of historical artifacts and collections, proper display of items on exhibit, and the annual maintenance of the venues and their collections.

The **Municipal Golf** division provides the ongoing operation, maintenance and programming for both Highland Hills and Boomerang Links Golf Courses. Management includes the oversight of contract concessionaires for pro shop operations and restaurants at both locations.

The **Island Grove** division provides operations and maintenance for all Island Grove Regional Park facilities including the 164 acre park grounds and parking lots, R/V, arena/grandstands, Event Center, and three county buildings (Exhibition Hall, 4H Hall, and Livestock Facility).

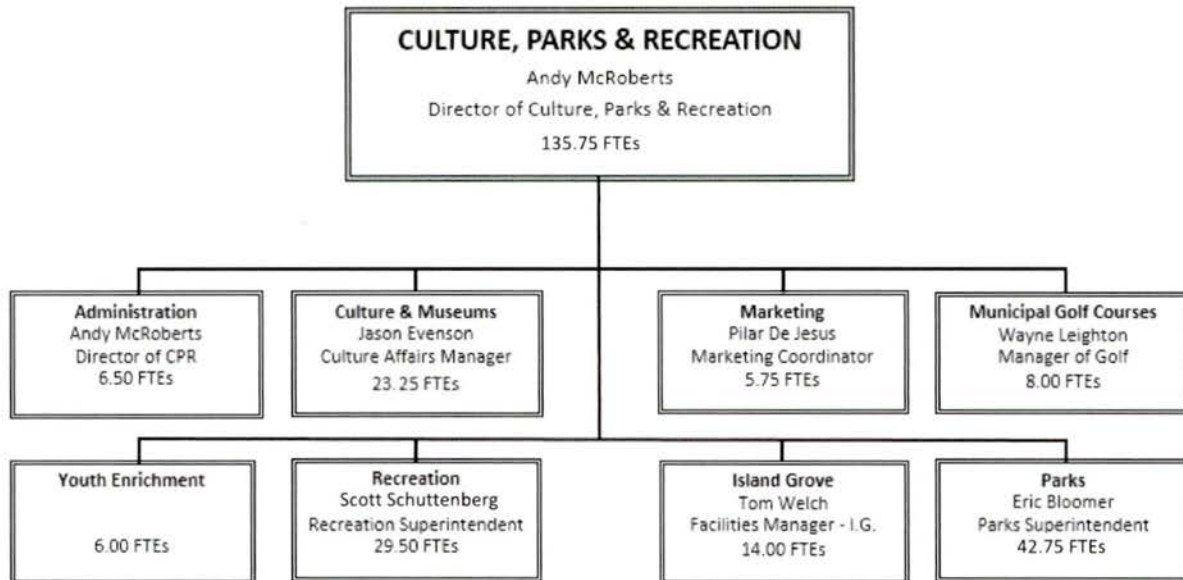
The **Marketing** division creates and presents the majority of advertising, promotion, and publiCity tools for all divisions. The **Special Events** Coordinator creates and presents core community events (Arts Picnic, Festival of Trees, and Neighborhood Nights) and provides logistical support to other events.

The **Recreation** division provides a diverse offering of community programs and facilities including youth and adult sports, classes, activities and events. In addition, senior activities, classes and events, classic dance, outdoor adventure programs, aquatics programs and facilities, and all fitness areas and activities are within this division. Facilities managed include the Downtown Recreation Center, Greeley Senior Center, Ice Haus, Family Funplex, Centennial Pool, Discovery Bay Pool, and Sunrise and Island Grove Splash Parks.

The **Youth Enrichment** division's mission is to develop, promote and present programs to community youth that will enrich their present and future lives through interaction with peers, learning opportunities, and the enjoyment of recreational opportunities. Facilities include the operation and management of the Rodarte Community Center.

The **Parks** division provides park and playground maintenance, sports field maintenance, open space and trail management, facility management, park planning, park construction, and special projects for 35 parks sites (427 acres), 29 playgrounds, 5 athletic field sites (154 acres), and 290 acres of natural areas/open space. The Parks Division also includes the operations and management of the **Linn Grove Cemetery (Enterprise Fund)** and **Community Forestry**.

## ORGANIZATIONAL CHART



## FTE SUMMARY

Culture, Parks, and Recreation	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Administration</b>					
Administrative Specialist	2.50	2.50	2.50	2.50	-
Culture, Parks and Rec. Director	1.00	1.00	1.00	1.00	-
Facility Maintenance Assistance	1.00	1.00	1.00	1.00	-
Facility Service Supervisor II	1.00	1.00	1.00	1.00	-
Office Manager	1.00	1.00	1.00	1.00	-
<b>Total Administration</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	-
<b>Culture &amp; Museums</b>					
Administrative Specialist/Culture & Museums	0.75	0.75	0.75	0.75	-
Assistant Technical Services Coordinator	1.00	1.00	1.00	1.00	-
Assistant Ticket Office Coordinator	1.00	1.00	1.00	1.00	-
Cultural Affairs Manager	1.00	1.00	1.00	1.00	-
Facility Service Worker	2.00	2.00	2.00	2.00	-
Financial Services Coordinator	1.00	1.00	1.00	1.00	-
Public Art Coordinator	1.00	1.00	1.00	1.00	-
Special Events Coordinator	1.00	1.00	1.00	1.00	-
Senior Stage Manager	1.00	1.00	1.00	1.00	-
Technical Services Coordinator	1.00	1.00	1.00	1.00	-
UCCC Programs Coordinator	1.00	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	1.00	-
Collections Registrar	1.00	1.00	1.00	1.00	-
Facility Management Technician II	1.00	1.00	1.00	1.00	-
Facility Service Worker	1.00	1.00	1.00	1.00	-
Museum Curator	4.00	4.00	4.00	4.00	-
Museum Manager	1.00	1.00	1.00	1.00	-
Museum Specialist	3.25	2.50	2.50	2.50	-
<b>Total Culture &amp; Museums</b>	<b>24.00</b>	<b>23.25</b>	<b>23.25</b>	<b>23.25</b>	-
<b>Island Grove</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Crew Leader	2.00	2.00	2.00	2.00	-
Facility Manager	1.00	1.00	1.00	1.00	-
Facility Service Supervisor II	2.00	2.00	2.00	2.00	-
Facility Technician	4.00	4.00	4.00	4.00	-
Parks Maintenance Technician II	3.00	3.00	3.00	3.00	-
Scheduling Coordinator	1.00	1.00	1.00	1.00	-
<b>Total Island Grove</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	-
<b>Marketing</b>					
Graphics Arts Specialist	1.00	1.00	1.00	1.00	-
Marketing Manager	1.00	1.00	1.00	1.00	-
Marketing Technician	3.00	3.00	3.00	3.00	-
Marketing Sponsorship Coordinator	0.75	0.75	0.75	0.75	-
<b>Total Marketing</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	-
<b>Municipal Golf Courses</b>					
Golf Course Superintendent	1.00	1.00	1.00	1.00	-
Golf Crew Supervisor	2.00	2.00	2.00	2.00	-
Irrigation Technician	2.00	2.00	2.00	2.00	-
Manager of Golf	1.00	1.00	1.00	1.00	-
Golf Mechanic	2.00	2.00	2.00	2.00	-
<b>Total Municipal Golf Courses</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	-



## FTE SUMMARY (CONTINUED)

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Parks</b>					
Administrative Specialist	1.75	1.75	1.75	1.75	-
Cemetery Manager	1.00	1.00	1.00	1.00	-
Cemetery Technician	2.00	2.00	2.00	2.00	-
Code Compliance Inspector	1.00	1.00	1.00	1.00	-
Forestry Manager	1.00	1.00	1.00	1.00	-
Forestry Technician I	2.00	2.00	2.00	2.00	-
Forestry Technician II	1.00	1.00	1.00	1.00	-
Mechanic: Golf & Parks	1.00	1.00	1.00	1.00	-
Mechanic: Parks	1.00	1.00	1.00	1.00	-
Natural Lands Coordinator	1.00	1.00	1.00	1.00	-
Parks Maintenance Technician I	7.00	7.00	7.00	8.00	1.00
Parks Maintenance Technician II	15.00	15.00	15.00	15.00	-
Parks Manager	3.00	3.00	3.00	3.00	-
Parks Planner I	1.00	1.00	1.00	1.00	-
Parks Superintendent	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Trails/Open Lands Crew Leader	-	-	-	1.00	1.00
<b>Total Parks</b>	<b>40.75</b>	<b>40.75</b>	<b>40.75</b>	<b>42.75</b>	<b>2.00</b>
<b>Recreation</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Customer Service Representative	6.00	6.00	6.00	6.00	-
Facility Service Crew Leader	1.00	1.00	1.00	1.00	-
Facility Service Supervisor II	4.50	4.50	4.50	4.50	-
Facility Service Worker	1.00	1.00	1.00	1.00	-
Receptionist	1.00	1.00	1.00	1.00	-
Recreation Coordinator II	7.00	7.00	7.00	7.00	-
Recreation Programs Manager	3.00	3.00	3.00	3.00	-
Recreation Superintendent	1.00	1.00	1.00	1.00	-
Recreation Supervisor	3.00	3.00	3.00	3.00	-
Scheduling Coordinator	1.00	1.00	1.00	1.00	-
<b>Total Recreation</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>	<b>-</b>
<b>Youth Enrichment</b>					
Facility Maintenance Assistance	1.00	1.00	1.00	1.00	-
Recreation Coordinator I	1.00	1.00	1.00	1.00	-
Recreation Coordinator II	1.00	1.00	1.00	1.00	-
Recreation Program Manager	1.00	1.00	1.00	1.00	-
Recreation Supervisor	1.00	1.00	1.00	1.00	-
Recreation Technician	1.00	1.00	1.00	1.00	-
<b>Total Youth Enrichment</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>
<b>Total Culture, Parks, and Recreation</b>	<b>134.50</b>	<b>133.75</b>	<b>133.75</b>	<b>135.75</b>	<b>2.00</b>

## ACHIEVEMENTS

- Culture – Completed 3 year Uptown Tree Project/8th Ave, sent students/Council to Moriya, Japan
- Golf – Concessionaires and Golf Pro re-contracted; new concrete cart paths at HHGC; addressing drainage at BLGC
- Island Grove – acquired Duran property; removed old Paddock houses; re-org of Scheduling Office/customer service
- Parks – 500+ new trees; re-mulching program; Linn Grove monument stabilizations and facility upgrades; Poudre Trail and Natural Areas focus; 400+ parks shelter rentals; Street ROW areas; new playgrounds – Lincoln and Glenmere; outdoor pickle ball courts at Sherwood!

- Recreation – major re-organization of personnel/Youth Enrichment; ACE Athletics focus, facility emphasis (remodel of Recreation Center, Sr. Ctr restrooms, lighting, carpet, cleaning contract, fitness equipment, mini-golf); D6 JUA

## **2018 DEPARTMENT POSITION & PROGRAM ADDITIONS/REDUCTIONS**

- Two new FTE's in Natural Areas Management (Crew Leader, Tech)
- Additional seasonal hours for Natural Areas & Trails
- Removal of STEP Program to fund Minimum Wage Increase
- Increase to Salaries for Minimum Wage Increase



## ADMINISTRATION

**PURPOSE:** To provide the highest quality and most efficient support to the Culture, Parks & Recreation staff tasked with providing a comprehensive, year-round, recreational and cultural program for the community. To provide safe, clean and attractive facilities for community use as well as assist in the minor maintenance and set up of events and services in all Culture, Park, and Recreation facilities.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Miscellaneous Revenue	22,190	20,300	20,300	20,300	-	-
Use of Fund Balance	1,441,606	1,566,491	1,613,171	1,636,863	23,692	1.47%
<b>Total Revenue Sources</b>	<b>\$ 1,463,795</b>	<b>\$ 1,586,791</b>	<b>\$ 1,633,471</b>	<b>\$ 1,657,163</b>	<b>\$ 23,692</b>	<b>1.45%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	442,441	520,170	552,297	575,989	23,692	4.29%
Supplies & Services	991,004	1,066,621	1,081,174	1,081,174	-	-
Capital	350	-	-	-	-	-
Transfers Out	30,000	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,463,795</b>	<b>\$ 1,586,791</b>	<b>\$ 1,633,471</b>	<b>\$ 1,657,163</b>	<b>\$ 23,692</b>	<b>1.45%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Administration	1,433,551	1,586,741	1,633,421	1,657,113	23,692	1.45%
<b>604 - Senior Citizen Fund</b>	30,244	50	50	50	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,463,795</b>	<b>\$ 1,586,791</b>	<b>\$ 1,633,471</b>	<b>\$ 1,657,163</b>	<b>\$ 23,692</b>	<b>1.45%</b>

## ACTIVITY DESCRIPTION

**Administration** division provides oversight to the other seven divisions in the way of administrative support as well as to its own in regards to consistency and compliance to all administrative processes and procedures. The functions this division performs are: personnel functions, payroll processing, revenue processing, budget development/execution/monitoring, accounts payable, contract processing, credit card/requisition/refund processing, maintaining the SOP Manual, coordinating office supply orders, and related board and commission duties. In addition, this division is the administrator of the CLASS system, volunteer background checks, Youth Assistance Program, and coordinator to Information Technology. The division is tasked with the daily custodial and minor maintenance of the UCCC, downtown Recreation Center, Family FunPlex, Ice Haus, Senior Activity center, Greeley History Museum, Anne Gimmestad modular, and the Rodarte Center.

The cost associated with the **Senior Citizen fund** are managed by the Senior Center division and account for contributions from individuals, corporations, and organizations for capital improvements to the Senior Activity Center.



**PURPOSE:** To provide for our community's need for pre-planning and final disposition of its deceased. This includes sales and services and maintaining the grounds, facilities, and equipment at Linn Grove Cemetery.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	316,332	341,270	341,270	341,270	-	-
Miscellaneous Revenue	3,834	910	910	910	-	-
Royalties	440,015	17,000	17,000	117,000	100,000	588%
Transfers In	60,712	220,656	275,590	175,590	(100,000)	-36.29%
Use of Fund Balance	(349,318)	(8)	(8)	(8)	-	-
<b>Total Revenue Sources</b>	<b>\$ 471,575</b>	<b>\$ 579,828</b>	<b>\$ 634,762</b>	<b>\$ 634,762</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	326,827	409,616	433,943	433,943	-	-
Supplies & Services	144,748	170,212	200,819	200,819	-	-
<b>Total Expenditures by Category</b>	<b>\$ 471,575</b>	<b>\$ 579,828</b>	<b>\$ 634,762</b>	<b>\$ 634,762</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
<b>408 - Cemetery Fund</b>						
Internments	225,817	242,740	267,782	267,782	-	-
Maintenance	245,756	337,086	366,978	366,978	-	-
<b>603 - Petriken Memorial Fund</b>						
	2	2	2	2	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 471,575</b>	<b>\$ 579,828</b>	<b>\$ 634,762</b>	<b>\$ 634,762</b>	<b>-</b>	<b>-</b>

\*Depreciation is not funded in Cemetery.

## ACTIVITY DESCRIPTIONS

**Internment** services provide for the final disposition of our community's deceased and include in-ground internments, cremation internments, genealogy research, and foundation installations for memorial placements.

Cemetery **Maintenance** provides for all aspects of maintenance activities for 55 operative acres at the Linn Grove Cemetery including: grounds management, section renovations, mowing, trimming, fertilizing, and water feature & roadway maintenance.

The Pre-Need program provides the opportunity for our community to pre-arrange future final disposition needs through staff pre-arrangement counselors and includes grave sites, opening/closing costs, and a variety of other disposition options.



## CULTURE & PUBLIC ART

**PURPOSE:** To research, assess, contract for, promote and present exceptional cultural and entertainment opportunities for our community and region. This division is primarily focused on the UCCC, yet will offer programs and services in numerous City venues, from parks to the Ice Haus. To develop educational programs for all ages and abilities within the historical venues, and professionally care for the historical artifacts entrusted to our care.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	828,702	938,900	961,842	981,400	19,558	2.03%
State Intergovernmental Revenue	4,850	-	-	-	-	-
Miscellaneous Revenue	62,612	56,500	54,500	54,500	-	-
Rents from Facilities	158,015	105,000	96,300	96,300	-	-
Use of Fund Balance	931,147	1,124,745	1,150,736	1,134,717	(16,019)	-1.39%
<b>Total Revenue Sources</b>	<b>\$ 1,985,327</b>	<b>\$ 2,225,145</b>	<b>\$ 2,263,378</b>	<b>\$ 2,266,917</b>	<b>\$ 3,539</b>	<b>0.16%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	818,162	946,907	996,195	999,734	3,539	0.36%
Supplies & Services	1,080,932	1,205,107	1,170,206	1,170,206	-	-
Capital	12,966	-	-	-	-	-
Transfers Out	73,267	73,131	96,977	96,977	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,985,327</b>	<b>\$ 2,225,145</b>	<b>\$ 2,263,378</b>	<b>\$ 2,266,917</b>	<b>\$ 3,539</b>	<b>0.16%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Arts Picnic	47,108	48,448	48,453	48,453	-	-
Culture Administration	280,832	324,549	364,316	364,316	-	-
Festival Administration	90,421	84,566	89,539	89,539	-	-
Neighborhood Nights	12,571	10,020	10,020	10,020	-	-
Operations-UCCC	718,719	830,969	858,462	862,001	3,539	0.41%
Programming	821,163	871,878	875,973	875,973	-	-
Sister City Program	2,897	43,100	5,000	5,000	-	-
<b>102 - Convention &amp; Visitors Fund</b>						
UNC Jazz Festival	11,615	11,615	11,615	11,615	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,985,327</b>	<b>\$ 2,225,145</b>	<b>\$ 2,263,378</b>	<b>\$ 2,266,917</b>	<b>\$ 3,539</b>	<b>0.16%</b>

### ACTIVITY DESCRIPTION

**Culture & Public Art** division works in unison with other Culture, Parks and Recreation division leaders for the betterment of delivery of products and services to the community in the most efficient and effective manner. Tasks that fall within this division are determining potential shows and productions at **UCCC** that will entice maximum ticket sales, seeking out and cultivating new sources of funding, preparing and applying for grants, working in collaboration with other institutions and agencies to enhance the **program**, actively recruiting and training volunteers, networking with Downtown Development Authority (DDA), Chamber of Commerce and other civic groups to promote the program. This division also oversees the **Sister City Program** with Moriya, Japan.

In addition, this division provides for the coordination and oversight of the **Arts Picnic**, **Neighborhood Nights**, and the **Festival of Trees** as well as support to other community special events. A grant is provided to fund the **UNC Jazz Festival**.



**PURPOSE:** To provide maintenance and development of the county buildings, the park, and the arena. Responsibilities include setups for all major events including the Greeley Independence Stampede.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	87,157	80,300	82,300	82,300	-	-
County Buildings	471,566	528,836	543,751	571,957	28,206	5.19%
Miscellaneous Revenue	1,176	-	-	-	-	-
Rents from Facilities	417,631	410,200	442,200	442,200	-	-
Use of Fund Balance	871,960	931,907	930,599	934,875	4,276	0.46%
<b>Total Revenue Sources</b>	<b>\$ 1,849,491</b>	<b>\$ 1,951,243</b>	<b>\$ 1,998,850</b>	<b>\$ 2,031,332</b>	<b>\$ 32,482</b>	<b>1.63%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,079,346	1,154,204	1,217,811	1,227,093	9,282	0.76%
Supplies & Services	770,145	738,039	781,039	781,039	-	-
Capital	-	59,000	-	23,200	23,200	-
<b>Total Expenditures by Category</b>	<b>\$ 1,849,491</b>	<b>\$ 1,951,243</b>	<b>\$ 1,998,850</b>	<b>\$ 2,031,332</b>	<b>\$ 32,482</b>	<b>1.63%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Island Grove Arena	413,771	455,463	501,335	501,335	-	-
Island Grove County Buildings	500,749	507,607	530,693	547,616	16,923	3.19%
Island Grove Event Center	398,639	471,957	487,116	509,681	22,565	4.63%
Island Grove Park	536,332	457,216	479,706	449,500	(30,206)	-6.30%
<b>512 - Fleet Replacement Fund</b>						
	-	59,000	-	23,200	23,200	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,849,491</b>	<b>\$ 1,951,243</b>	<b>\$ 1,998,850</b>	<b>\$ 2,031,332</b>	<b>\$ 32,482</b>	<b>1.63%</b>

## ACTIVITY DESCRIPTIONS

Island Grove includes building maintenance, scheduling and rentals of arena, city/county building spaces, horse stalls, regional park picnic areas, along with regional park maintenance and management.



**PURPOSE:** To take the lead with Culture, Parks and Recreation divisions in developing marketing and sales plans that communicate and encourage participation in all facets of the Culture, Parks & Recreation Department. The Marketing Division delivers products of those plans in a timely, professional, innovative and efficient manner.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	37,779	44,800	44,800	64,800	20,000	44.64%
Miscellaneous Revenue	8,273	2,800	2,800	2,800	-	-
Use of Fund Balance	435,981	494,176	522,705	502,705	(20,000)	-3.83%
<b>Total Revenue Sources</b>	<b>\$ 482,034</b>	<b>\$ 541,776</b>	<b>\$ 570,305</b>	<b>\$ 570,305</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	393,290	457,885	486,414	486,414	-	-
Supplies & Services	88,743	83,891	83,891	83,891	-	-
<b>Total Expenditures by Category</b>	<b>\$ 482,034</b>	<b>\$ 541,776</b>	<b>\$ 570,305</b>	<b>\$ 570,305</b>	-	-
<b>Expenditures by Activity</b>						
Marketing Administration	482,034	541,776	570,305	570,305	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 482,034</b>	<b>\$ 541,776</b>	<b>\$ 570,305</b>	<b>\$ 570,305</b>	-	-

## ACTIVITY DESCRIPTION

**Marketing** works with division leaders, golf course staff and Island Grove staff to develop marketing plans that incorporate advertising, publicity, promotions and special events. Extensive promotional materials in the form of print, television, radio, direct mail, cyber and display are produced and utilized by the Marketing Division in an effort to promote every aspect of the Culture, Parks & Recreation Department to target markets.

The Marketing Division also serves as the advertising and sponsorship sales arm of the Culture, Parks & Recreation Department. Over \$200,000 of cash and in-kind revenue is generated on an annual basis from advertising and sponsorships utilizing Culture, Parks, and Recreation assets.

The **Arts Picnic**, **Neighborhood Nights**, and the **Festival of Trees** have been moved to the culture & public art division.



# MUNICIPAL GOLF COURSES

**PURPOSE:** To provide well maintained and efficiently operated golf courses for the enjoyment of residents and tourists to Greeley.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	1,657,486	1,695,506	1,712,461	1,733,204	20,743	1.21%
Miscellaneous Revenue	77,987	1,600	1,600	1,600	-	-
Lease Proceeds	278,477	-	-	-	-	-
Transfers In	108,293	7,091	61,625	50,810	(10,815)	-17.55%
Use of Fund Balance	585,659	272,664	-	160,665	160,665	-
<b>Total Revenue Sources</b>	<b>\$ 2,707,901</b>	<b>\$ 1,976,861</b>	<b>\$ 1,775,686</b>	<b>\$ 1,946,279</b>	<b>\$ 170,593</b>	<b>9.61%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	775,272	808,763	853,346	863,274	9,928	1.16%
Supplies & Services	939,469	669,186	700,837	700,837	-	-
Capital	178,679	272,664	-	160,665	160,665	-
Debt	814,481	226,248	221,503	221,503	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,707,901</b>	<b>\$ 1,976,861</b>	<b>\$ 1,775,686</b>	<b>\$ 1,946,279</b>	<b>\$ 170,593</b>	<b>9.61%</b>
<b>Expenditures by Activity</b>						
<b>409 - Municipal Golf Courses Fund</b>						
Administration	1,254,486	384,721	386,198	386,198	-	-
Boomerang Links	654,260	636,300	651,081	656,045	4,964	0.76%
Highland Hills	799,155	683,176	738,407	743,371	4,964	0.67%
<b>512 - Fleet Replacement Fund</b>						
	-	272,664	-	160,665	160,665	-
<b>Total Expenditures by Activity</b>	<b>\$ 2,707,901</b>	<b>\$ 1,976,861</b>	<b>\$ 1,775,686</b>	<b>\$ 1,946,279</b>	<b>\$ 170,593</b>	<b>9.61%</b>

\*Depreciation, Amortization Bond Issue Costs, and Other Charges are not funded in the Municipal Golf Courses.

## ACTIVITY DESCRIPTIONS

**Highland Hills and Boomerang Links** Golf Courses offer the golf enthusiast two choices of well-maintained and aesthetically pleasing locations to enjoy their favorite sport. Both have club houses, concessions, and pro shops which offer merchandise as well as golf instruction from professional staff. Golf cart and equipment rentals are also available.

The Maintenance staff provides services essential to the aesthetics and operation of the facilities and grounds, including mowing, fertilizing, maintaining the irrigation system, controlling pests, and preparing for tournaments. Other duties include the purchasing of materials, the implementation of physical improvements, and the execution of projects related to regulatory compliance.

**Golf Administration** oversees the Highland Hills and Boomerang Links Golf Courses and purchases the capital equipment needed for operations.





**PURPOSE:** To develop educational programs for all ages and abilities within the historical venues, and professional care for the historical artifacts entrusted to our care.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	100,039	128,700	128,700	134,700	6,000	4.66%
Federal Intergovernmental Revenue	33,472	-	-	-	-	-
Miscellaneous Revenue	79,749	19,350	19,350	19,350	-	-
Rents from Facilities	15,695	13,500	13,500	13,500	-	-
Transfers In	179,833	180,814	185,643	185,643	-	-
Use of Fund Balance	792,942	764,702	810,462	816,317	5,855	0.72%
<b>Total Revenue Sources</b>	<b>\$ 1,201,729</b>	<b>\$ 1,107,066</b>	<b>\$ 1,157,655</b>	<b>\$ 1,169,510</b>	<b>\$ 11,855</b>	<b>1.02%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	821,313	880,307	930,607	942,462	11,855	1.27%
Supplies & Services	295,044	226,759	227,048	227,048	-	-
Capital	22,330	-	-	-	-	-
Transfers Out	63,042	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,201,729</b>	<b>\$ 1,107,066</b>	<b>\$ 1,157,655</b>	<b>\$ 1,169,510</b>	<b>\$ 11,855</b>	<b>1.02%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Greeley History Museum	668,950	682,695	713,634	716,598	2,964	0.42%
Historic Sites	450,809	420,846	443,696	452,587	8,891	2.00%
<b>602 - Museum Fund</b>	77,475	3,450	250	250	-	-
<b>605 - Memorials Fund</b>	4,418	75	75	75	-	-
<b>607 - Community Memorials Fund</b>	77	-	-	-	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,201,729</b>	<b>\$ 1,107,066</b>	<b>\$ 1,157,655</b>	<b>\$ 1,169,510</b>	<b>\$ 11,855</b>	<b>1.02%</b>

## ACTIVITY DESCRIPTIONS

Museum tasks include seeking out and cultivating new sources of funding, preparing grants, working with and collaborating with other institutions and agencies to enhance the program, overseeing collection acquisition and care, overseeing the community assets entrusted to the **Greeley History Museum, Centennial Village, Plumb Farm,** and Meeker House and developing, promoting and presenting educational activities and special events within these venues.



**PURPOSE:** To develop, maintain, and manage City-owned and cooperative parklands and athletic fields in a safe and aesthetically pleasing manner for the citizens of Greeley and the surrounding region.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	124,009	121,205	121,205	123,205	2,000	1.65%
Licenses & Permits	2,720	3,800	3,800	3,800	-	-
Miscellaneous Revenue	78,547	54,405	39,620	39,620	-	-
Rents from Facilities	70,030	42,130	42,130	42,130	-	-
Transfers In	1,579,374	1,297,775	1,301,284	1,583,338	282,054	21.68%
Use of Fund Balance	2,772,674	3,147,274	3,417,791	3,348,555	(69,236)	-2.03%
<b>Total Revenue Sources</b>	<b>\$ 4,627,353</b>	<b>\$ 4,666,589</b>	<b>\$ 4,925,830</b>	<b>\$ 5,140,648</b>	<b>\$ 214,818</b>	<b>4.36%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,829,731	3,070,875	3,228,491	3,402,184	173,693	5.38%
Supplies & Services	1,499,410	1,356,826	1,302,174	1,435,164	132,990	10.21%
Capital	298,212	238,888	395,165	303,300	(91,865)	-23.25%
<b>Total Expenditures by Category</b>	<b>\$ 4,627,353</b>	<b>\$ 4,666,589</b>	<b>\$ 4,925,830</b>	<b>\$ 5,140,648</b>	<b>\$ 214,818</b>	<b>4.36%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Baseball Fields	140,427	164,732	165,597	165,597	-	-
Community & Neighborhood Parks	2,185,406	2,265,431	2,391,898	2,393,673	1,775	0.07%
Downtown Plaza	201,893	231,112	272,457	273,757	1,300	0.48%
Forestry	929,493	753,624	771,042	772,042	1,000	0.13%
Island Grove Multi-Use Fields	31,215	34,776	35,873	35,873	-	-
Median/Bikepath/Parkways	23,192	26,774	26,845	26,845	-	-
Nature Areas & Trails	267,287	306,632	198,463	501,071	302,608	152%
Promontory Point	49,634	56,014	56,702	56,702	-	-
Public Building Grounds	102,198	109,258	99,621	99,621	-	-
Sports Complex	281,149	298,826	312,660	312,660	-	-
Twin Rivers Park	172,283	190,410	199,507	199,507	-	-
<b>108 - Designated Revenue Fund</b>						
Poudre River Trail	-	22,000	-	-	-	-
<b>512 - Fleet Replacement Fund</b>						
	242,835	207,000	395,165	303,300	(91,865)	-23.25%
<b>607 - Community Memorials Fund</b>						
	340	-	-	-	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 4,627,353</b>	<b>\$ 4,666,589</b>	<b>\$ 4,925,830</b>	<b>\$ 5,140,648</b>	<b>\$ 214,818</b>	<b>4.36%</b>

## ACTIVITY DESCRIPTIONS

Parks is divided into the following programs: **Baseball Fields, Community/Neighborhood Parks, Downtown Plaza, Forestry, Medians/Bike Paths/Parkways, Multi-Use Fields, Planning & Support Services, Promontory Point, Public Building Grounds, Sports Complex, and Twin Rivers Park.**

Parks staff provides the following for each of the previously listed locations: site planning, support for development and construction of new facilities, rehabilitation of existing facilities, repairs, and total grounds maintenance for the City parks. It also provides support for special events such as City functions or Downtown Plaza events.

**Forestry** provides enforcement of the sections of the Greeley Municipal Code that pertain to trees, shrubs, and other woody vegetation. This includes planting, removing, trimming, and treating trees within the city. Forestry also works to ease traffic obstructions caused by vegetation and monitors and manages insect and disease issues in the urban forest. The program also provides for the licensing and monitoring of tree contractors and provides for the maintenance of tree, shrub and floral plantings in the parks system or on other City-owned properties.

The Forestry program performs or contracts for tree maintenance in the parks and other city properties. This includes planting, trimming, pest control, and removals. The program also installs and maintains the floral displays in the parks and provides for the maintenance of interior plants in City facilities.

The Forestry program maintains a tree inventory for parks and public grounds and as well as a street tree inventory for the areas found in mature neighborhoods of Greeley where the tree lawn is set apart by detached sidewalks.

The **Parks Equipment** is separated out in the Fleet Replacement Fund to distinguish parks equipment from city fleet purchases.

The **Memorial Tree Program** is managed by the Parks department as trees are requested.



**PURPOSE:** To provide a year-round, comprehensive recreation program for all age groups within the community and strive to be the key regional provider of recreational services. This division has oversight of the FunPlex and programming of Twin Rivers Softball Complex, Ice Haus, downtown Recreation Center, Senior Activity Center, outdoor aquatic facilities, Island Grove Sports Complex and Monfort Sports Park.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	2,450,053	2,493,669	2,493,669	2,563,831	70,162	2.81%
Intergovernmental Revenue	15,000	20,000	20,000	20,000	-	-
Miscellaneous Revenue	47,323	49,530	49,530	55,680	6,150	12.42%
Rents from Facilities	208,236	251,644	251,644	261,537	9,893	3.93%
Transfers In	30,000	-	-	-	-	-
Use of Fund Balance	1,576,453	1,905,066	2,085,728	2,148,918	63,190	3.03%
<b>Total Revenue Sources</b>	<b>\$ 4,327,065</b>	<b>\$ 4,719,909</b>	<b>\$ 4,900,571</b>	<b>\$ 5,049,966</b>	<b>\$ 149,395</b>	<b>3.05%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,635,396	2,903,467	3,051,209	3,208,484	157,275	5.15%
Supplies & Services	1,671,668	1,796,442	1,829,362	1,821,482	(7,880)	-0.43%
Transfers Out	20,000	20,000	20,000	20,000	-	-
<b>Total Expenditures by Category</b>	<b>\$ 4,327,065</b>	<b>\$ 4,719,909</b>	<b>\$ 4,900,571</b>	<b>\$ 5,049,966</b>	<b>\$ 149,395</b>	<b>3.05%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Adult Sports	109,146	103,825	104,661	106,601	1,940	1.85%
Aquatics	295,117	286,664	293,559	345,062	51,503	17.54%
Family FunPlex	1,051,926	1,090,344	1,126,403	1,228,138	101,735	9.03%
Ice Haus	567,833	634,631	660,892	651,470	(9,422)	-1.43%
Recreation Administration	726,054	869,243	918,413	918,413	-	-
Youth Activities	788,226	890,461	922,191	927,193	5,002	0.54%
Recreation Center	168,897	200,834	203,732	213,298	9,566	4.70%
Senior Center	598,848	629,522	656,335	639,906	(16,429)	-2.50%
<b>606 - Senior Center Clubs Fund</b>	<b>21,017</b>	<b>14,385</b>	<b>14,385</b>	<b>19,885</b>	<b>5,500</b>	<b>38.23%</b>
<b>Total Expenditures by Activity</b>	<b>\$ 4,327,065</b>	<b>\$ 4,719,909</b>	<b>\$ 4,900,571</b>	<b>\$ 5,049,966</b>	<b>\$ 149,395</b>	<b>3.05%</b>

## ACTIVITY DESCRIPTIONS

**Adult Sports/Aquatics/ Youth Activities** include youth and adult sports, instructional programs, and fitness/wellness programs. In addition, all aquatic programs (except the Family FunPlex) such as lessons, open swim and aqua fitness are in this area.

The downtown **Recreation Center** includes day to day operational oversight of the center and front desk operations, scheduling of the Recreation Center, Senior Center and parks to support all Department of Culture, Parks & Recreation needs. In addition, it hosts outdoor adventure series for youth and adults, and various community classes and events.

The **Senior Center** plans, promotes and presents a comprehensive, year-round activities program, both active and passive, to a diverse senior participant group locally and regionally. This program includes the Rocky Mountain Senior Games, sports, travel, classes, special events, daily drop-in activities, crafts and other recreational opportunities.

The **Ice Haus** plans and provides for a comprehensive, year-round program to fully utilize the single sheet ice venue. Included in this task are the day to day operations and maintenance of the Ice Haus, seeking out and contracting for ice use time, planning tournaments and special events, and working with both City staff and downtown merchants to create the greatest traffic flow to downtown.

The **Family FunPlex** develops and presents innovative opportunities for participants of all ages to enjoy the venue as well as the surrounding Twin Rivers Park. Included in this task are the day to day programming of the venue to ensure maximum use of the facility including the indoor Adventure Island water park, indoor field house (sport court for volleyball, basketball, soccer, inline skating), the River Run Golf Course, birthday parties in the Fun Zone, and our Kid Kare Room. In addition, this area schedules the use of the Twin Rivers Softball Complex and the outdoor amphitheater.

**Recreation Administration** oversees all the recreation areas and ensures community needs are met.

**Clubs & Activities** include activities provided by the Senior Center Clubs Fund.



**PURPOSE:** To introduce life skills as well as provide on-going quality recreational programming in safe, welcoming environments, to community youth.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	41,821	32,560	32,560	48,727	16,167	49.65%
Intergovernmental Revenue	2,728	-	-	-	-	-
Miscellaneous Revenue	26,306	10,758	10,758	10,758	-	-
Rents from Facilities	12,095	10,000	10,000	10,000	-	-
Transfers In	35,000	35,000	35,000	35,000	-	-
Use of Fund Balance	675,429	797,838	827,134	723,356	(103,778)	-12.55%
<b>Total Revenue Sources</b>	<b>\$ 793,379</b>	<b>\$ 886,156</b>	<b>\$ 915,452</b>	<b>\$ 827,841</b>	<b>(\$ 87,611)</b>	<b>-9.57%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	592,611	673,633	706,373	620,794	(85,579)	-12.12%
Supplies & Services	200,769	212,523	209,079	207,047	(2,032)	-0.97%
<b>Total Expenditures by Category</b>	<b>\$ 793,379</b>	<b>\$ 886,156</b>	<b>\$ 915,452</b>	<b>\$ 827,841</b>	<b>(\$ 87,611)</b>	<b>-9.57%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Summer Teen Employment (STEP)	126,557	112,692	115,214	-	(115,214)	-100%
Youth Enrichment Administration	620,056	732,464	759,238	786,841	27,603	3.72%
<b>108 - Designated Revenue Fund</b>						
Youth Assistance	28,509	35,000	35,000	35,000	-	-
Youth Enrichment	18,257	6,000	6,000	6,000	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 793,379</b>	<b>\$ 886,156</b>	<b>\$ 915,452</b>	<b>\$ 827,841</b>	<b>(\$ 87,611)</b>	<b>-9.57%</b>

## ACTIVITY DESCRIPTIONS

**Youth Enrichment** is tasked with enriching the lives of our community youth. This is accomplished through the development and promotion of recreational activities, special events and by offering a safe and innovative out-of-school program found throughout the community. In addition, this division works closely with Neighborhood Building Blocks and the Police Department in co-sponsorship of events and services, and acts as the department's liaison to the Juvenile Assessment Center. Further, this division works closely with the Youth Commission, facilitates Youth Net, and oversees the AIMS and UNC Work Study Programs.

This division also oversees the day to day operation of the **Rodarte Community Center**, plans and provides cultural, recreational, and educational programming for all community youth, focusing on the neighboring community. Included within this task is oversight of the STEP program, Teen Job Fair, Summer Fun in the Sun program, After-School Fun Club, youth and adult fitness, the COP Flag Football program, the Rodarte Boxing Club and the scheduling of the facility as well.

The Outreach program is funded by ACE Fund United Way Community Impact Grant for STEM Scholars.

The **Youth Assistance** program funds scholarships for Youth to participate in Recreation programs.



Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	257,488	301,100	301,100	341,100	40,000	13.28%
Taxes	411,059	439,338	439,710	439,710	-	-
Miscellaneous Revenue	183,246	189,500	189,500	189,500	-	-
Transfers In	950,045	996,449	1,048,969	1,048,969	-	-
Use of Fund Balance	903,925	1,194,183	1,235,333	1,347,333	112,000	9.07%
<b>Total Revenue Sources</b>	<b>\$ 2,705,762</b>	<b>\$ 3,120,570</b>	<b>\$ 3,214,612</b>	<b>\$ 3,366,612</b>	<b>\$ 152,000</b>	<b>4.73%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,003,357	2,366,001	2,460,323	2,605,817	145,494	5.91%
Supplies & Services	702,405	754,569	754,289	760,795	6,506	0.86%
<b>Total Expenditures by Category</b>	<b>\$ 2,705,762</b>	<b>\$ 3,120,570</b>	<b>\$ 3,214,612</b>	<b>\$ 3,366,612</b>	<b>\$ 152,000</b>	<b>4.73%</b>
<b>Expenditures by Division</b>						
Financial Services	2,011,858	2,432,334	2,494,353	2,646,353	152,000	6.09%
Fiscal Management	422,062	407,530	422,693	422,693	-	-
Purchasing	271,842	280,706	297,566	297,566	-	-
<b>Total Expenditures by Division</b>	<b>\$ 2,705,762</b>	<b>\$ 3,120,570</b>	<b>\$ 3,214,612</b>	<b>\$ 3,366,612</b>	<b>\$ 152,000</b>	<b>4.73%</b>

## GENERAL DESCRIPTION

The **Finance** Department is responsible for the administration of the financial affairs of the City including compiling financial information and data for the City Manager's annual budget, the supervision of disbursement of all monies and control over all expenditures to ensure appropriations are not exceeded, the design and maintenance of a general accounting system along with the development and maintenance of internal controls, preparation of periodic statements of receipts and disbursements showing the financial and budgetary condition of the City, preparation of year-end financial statements, the collection of all revenue due to the City, investment of City funds, the purchasing of goods and services, and the disposal of surplus assets.

## HOW THE DEPARTMENT IS ORGANIZED

The Assistant City Manager/Finance Director reports to the City Manager and is responsible for the executive management of the department.

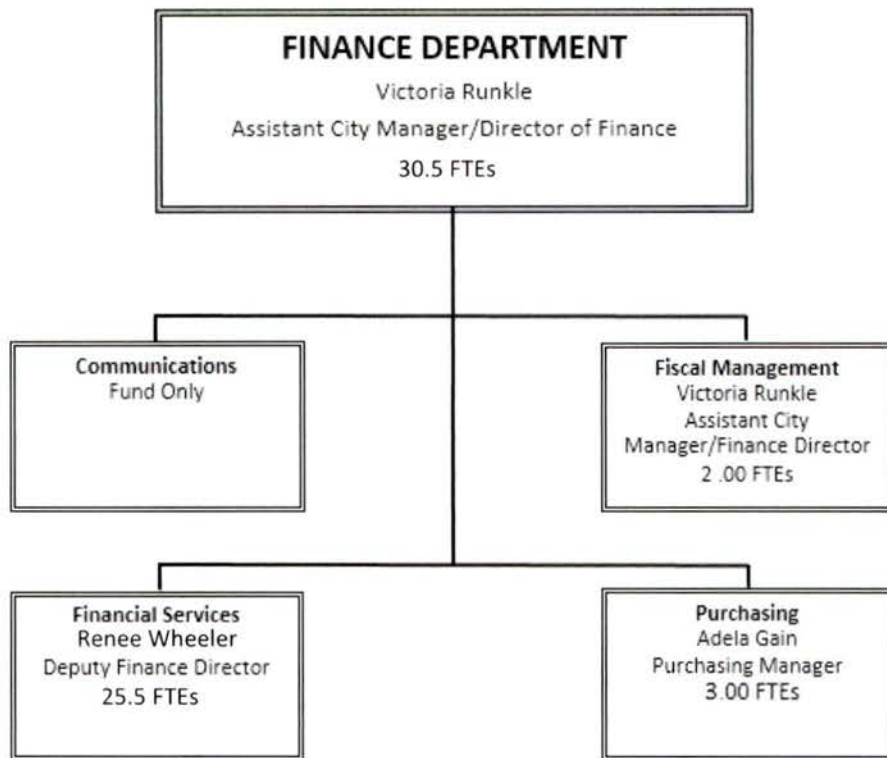
**Communications** provides copying and mailing services to departments.

The **Financial Services** staff accounts for all revenues and expenditures of the City. Financial Services compiles information and data, monitors the budget, and is responsible for recording and reporting all expenditures and revenue of the City. Financial Services also prepares the Comprehensive Annual Financial Report and the Biennial Operating & Capital Improvement Plan.

**Fiscal Management** provides for the administration of the Finance Department and provides ongoing analysis of the financial condition of the City, debt issuance, debt management and the investing of City funds.

The **Purchasing** staff provides a centralized acquisition program through which all departments may obtain needed goods and services at competitive costs consistent with suitable quality.

## ORGANIZATIONAL CHART





## FTE SUMMARY

Finance	2017 Revised		2018	2018 Revised	2018 vs. 2018 revised
	2016 Actual	Budget	Budget	Budget	
<b>Financial Services</b>					
Accountant I	1.00	1.00	1.00	1.00	-
Accountant II	1.00	1.00	1.00	1.00	-
Accountant III	2.00	2.00	2.00	2.00	-
Accountant IV	-	1.00	1.00	1.00	-
Accounting Clerk	3.75	3.75	3.75	3.75	-
Accounting Manager	1.00	-	-	-	-
Administrative Specialist	1.00	1.00	1.00	1.00	-
Budget & Compliance Manager	1.00	1.00	1.00	1.00	-
Clerical Assistant	2.00	2.00	2.00	2.00	-
Customer Service Representative	2.00	2.00	2.00	2.00	-
Deputy Finance Director	1.00	1.00	1.00	1.00	-
Field Services Representative	1.00	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	1.00	-
Payroll Accountant	1.00	1.00	1.00	1.00	-
Real Estate Manager	-	1.00	1.00	1.00	-
Real Estate Technician	-	1.00	1.00	1.00	-
Revenue & Business License Manager	1.00	1.00	1.00	1.00	-
Utility Billing Clerk	3.50	3.50	3.50	3.50	-
<b>Total Financial Services</b>	<b>23.25</b>	<b>25.25</b>	<b>25.25</b>	<b>25.25</b>	-
<b>Fiscal Management</b>					
Assistant City Manager	1.00	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	1.00	-
<b>Total Fiscal Management</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	-
<b>Parking</b>					
Accounting Clerk	0.25	0.25	0.25	0.25	-
<b>Total Parking</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	-
<b>Purchasing</b>					
Buyer	2.00	2.00	2.00	2.00	-
Purchasing Assistant	-	-	-	-	-
Purchasing Manager	1.00	1.00	1.00	1.00	-
<b>Total Purchasing</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-
<b>Total Finance</b>	<b>28.50</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>	-

## ACHIEVEMENTS

- Improving the Customer Experience at the City (External & Internal Customers)
  - Electronic Vendor Transactions
  - Electronic Paychecks/Cards
  - Utility E-bills
  - Online Sales Tax Filing
- Ensuring Accountability
  - Award Winning Comprehensive Annual Report With A "Clean" Audit Opinion
- Enhancing Stewardship
  - Award Winning Budget Documents Communicating The Effective Use Of Resources
  - Real Estate Division – More Effective Collection Of Oil & Gas Royalties And Cell Tower Leases
  - Business Process Evaluations To Eliminate Waste (Greenbelt, Financial Software Needs Assessment)
- Principled Relationships
  - Business Licenses

## **2018 DEPARTMENT POSITION & PROGRAM ADDITIONS**

- Additional Funding for Real Estate Positions using Oil and Gas Lease Revenues



## FINANCIAL SERVICES

**PURPOSE:** The Financial Services division is responsible for development, maintenance and administration of the City's accounting system and for preparing and monitoring the City's budget. The preparation of the City's Comprehensive Annual Financial Report (CAFR), Operations and Capital Improvement Plan, periodic financial reports, and the implementation and maintenance of accounting controls over the City's financial resources are also responsibilities of the division. The division ensures compliance with Generally Accepted Accounting Principles (GAAP) and applicable federal, state, and local laws and regulations.

Revenue Sources	2017 Revised		2018 Original	2018 Revised	\$ Change	% Change
	2016 Actual	Budget	Budget	Budget		
Charges for Services	257,488	301,100	301,100	341,100	40,000	13.28%
Sales & Use Tax	411,059	439,338	439,710	439,710	-	-
Miscellaneous Revenue	67,229	64,500	64,500	64,500	-	-
Transfers In	800,199	849,528	893,223	893,223	-	-
Use of Fund Balance	475,882	777,868	795,820	907,820	112,000	14.07%
<b>Total Revenue Sources</b>	<b>\$ 2,011,858</b>	<b>\$ 2,432,334</b>	<b>\$ 2,494,353</b>	<b>\$ 2,646,353</b>	<b>\$ 152,000</b>	<b>6.09%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,476,125	1,834,142	1,895,680	2,041,174	145,494	7.68%
Supplies & Services	535,733	598,192	598,673	605,179	6,506	1.09%
<b>Total Expenditures by Category</b>	<b>\$ 2,011,858</b>	<b>\$ 2,432,334</b>	<b>\$ 2,494,353</b>	<b>\$ 2,646,353</b>	<b>\$ 152,000</b>	<b>6.09%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
General Accounting	1,243,288	1,505,087	1,597,232	1,597,232	-	-
Real Estate	-	50,000	-	152,000	152,000	-
Utility Billing	388,338	429,565	445,894	445,894	-	-
<b>106 - Sales &amp; Use Tax Fund</b>	183,246	218,847	221,505	221,505	-	-
<b>410 - Downtown Parking Fund</b>	31,233	27,235	28,122	28,122	-	-
<b>506 - Communications Fund</b>	165,753	201,600	201,600	201,600	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 2,011,858</b>	<b>\$ 2,432,334</b>	<b>\$ 2,494,353</b>	<b>\$ 2,646,353</b>	<b>\$ 152,000</b>	<b>6.09%</b>

## ACTIVITY DESCRIPTIONS

**General Accounting** is responsible for the receipt, disbursement, and monitoring of the City of Greeley's funds. In addition, accounting administers utility billing, payroll, sales and use tax collection, improvement district billing, fixed asset control, accounts receivable, accounts payable, license and parking permit issuance, audits, and general cashing functions. Accounting is also responsible for the outside agency contract for Weld Food Bank.

The **Utility Billing** staff provides billing services to the City utility customers, answers public inquiries, maintains utility billing records, performs special utility meter reading service requests.

The **Real Estate** area is a centralized location for all real estate requests at the City. They work with departments in the City to finalize real estate transactions.



## FISCAL MANAGEMENT

**PURPOSE:** To support city operations with such services as cash management, investment of funds, special projects and studies, and administration of the other divisions of the Finance Department.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Transfers In	82,858	68,793	72,879	72,879	-	-
Use of Fund Balance	339,203	338,737	349,814	349,814	-	-
<b>Total Revenue Sources</b>	<b>\$ 422,062</b>	<b>\$ 407,530</b>	<b>\$ 422,693</b>	<b>\$ 422,693</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	262,514	260,018	275,942	275,942	-	-
Supplies & Services	159,548	147,512	146,751	146,751	-	-
<b>Total Expenditures by Category</b>	<b>\$ 422,062</b>	<b>\$ 407,530</b>	<b>\$ 422,693</b>	<b>\$ 422,693</b>	-	-
<b>Expenditures by Activity</b>						
Finance Administration	422,062	407,530	422,693	422,693	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 422,062</b>	<b>\$ 407,530</b>	<b>\$ 422,693</b>	<b>\$ 422,693</b>	-	-

### ACTIVITY DESCRIPTION

**Administration** provides complete and accurate financial information to management, City Council, City departments and to the citizens of Greeley. It also provides administrative direction for the entire Finance Department in addition to investment and treasury functions for all City funds, debt issuance and debt management.



**PURPOSE:** To provide a centralized acquisition program through which all departments may obtain needed goods and services at competitive costs consistent with suitable quality.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Miscellaneous Revenue	116,017	125,000	125,000	125,000	-	-
Transfers In	66,987	78,128	82,867	82,867	-	-
Use of Fund Balance	88,839	77,578	89,699	89,699	-	-
<b>Total Revenue Sources</b>	<b>\$ 271,842</b>	<b>\$ 280,706</b>	<b>\$ 297,566</b>	<b>\$ 297,566</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	264,718	271,841	288,701	288,701	-	-
Supplies & Services	7,124	8,865	8,865	8,865	-	-
<b>Total Expenditures by Category</b>	<b>\$ 271,842</b>	<b>\$ 280,706</b>	<b>\$ 297,566</b>	<b>\$ 297,566</b>	-	-
<b>Expenditures by Activity</b>						
Purchasing	271,842	280,706	297,566	297,566	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 271,842</b>	<b>\$ 280,706</b>	<b>\$ 297,566</b>	<b>\$ 297,566</b>	-	-

### ACTIVITY DESCRIPTION

**Purchasing** provides a purchasing team which is utilized for any City purchase. This team assists with specifications, prepares bids, and assures observance of City ordinances pertaining to purchasing and contracting. The purchasing staff serves as an interface between departmental personnel and vendors.





Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	148,558	59,000	59,000	373,400	314,400	533%
Intergovernmental Revenue	130,112	30,000	30,000	25,000	(5,000)	-16.67%
Miscellaneous Revenue	8,542	-	-	-	-	-
Transfers In	-	-	-	85,000	85,000	-
Use of Fund Balance	14,245,443	14,061,492	14,704,959	14,743,284	38,325	0.26%
<b>Total Revenue Sources</b>	<b>\$ 14,532,655</b>	<b>\$ 14,150,492</b>	<b>\$ 14,793,959</b>	<b>\$ 15,226,684</b>	<b>\$ 432,725</b>	<b>2.93%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	12,323,137	12,413,505	12,825,195	13,175,171	349,976	2.73%
Supplies & Services	2,169,740	1,697,209	1,928,986	1,781,007	(147,979)	-7.67%
Debt	39,778	39,778	39,778	39,778	-	-
Transfers Out	-	-	-	230,728	230,728	-
<b>Total Expenditures by Category</b>	<b>\$ 14,532,655</b>	<b>\$ 14,150,492</b>	<b>\$ 14,793,959</b>	<b>\$ 15,226,684</b>	<b>\$ 432,725</b>	<b>2.93%</b>
<b>Expenditures by Division</b>						
Administration	436,577	446,306	466,681	466,681	-	-
Community Safety	971,083	937,645	978,080	1,016,579	38,499	3.94%
Operations	13,124,995	12,766,541	13,349,198	13,743,424	394,226	2.95%
<b>Total Expenditures by Division</b>	<b>\$ 14,532,655</b>	<b>\$ 14,150,492</b>	<b>\$ 14,793,959</b>	<b>\$ 15,226,684</b>	<b>\$ 432,725</b>	<b>2.93%</b>

## GENERAL DESCRIPTION

The mission of the **Greeley Fire Department** is to prevent harm through professional and compassionate service to the citizens of and visitors to Greeley and the Western Hills Fire Protection District. The Fire Chief functions as a City department head and reports to the City Manager. The Department consists of three divisions: Administration, Community Safety, and Operations.

## HOW THE DEPARTMENT IS ORGANIZED

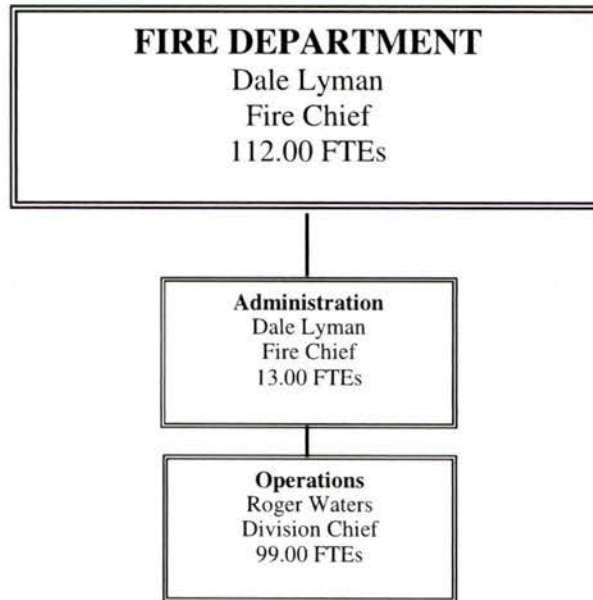
The **Administration** division, under the direction of the Fire Chief, provides policy and administrative direction for all functions of the department's operations. This division interacts with community leaders, other local governments, and the business community to identify community needs and develop programs. This division provides required administrative services and information to the City of Greeley and the Western Hills Fire Protection District.

The **Community Safety** division reports to a Division Chief and provides services which reduce the frequency and severity of fires, explosions, and other threats to property and life. The division enforces adopted fire codes and ordinances. It also supports the Records Management Systems for the department and interacts with the City's Information Technology division and the Weld County Emergency Communications Center. The division reviews development and building plans for compliance with fire and life safety standards, and coordinates the computer hardware and software programs for the department. This division also develops and implements the Emergency Management activities for the City.

The **Operations** division reports to a Division Chief and provides public safety through effective response to fires, medical emergencies, and other incidents that threaten public safety. It also supports the mission of the Community Safety division and conducts pre-fire planning activities, maintains all equipment and stations, and oversees major capital rolling stock acquisitions. The Training program within the Operations division provides academic instruction, field instruction and quality control for firefighting, emergency medical/rescue, advanced life support procedures, and other specialized functions to maintain state and nationally recognized certification for members of the department. It manages departmental safety and coordinates

criteria for the fitness and health standards of the department and addresses tuition costs for fire related college courses and represents the department within the Front Range Fire Consortium.

### ORGANIZATIONAL CHART





## FTE SUMMARY

Fire	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Administration</b>					
Administrative Specialist	2.00	2.00	2.00	2.00	-
Alternative Response Paramedic		-	1.00	1.00	1.00
Division Chief	2.00	2.00	2.00	2.00	-
Fire Chief	1.00	1.00	1.00	1.00	-
Fire Lieutenant	1.00	1.00	1.00	1.00	-
Staff Specialist	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	2.00	2.00	2.00	2.00	-
Fire Capitan	3.00	3.00	3.00	3.00	-
<b>Total Administration</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>1.00</b>
<b>Operations</b>					
Ambulance Service	-	-	3.00	3.00	3.00
EMS Coordinator	1.00	1.00	1.00	1.00	-
Fire Capitan Specialist	1.00	1.00	1.00	1.00	-
Fire Engineer - B	17.00	17.00	17.00	17.00	-
Fire Engineer - I	6.00	6.00	6.00	6.00	-
Fire Engineer - P	1.00	1.00	1.00	1.00	-
Fire Lieutenant Specialist	2.00	2.00	2.00	2.00	-
Fire Lieutenant - B	12.00	11.00	11.00	11.00	-
Fire Lieutenant - I	7.00	8.00	8.00	8.00	-
Fire Lieutant - P	4.00	4.00	4.00	4.00	-
Firefighter - B	24.00	18.00	18.00	18.00	-
Firefighter - B Journey I	-	3.00	3.00	3.00	-
Firefighter-B Journey II	-	2.00	2.00	2.00	-
Firefighter-I	4.00	4.00	4.00	4.00	-
Firefighter-P	17.00	15.00	15.00	15.00	-
Firefighter-P Journey I	-	1.00	1.00	1.00	-
Firefighter-P Journey II	-	2.00	2.00	2.00	-
<b>Total Operations</b>	<b>96.00</b>	<b>96.00</b>	<b>99.00</b>	<b>99.00</b>	<b>3.00</b>
<b>Total Fire</b>	<b>108.00</b>	<b>108.00</b>	<b>112.00</b>	<b>112.00</b>	<b>4.00</b>

## ACHIEVEMENTS

- Completed EOC training for major gas incident
- Relocated to new station
- Oil/Gas well inspections and response training continued
- ARV plan instituted after successful pilot program

## 2018 DEPARTMENT POSITION & PROGRAM ADDITIONS

- Alternative Response Vehicle Program started with startup funding
- Additional Alternative Response Paramedic for the Alternative Response Vehicle Program
- Ambulance Service program started at the City with reimbursement from Banner Health with 3 additional FTEs



**PURPOSE:** Administration provides policy and administrative direction for all functions of the department's operations.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Transfers In	-	-	-	85,000	85,000	-
Use of Fund Balance	436,577	446,306	466,681	381,681	(85,000)	-18.21%
<b>Total Revenue Sources</b>	<b>\$ 436,577</b>	<b>\$ 446,306</b>	<b>\$ 466,681</b>	<b>\$ 466,681</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	353,093	272,963	286,904	286,904	-	-
Supplies & Services	43,706	133,565	139,999	139,999	-	-
Debt	39,778	39,778	39,778	39,778	-	-
<b>Total Expenditures by Category</b>	<b>\$ 436,577</b>	<b>\$ 446,306</b>	<b>\$ 466,681</b>	<b>\$ 466,681</b>	-	-
<b>Expenditures by Activity</b>						
Fire Administration	348,365	304,278	324,653	324,653	-	-
Old Hire Pension Liability	48,434	102,250	102,250	102,250	-	-
Zoll Heart Monitor Lease	39,778	39,778	39,778	39,778	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 436,577</b>	<b>\$ 446,306</b>	<b>\$ 466,681</b>	<b>\$ 466,681</b>	-	-

## ACTIVITY DESCRIPTIONS

**Administration** provides direction, coordinating, budget oversight and reporting of all activities within the department.

**Old Hire Pension Liability** is the old fire pension plan no longer offered that is funded annually based on pension costs.

**Zoll Heart Monitor Lease** started in January 2013, when the City entered into a five-year lease agreement to finance the purchase of seven manual monitor/defibrillators with a down payment of \$84,000. The note is funded by the General fund with annual payments of \$39,777.



**PURPOSE:** Serves to reduce the frequency and intensity of fire and hazardous material incidents in a cost-effective manner and to support the overall efforts of the department in accomplishing its mission and goals. This division also serves as the coordinator of Emergency Management for the department and the City of Greeley.

Revenue Sources	2017 Revised		2018 Original	2018 Revised	\$ Change	% Change
	2016 Actual	Budget	Budget	Budget		
Charges for Services	42,961	56,000	56,000	56,000	-	-
Intergovernmental Revenue	32,500	30,000	30,000	25,000	(5,000)	-16.67%
Use of Fund Balance	895,622	851,645	892,080	935,579	43,499	4.88%
<b>Total Revenue Sources</b>	<b>\$ 971,083</b>	<b>\$ 937,645</b>	<b>\$ 978,080</b>	<b>\$ 1,016,579</b>	<b>\$ 38,499</b>	<b>3.94%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	429,106	396,867	421,391	421,391	-	-
Supplies & Services	541,978	540,778	556,689	595,188	38,499	6.92%
<b>Total Expenditures by Category</b>	<b>\$ 971,083</b>	<b>\$ 937,645</b>	<b>\$ 978,080</b>	<b>\$ 1,016,579</b>	<b>\$ 38,499</b>	<b>3.94%</b>
<b>Expenditures by Activity</b>						
Emergency Management	70,142	64,917	67,875	67,875	-	-
Life Safety Services	392,560	366,461	388,027	388,027	-	-
Information Management	508,381	506,267	522,178	560,677	38,499	7.37%
<b>Total Expenditures by Activity</b>	<b>\$ 971,083</b>	<b>\$ 937,645</b>	<b>\$ 978,080</b>	<b>\$ 1,016,579</b>	<b>\$ 38,499</b>	<b>3.94%</b>

## ACTIVITY DESCRIPTIONS

**Emergency Management** develops and implements the Emergency Management activities for the department and the City of Greeley.

**Information Management** acts as liaison between the department and the City of Greeley Information Technology division and manages all the department's communications systems and software needs.

**Life Safety Services** provides for fire cause determination of fires occurring in the department's jurisdiction and the investigation of all fires potentially caused by arson. This activity, along with support of the Bomb Squad, is shared with the Police Department. It also provides plan reviews and inspections for compliance with fire safety requirements for all new construction within the department's jurisdiction. This division enforces the fire code and related municipal and department provisions for all existing occupancies, other than single family residences.



**PURPOSE:** To provide public safety through effective response and mitigation of fires, medical emergencies, and other natural or man-made disasters. To plan, develop, and coordinate fire, emergency medical, hazardous materials, emergency management and other specialized training. This division ensures the health and safety of all personnel.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	105,597	3,000	3,000	317,400	314,400	10,480%
Intergovernmental Revenue	97,612	-	-	-	-	-
Miscellaneous Revenue	8,542	-	-	-	-	-
Use of Fund Balance	12,913,243	12,763,541	13,346,198	13,426,024	79,826	0.60%
<b>Total Revenue Sources</b>	<b>\$ 13,124,995</b>	<b>\$ 12,766,541</b>	<b>\$ 13,349,198</b>	<b>\$ 13,743,424</b>	<b>\$ 394,226</b>	<b>2.95%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	11,540,939	11,743,675	12,116,900	12,466,876	349,976	2.89%
Supplies & Services	1,584,056	1,022,866	1,232,298	1,045,820	(186,478)	-15.13%
Transfers Out	-	-	-	230,728	230,728	-
<b>Total Expenditures by Category</b>	<b>\$ 13,124,995</b>	<b>\$ 12,766,541</b>	<b>\$ 13,349,198</b>	<b>\$ 13,743,424</b>	<b>\$ 394,226</b>	<b>2.95%</b>
<b>Expenditures by Activity</b>						
Consortium	148,835	-	-	-	-	-
Emergency Response Operations	11,084,540	11,180,133	11,524,573	11,804,549	279,976	2.43%
Support Services	1,330,021	924,025	1,130,671	1,241,921	111,250	8.96%
Training	561,599	662,383	693,954	696,954	3,000	0.43%
<b>Total Expenditures by Activity</b>	<b>\$ 13,124,995</b>	<b>\$ 12,766,541</b>	<b>\$ 13,349,198</b>	<b>\$ 13,743,424</b>	<b>\$ 394,226</b>	<b>2.95%</b>

## ACTIVITY DESCRIPTIONS

The Front Range Fire **Consortium** (FRFC) funds were being managed by the City. The FRFC will manage its own account in 2017.

**Emergency Response Operations** are responsible for the direction of all firefighting, rescue, and emergency medical responses. Special response teams such as Hazardous Materials, Dive-Rescue, and Technical Rescue, are coordinated and supported by this division. The Division Chief sets duty schedules, assigns personnel, monitors calls and reports, and reviews personnel evaluations and pay adjustments. This division must insure that the firefighters have adequate protective gear and proper apparatus to combat fires, effectively perform rescue procedures, and provide advanced emergency medical care to victims of these circumstances.

**Support Services** are responsible for the receiving, usage, maintenance, storage, assignment of, and replacement of all fire apparatus, fire equipment, and other supplies. Maintenance of all equipment used in the department is managed by personnel in this division, including maintenance and testing of self-contained breathing apparatus, technical monitors or detectors and small engines. This division provides services to other departments within the City, such as filling air tanks for the Water Department and testing and repairing self-contained breathing apparatus for the Police, Water, and Public Works Departments.

Station maintenance is also directed and scheduled by the Division Chief along with supervising officers at each station. Maintenance work on stations is coordinated with Public Works personnel utilizing food tax funds where possible.

**Training** within the Operations Division provides coordination, development, and/or delivery of all fire, rescue, emergency medical, and specialized response training. Members of the department are required to maintain certification as firefighters, fire instructors and fire officers, as well as Emergency Medical Technicians. The Training program is responsible for the development and management of the Advanced Life Support program within the department. It is also responsible for maintaining an effective fitness and safety program, which is a high priority within the department. This program manages the hiring and promotional processes for the department.





Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	91,423	74,384	74,384	74,384	-	-
Fines & Forfeits	113,540	155,900	157,000	157,000	-	-
Federal Intergovernmental Revenue	399,598	56,595	6,500	6,500	-	-
State Intergovernmental Revenue	186,228	113,339	49,512	49,512	-	-
County Intergovernmental Revenue	780,663	877,644	919,051	931,705	12,654	1.38%
Intergovernmental Revenue	137,098	136,925	137,648	137,648	-	-
Licenses & Permits	177,421	154,000	154,000	154,000	-	-
Miscellaneous Revenue	53,760	6,000	5,000	5,000	-	-
Rents from Facilities	12,670	12,660	12,660	12,660	-	-
Transfers from Designated Revenue Fund	48,658	59,795	70,047	70,047	-	-
Use of Fund Balance	23,304,858	24,491,850	25,494,293	25,982,562	488,269	1.92%
<b>Total Revenue Sources</b>	<b>\$ 25,305,916</b>	<b>\$ 26,139,092</b>	<b>\$ 27,080,095</b>	<b>\$ 27,581,018</b>	<b>\$ 500,923</b>	<b>1.85%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	19,875,360	20,976,714	22,085,386	22,297,233	211,847	0.96%
Supplies & Services	5,277,591	5,122,402	4,994,709	5,283,785	289,076	5.79%
Capital	152,965	39,976	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 25,305,916</b>	<b>\$ 26,139,092</b>	<b>\$ 27,080,095</b>	<b>\$ 27,581,018</b>	<b>\$ 500,923</b>	<b>1.85%</b>
<b>Expenditures by Division</b>						
Operations	19,452,071	20,226,991	21,170,731	21,428,956	258,225	1.22%
Support Services	5,853,845	5,912,101	5,909,364	6,152,062	242,698	4.11%
<b>Total Expenditures by Division</b>	<b>\$ 25,305,916</b>	<b>\$ 26,139,092</b>	<b>\$ 27,080,095</b>	<b>\$ 27,581,018</b>	<b>\$ 500,923</b>	<b>1.85%</b>

## GENERAL DESCRIPTION

The **Police** Department exists for the provision of law enforcement services within prescribed ethical and constitutional limitations in the most cost-effective manner. It is responsive to community priorities, and utilizes proactive policing strategies. The department's mission is to improve the quality of life in Greeley by actively reducing the incidence and fear of crime and providing superior community service. The department consists of two divisions: Operations and Services.

## HOW THE DEPARTMENT IS ORGANIZED

The Chief of Police reports to the City Manager and is the department head. The Police Chief is responsible for the leadership of the department.

The **Operations** division consists of the Patrol Section, the Traffic Enforcement Unit, the School Resource Officer Unit, the Special Weapons and Tactical/Bomb Unit, Neighborhood Action Team (NAT), the Animal Control Unit, the Special Enforcement Team, the Parking Enforcement Unit, Crime Analysis Unit, K-9 Unit, School Crossing Guards, the Investigations Section, the Weld County Drug Task Force, and the Victim Services Unit. This division provides the majority of the crime prevention, community education programming, order maintenance, traffic enforcement and control, case investigation, and general law enforcement services for the community.

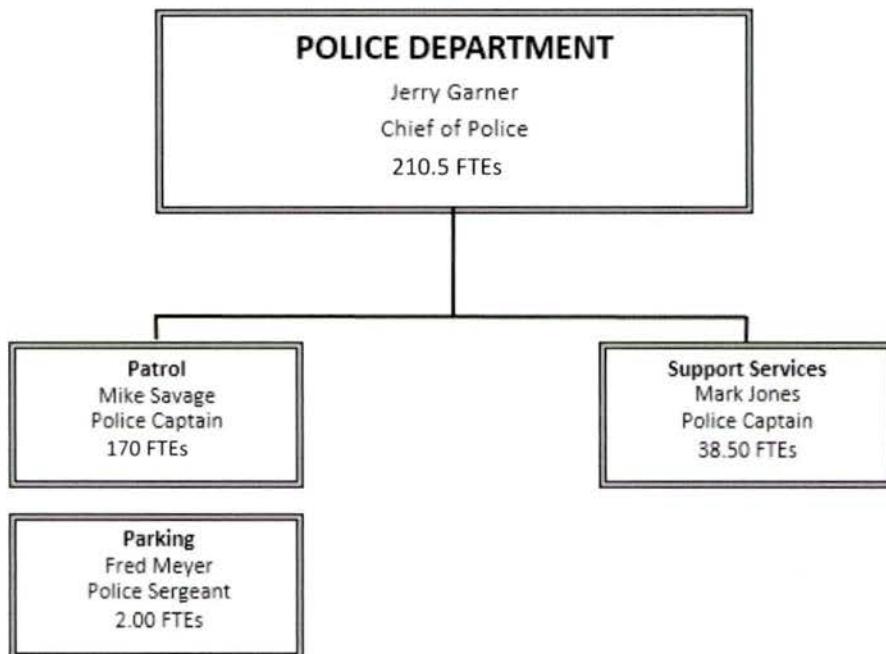
The **Parking Enforcement** staff enforces City parking ordinances through the issuance of parking citations to violators. In addition, the unit also assists with removal of abandoned or illegally parked vehicles. Parking Enforcement is a part of the Patrol section.

The **Services** division contains the Administrative Section, the Property Unit, Evidence Unit, Training Unit, Personnel Unit, Records, and Communications. This division provides recruitment and selection processes, personnel and training

development, budget development, property management, evidence administration and storage, and maintaining criminal records and warrants.

**Grants to Outside Agencies** includes grants given to A Kid's Place, A Woman's Place, Youth and Family Connection, Drug/Alcohol Surcharge, and The Humane Society

## ORGANIZATIONAL CHART





## FTE SUMMARY

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Police</b>					
<b>Patrol</b>					
Administrative Specialist	2.00	2.00	2.00	2.00	-
Animal Control Officer	4.00	4.00	4.00	4.00	-
Crime Analyst	1.00	1.00	1.00	1.00	-
Fraud Investigations Specialist	1.00	1.00	1.00	1.00	-
Police Capitan	1.00	1.00	1.00	1.00	-
Police Lieutenant	6.00	6.00	6.00	6.00	-
Police Officer	120.00	123.00	123.00	125.00	2.00
Police Sergeant	20.00	20.00	20.00	20.00	-
Public Safety Technician	6.00	6.00	6.00	7.00	1.00
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Victims Services Coordinator	2.00	2.00	2.00	2.00	-
<b>Total Patrol</b>	<b>164.00</b>	<b>167.00</b>	<b>167.00</b>	<b>170.00</b>	<b>3.00</b>
<b>Support Services</b>					
Budget Analyst	1.00	1.00	1.00	1.00	-
Clerical Assistant	1.50	1.50	1.50	1.50	-
Data Coordinator I	19.00	19.00	19.00	19.00	-
Data Coordinator II	4.00	4.00	4.00	4.00	-
Police Capitan	1.00	1.00	1.00	1.00	-
Police Chief	1.00	1.00	1.00	1.00	-
Police Sergeant	2.00	2.00	2.00	2.00	-
Property Evidence Tech. Supervisor	1.00	1.00	1.00	1.00	-
Property Evidence Technician	3.00	3.00	3.00	3.00	-
Records Supervisor	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	3.00	3.00	3.00	3.00	-
Training Coordinator	1.00	1.00	1.00	1.00	-
<b>Total Support Services</b>	<b>38.50</b>	<b>38.50</b>	<b>38.50</b>	<b>38.50</b>	<b>-</b>
<b>Parking</b>					
Parking Enforcement Officer	2.00	2.00	2.00	2.00	-
<b>Total Parking</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Total Police</b>	<b>204.50</b>	<b>207.50</b>	<b>207.50</b>	<b>210.50</b>	<b>3.00</b>

## FTE STAFFING BY TYPE

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Patrol</b>					
Civilian	18.00	18.00	18.00	19.00	1.00
Sworn	146.00	149.00	149.00	151.00	2.00
<b>Patrol Total</b>	<b>164.00</b>	<b>167.00</b>	<b>167.00</b>	<b>170.00</b>	<b>3.00</b>
<b>Support Services</b>					
Civilian	34.50	34.50	34.50	34.50	-
Sworn	4.00	4.00	4.00	4.00	-
<b>Support Services Total</b>	<b>38.50</b>	<b>38.50</b>	<b>38.50</b>	<b>38.50</b>	<b>-</b>
<b>Parking</b>					
Civilian	2.00	2.00	2.00	2.00	-
Sworn	-	-	-	-	-
<b>Parking Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Total Police</b>	<b>204.50</b>	<b>207.50</b>	<b>207.50</b>	<b>210.50</b>	<b>3.00</b>

## **ACHIEVEMENTS**

- Saw a major reduction of Part One crimes during first half of the year compared to the same time period in 2016
- Completed additional de-escalation training for all officers
- Completed high-speed vehicle operation training for all police officers
- Achieved full authorized staffing for sworn personnel (154)
- Created Sector D for added downtown coverage
- Bolstered traffic enforcement directed at reducing the injury accident increase
- Opened downtown outreach office

## **2018 DEPARTMENT POSITION & PROGRAM ADDITIONS**

- Add 2 police officers and one Public Safety Technician to work high call load days/times (Weekdays, 10 a.m. – 6 p.m.)
- Additional Weld County Dispatch FTEs
- Weld County Dispatch Increases
- Humane Society Increases


**OPERATIONS – PATROL**

**PURPOSE:** To provide a safe environment for the citizens of Greeley through effective law enforcement, prevention and control of crime, maintenance of public order, and the safe, expeditious flow of traffic.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	47,316	33,000	33,000	33,000	-	-
Fines & Forfeits	112,905	155,900	157,000	157,000	-	-
Intergovernmental Revenue	761,527	366,107	257,408	257,408	-	-
Licenses & Permits	175,693	154,000	154,000	154,000	-	-
Miscellaneous Revenue	14,680	1,000	-	-	-	-
Transfers In	48,658	59,795	70,047	70,047	-	-
Use of Fund Balance	18,641,043	19,628,830	20,499,276	20,757,501	258,225	1.26%
<b>Total Revenue Sources</b>	<b>\$ 19,801,822</b>	<b>\$ 20,398,632</b>	<b>\$ 21,170,731</b>	<b>\$ 21,428,956</b>	<b>\$ 258,225</b>	<b>1.22%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	17,077,119	18,007,728	18,934,366	19,146,213	211,847	1.12%
Supplies & Services	2,571,738	2,350,928	2,236,365	2,282,743	46,378	2.07%
Capital	152,965	39,976	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 19,801,822</b>	<b>\$ 20,398,632</b>	<b>\$ 21,170,731</b>	<b>\$ 21,428,956</b>	<b>\$ 258,225</b>	<b>1.22%</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Animal Control	251,061	322,954	338,532	338,532	-	-
Bomb	3,637	6,270	4,470	4,470	-	-
Information Technology Charges	1,042,388	784,596	773,866	773,866	-	-
Investigations	2,754,624	2,702,761	2,815,838	2,815,838	-	-
Joint Crime Lab	377,912	354,082	353,352	353,352	-	-
K-9	207,370	226,900	234,679	234,679	-	-
Liquor Enforcement	126,883	109,873	113,715	113,715	-	-
Neighborhood Action Team	654,800	642,097	668,765	668,765	-	-
Old Hire Pension Liability	68,269	44,789	44,789	44,789	-	-
Patrol Commander	171,699	168,513	178,643	178,643	-	-
Patrol Services	10,262,620	11,434,987	12,104,018	12,350,084	246,066	2.03%
Police Grants	349,751	171,641	-	-	-	-
School Crossing Guards	51,606	57,836	59,132	59,132	-	-
School Resource	700,867	668,018	694,657	694,657	-	-
SWAT	40,696	38,342	39,179	39,179	-	-
Traffic	902,008	900,249	934,712	934,712	-	-
Victim Services	177,672	202,371	191,925	191,925	-	-
Weld Drug Task Force	1,177,674	1,055,151	1,094,667	1,094,667	-	-
<b>Grants to Outside Agencies</b>						
A Kid's Place	9,000	9,000	9,000	9,000	-	-
A Woman's Place	16,000	16,000	16,000	16,000	-	-
Humane Society	299,000	304,970	317,209	329,368	12,159	3.83%
Youth & Family Connection	41,634	41,634	41,634	41,634	-	-

Expenditures by Activity	2017 Revised		2018 Original	2018 Revised	\$ Change	% Change
	2016 Actual	Budget	Budget	Budget		
<b>108 - Designated Revenue Fund</b>						
Drug/Alcohol Surcharge	30,000	30,000	30,000	30,000	-	-
<b>410 - Downtown Parking Fund</b>						
Issue Tickets	84,652	105,598	111,949	111,949	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 19,801,822</b>	<b>\$ 20,398,632</b>	<b>\$ 21,170,731</b>	<b>\$ 21,428,956</b>	<b>\$ 258,225</b>	<b>1.22%</b>

## ACTIVITY DESCRIPTIONS

The **Animal Control** unit responds to calls regarding problems with domestic animals, collects and impounds stray animals, and enforces the animal control ordinances.

The **Investigations** Section is responsible for major investigations utilizing specialists which enable the patrol officers to remain on their assigned beats. Individual work units include the Target Offense Team, the General Assignment Unit, the Youth Unit, the Gang Unit, and the Liquor Enforcement Unit.

The **Issue Tickets** (Parking Enforcement) program is responsible for overtime and permits, parking in the downtown center area and associated parking lots. Additionally, Parking Enforcement Officers are responsible for tow-away zones and handicap parking restrictions.

The **Joint Crime Lab** provides forensic services to the Weld County Sheriff's Office and the Greeley Police Department as well as the Loveland Police Department, the Fort Collins Police Department, and the Larimer County Sheriff's Office. These services typically include crime scene investigation, fingerprint comparison, digital evidence collection and analysis, DNA analysis, and chemical analysis services.

The **K-9** unit is trained to sniff out drugs and apprehend suspects.

**Liquor Enforcement** investigates all liquor related cases and liquor complaints filed by citizens.

The **Neighborhood Action Team** (NAT) plans, implements, and evaluates community service programs directed at meeting community needs and improving communication between the Police Department and the community. Specific projects include crime prevention presentations and inspections, Neighborhood Watch Programs, the Adopt-a-Cop Program, the Santa Cops Program, and Business Watch. The NAT program is staffed by a sergeant, four officers and one non-sworn public safety technician (PST) who are able to identify and provide solutions to neighborhood problems. They work closely in conjunction with the City's Neighborhood Building Blocks program involving various other City departments and components of the City.

The **Patrol** section provides a 24-hour response capability to calls for service, investigates criminal incidents, enforces laws and ordinances, and maintains public order. Individual work units include the Traffic Enforcement Unit involved with the safe and expeditious flow of traffic, the Special Weapons and Tactics Team trained to respond to major life threatening situations, and the Greeley/Weld Bomb Unit that contains highly trained and skilled individuals who handle explosive and incendiary devices and their neutralization.

The School **Crossing Guard** program is composed of seasonal employees who assist children at school crosswalks during the school year.

The **School Resource** program provides officers who are assigned to various schools. There is an officer assigned to each of the three major high schools and two additional officers who are assigned both junior high and elementary schools. In addition to the education component, the officers are able to employ enforcement strategies as they become necessary both in the areas of criminal activity and traffic enforcement in the areas in and around the schools.

The **SWAT** (Special Weapons and Tactics) Team consists of specially trained officers chosen from all sections within the Police Department. The unit responds to barricaded suspect and hostage taking incidents and assists in the apprehension of dangerous fugitives.

The **Traffic** Unit exists to reduce traffic accidents and injuries and to facilitate the safe and expeditious flow of vehicular and pedestrian traffic through the public's voluntary compliance with traffic regulations. The traffic unit does this through a combination of education and enforcement.

The **Victims Services** and Assistance staff consists of volunteers and two Victim Services Coordinators whose salaries are partially funded by grants. The unit is charged with providing support and referral services to victims of crimes. Once victims have been identified, victim services personnel follow-up to ensure that needed assistance is provided. Services range from

immediate response to the scene by a victim advocate to a next day phone call, depending on the nature of the crime or victim needs.

The **Weld Drug Task Force** program is a countywide multi-agency operation that was created to impact illegal drug trafficking in Weld County. Resources and funding for the operation are derived from a number of supporting police agencies throughout the county and a grant from the Office of National Drug Control Policy – High Intensity Drug Trafficking Area. Task Force personnel on permanent assignment are derived from the Greeley Police Department and the Weld County Sheriff's Office.

## **GRANTS TO OUTSIDE AGENCIES**

**A Kid's Place** is a child-friendly environment for coordinated law enforcement investigations, including a site for interviews of children who may be victims of child abuse and to provide assistance in communication with witnesses and victim's families.

**A Woman's Place** is a shelter and counseling program for battered women and their children.

**Humane Society** – This is the City's contribution for kennel services for companion animals delivered by City police department or Greeley residents.

**Youth & Family Connections (Juvenile Assessment Center)** – This is the City's contribution for the operation of the Weld County Juvenile Assessment Center.



**PURPOSE:** The division provides necessary administrative and support services to the department as well as balanced community services to the citizens in order to accomplish the overall goals of both the community and the department.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	44,107	41,384	41,384	41,384	-	-
Fines & Forfeits	635	-	-	-	-	-
Intergovernmental Revenue	742,060	818,396	855,303	867,957	12,654	1.48%
Licenses & Permits	1,728	-	-	-	-	-
Miscellaneous Revenue	51,750	17,660	17,660	17,660	-	-
Use of Fund Balance	4,663,815	4,863,020	4,995,017	5,225,061	230,044	4.61%
<b>Total Revenue Sources</b>	<b>\$ 5,504,094</b>	<b>\$ 5,740,460</b>	<b>\$ 5,909,364</b>	<b>\$ 6,152,062</b>	<b>\$ 242,698</b>	<b>4.11%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,798,241	2,968,986	3,151,020	3,151,020	-	-
Supplies & Services	2,705,853	2,771,474	2,758,344	3,001,042	242,698	8.80%
<b>Total Expenditures by Category</b>	<b>\$ 5,504,094</b>	<b>\$ 5,740,460</b>	<b>\$ 5,909,364</b>	<b>\$ 6,152,062</b>	<b>\$ 242,698</b>	<b>4.11%</b>
<b>Expenditures by Activity</b>						
<b>001 - General</b>						
Communications	199,957	250,901	293,002	492,056	199,054	67.94%
Custody Contract	7,098	8,500	8,500	8,500	-	-
Evidence	356,161	382,676	398,190	398,190	-	-
Honor Guard	2,495	1,073	1,073	1,073	-	-
Office of Chief of Police	405,889	416,921	440,579	440,579	-	-
Police Range	45,319	44,930	46,186	46,186	-	-
Property	1,831,728	1,677,907	1,612,711	1,612,711	-	-
Records & Identification	2,054,678	2,358,831	2,485,562	2,529,206	43,644	1.76%
Recruitment	88,119	86,685	85,160	85,160	-	-
Support Services Commander	252,662	246,831	262,004	262,004	-	-
Training - Services	258,989	264,705	275,897	275,897	-	-
<b>607 - Community Memorials</b>						
Longworth Fund	1,000	500	500	500	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 5,504,094</b>	<b>\$ 5,740,460</b>	<b>\$ 5,909,364</b>	<b>\$ 6,152,062</b>	<b>\$ 242,698</b>	<b>4.11%</b>

## ACTIVITY DESCRIPTIONS

The **Support Services Commander** and **Office of Chief of Police** are responsible for preparing and administering the annual budget, coordinating long-range fiscal planning, maintaining records of purchases and service contracts, and providing audit accountability for agency expenditures. The Professional Standards Unit sergeant reports directly to the Chief of Police and is responsible for the control of complaint investigations against department members, both sworn and non-sworn. This officer also performs inspections, witnesses the destruction of illegal contraband, and performs periodic audits of all departmental cash accounts. Additionally, a number of grants are fiscally monitored out of the Services Division to include the VALE, VOCA, HIDTA and JAG grants.

The **Communications** section is for the City of Greeley's share of emergency dispatch services provided by Weld County and the services necessary to maintain department radios.

The **Evidence** unit's responsibilities include the storage and security of evidence and recovered property, the coordination of laboratory analysis of evidence, and the release or destruction of evidence or other property as prescribed by applicable statutes or ordinances.

The primary role of the **Honor Guard** is to serve as ambassadors for the City of Greeley, presenting a positive image of the agency and the City.

The **Police Range** is a specially equipped firing range for sworn police officers to conduct marksmanship training.

The **Property** unit responsibilities include the storage of department equipment and supplies. The unit is also responsible for the purchase of department equipment and maintenance of the police credit card system.

The **Records** section annually receives, transcribes, reviews and maintains approximately 50,000 criminal justice reports prepared by Greeley Police Department members as well as the Weld County Sheriff's Office and the Kersey Police Department. The maintenance of these reports includes quality assurance reviews to ensure that the coding adheres to the National Incident Based Reporting System (NIBRS) requirements and submitting this data at the state and federal levels. Dissemination of these criminal justice records is made to the public as well as other criminal justice agencies. The section also receives, enters and forwards approximately 23,000 citations that were issued by the 3 Records Management System (RMS) agencies listed above as well as receives, enters and annually maintains 11,000 warrants that are issued by 23 courts in Weld County.

The **Training and Recruitment** units are responsible for the coordination of recruit and officer in-service, supervisory, managerial, firearms, and all other specialized training for department members. These units also administer the career development program, the higher education reimbursement program, and maintain the Police Department library, personnel files, and training records for all department members.

**Custody Contract** is the costs for prisoners charged to the City from the County Jail.

**Police Grants** are grants received from outside agencies that have designated purposes.

The **Longworth Fund** provides annual police scholarships.







# Public Works

Revenue Sources Mid Category	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Bond Proceeds	450,526	672,064	-	-	-	-
Charges for Services	6,416,272	7,459,667	7,819,797	7,957,260	137,463	1.76%
County Intergovernmental Revenue	575	575	575	575	-	-
Federal Transit Authority	2,868,843	5,865,221	3,220,208	3,220,208	-	-
Fines & Forfeits	1,900	-	-	-	-	-
Highway User Taxes	2,144,917	2,200,000	2,200,000	2,200,000	-	-
Intergovernmental Revenue	18,743	18,300	18,300	18,300	-	-
Licenses & Permits	166,739	158,150	158,150	165,590	7,440	4.70%
Miscellaneous Revenue	488,126	121,154	121,983	121,983	-	-
Rents from Facilities	96,175	96,072	96,072	96,072	-	-
Road & Bridge Taxes	778,452	800,000	800,000	800,000	-	-
Special Registration Fees	317,540	320,000	320,000	320,000	-	-
State Intergovernmental Revenue	53,558	179,478	-	-	-	-
Taxes	643,621	700,000	714,000	714,000	-	-
Transfers In	5,185,419	3,487,048	5,430,201	5,425,202	(4,999)	-0.09%
Use of Fund Balance	3,387,103	5,668,168	4,213,250	4,073,346	(139,904)	23.62%
<b>Total Revenue Sources</b>	<b>\$ 23,018,510</b>	<b>\$ 27,745,897</b>	<b>\$ 25,112,536</b>	<b>\$ 25,112,536</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	9,312,667	10,257,034	10,928,762	10,908,762	(20,000)	-0.18%
Supplies & Services	8,864,004	9,860,602	10,204,597	10,224,597	20,000	0.20%
Capital	2,935,833	6,684,654	3,158,041	3,158,041	-	-
Debt	507,853	445,780	308,662	308,662	-	-
Transfers Out	1,398,154	497,827	512,474	512,474	-	-
<b>Total Expenditures by Division</b>	<b>\$ 23,018,510</b>	<b>\$ 27,745,897</b>	<b>\$ 25,112,536</b>	<b>\$ 25,112,536</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Division</b>						
Administration	917,564	1,276,922	1,247,134	1,247,134	-	-
Engineering	1,475,298	1,965,205	2,051,276	2,031,276	(20,000)	-0.98%
Equipment Maintenance	3,308,917	2,831,130	3,046,877	3,046,877	-	-
Facilities Management	2,570,510	2,852,158	2,954,610	2,954,610	-	-
Fleet Replacement	2,408,861	2,733,151	2,472,029	2,472,029	-	-
Street Maintenance	3,709,415	3,419,267	3,584,202	3,584,202	-	-
Transit Services	5,014,261	8,985,513	5,912,520	5,912,520	-	-
Transportation Services	3,613,685	3,682,551	3,843,888	3,863,888	20,000	0.52%
<b>Total Expenditures by Division</b>	<b>\$ 23,018,510</b>	<b>\$ 27,745,897</b>	<b>\$ 25,112,536</b>	<b>\$ 25,112,536</b>	<b>-</b>	<b>-</b>

## GENERAL DESCRIPTION

The mission of the **Public Works** Department is to provide for the design, construction, operation, maintenance and protection of the City's infrastructure that is critical to the safe and efficient movement of pedestrians, traffic, goods, and emergency services.

## HOW THE DEPARTMENT IS ORGANIZED

The Public Works Director reports to the City Manager and is the head of the department.

The **Administration** division consists of the Director and support staff providing for the planning, directing, coordinating, budget oversight and reporting of all service programs within the department.

The **Engineering** division plans, designs, and supervises the construction of special projects and Capital Improvements Program projects, as well as the orderly development review and quality management of work within the public right-of-way.

The **Equipment Maintenance** division is responsible for the procurement, repair and maintenance of much of the City's fleet of vehicles and equipment. The division also is responsible for the provision of fuel and fuel tank testing.

The **Facilities Management** division repairs, maintains, and cleans City buildings and facilities. The division also performs remodeling, energy management, and retrofitting of facilities, as well as preventive maintenance on heating, ventilating, and air conditioning equipment.

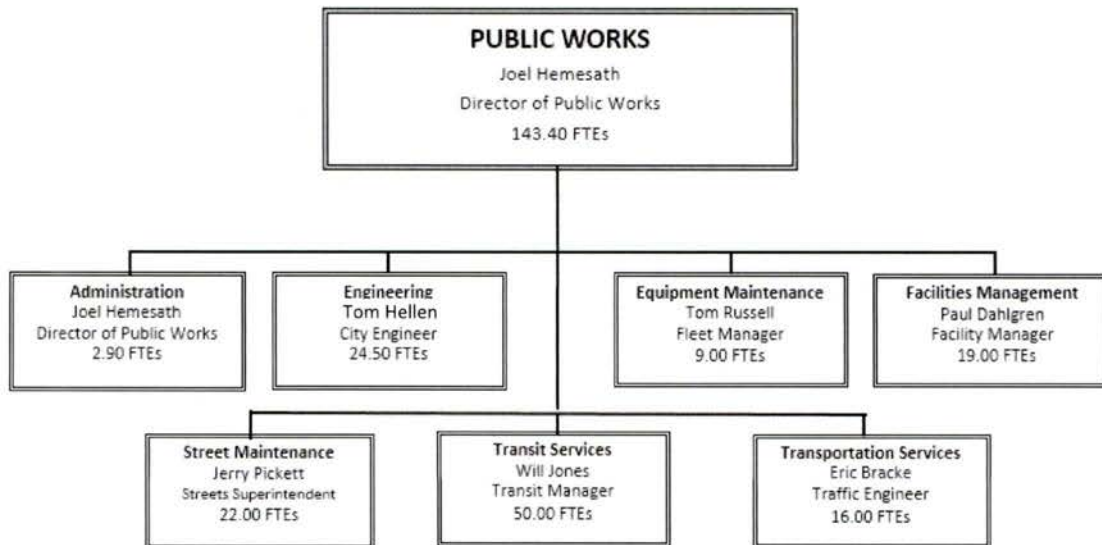
The **Fleet Replacement** division tracks the procurement of the City's vehicles and equipment.

The **Streets** division cleans and repairs city streets, controls snow and ice on streets for safe travel, maintains and repairs public drainage facilities, and controls weeds in the public rights-of-way and on City property.

The **Transit Services** division operates a public transit system for the citizens of Greeley by providing fixed, demand response and paratransit services.

The **Transportation Services** division plans traffic flow, installs and maintains traffic control devices such as signs, traffic signals and street markings, and provides for the coordination of traffic signals and street lights for improved safety.

## ORGANIZATIONAL CHART



## FTE SUMMARY

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Public Works</b>					
<b>Administration</b>					-
Budget Analyst	0.90	0.90	0.90	0.90	-
Budget Technician	1.00	1.00	1.00	1.00	-
Public Works Director	1.00	1.00	1.00	1.00	-
<b>Total Administration</b>	<b>2.90</b>	<b>2.90</b>	<b>2.90</b>	<b>2.90</b>	-
<b>Engineering</b>					-
Administrative Specialist	1.00	1.00	1.00	1.00	-
CAD Technician	1.00	1.00	1.00	1.00	-
City Engineer	1.00	1.00	1.00	1.00	-
Civil Engineer	2.00	2.00	2.00	2.00	-
Concrete Maintenance Coordinator	1.00	1.00	1.00	1.00	-
Construction Inspector	5.00	5.00	5.00	5.00	-
Construction Services Manger	1.00	1.00	1.00	1.00	-
Engineering Assistant	0.50	0.50	0.50	0.50	-
Engineering Technician	6.00	7.00	7.00	7.00	-
Pavement Management Coordinator	1.00	1.00	1.00	1.00	-
Project Manger	1.00	1.00	1.00	1.00	-
Senior Survey Technician	1.00	1.00	1.00	1.00	-
Staff Engineer	1.00	1.00	1.00	1.00	-
Survey Technician	1.00	1.00	1.00	1.00	-
<b>Total Engineering</b>	<b>23.50</b>	<b>24.50</b>	<b>24.50</b>	<b>24.50</b>	-
<b>Equipment Maintenance</b>					-
Administrative Specialist	1.00	1.00	1.00	1.00	-
Equipment Maintenance Foreman	1.00	1.00	1.00	1.00	-
Equipment Maintenance Mechanic	5.00	5.00	5.00	5.00	-
Fleet Manager	1.00	1.00	1.00	1.00	-
Service Writer	1.00	1.00	1.00	1.00	-
Maintenance Service Attendant	-	-	-	-	-
<b>Total Equipment Maintenance</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	-
<b>Facilities Management</b>					-
Administrative Specialist	1.00	1.00	1.00	1.00	-
Facilities Management Supervisor	-	-	-	-	-
Facilities Management Technician II	5.00	5.00	5.00	5.00	-
Facility Manger	1.00	1.00	1.00	1.00	-
Facilities Project Manager	1.00	1.00	1.00	1.00	-
Facility Service Worker	8.00	8.00	8.00	8.00	-
Mechanical Controls Technician	2.00	2.00	2.00	2.00	-
Facility Services Supervisor I	1.00	1.00	1.00	1.00	-
<b>Total Facilities Management</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	-
<b>Street Maintenance</b>					-
ADMINISTRATIVE SPECIALIST	1.00	1.00	1.00	1.00	-
CREW SUPERVISOR-STREETS	2.00	2.00	2.00	2.00	-
EQUIPMENT OPER II-STREETS	8.00	8.00	8.00	8.00	-
EQUIPMENT OPERATOR I	9.00	9.00	9.00	9.00	-
GRAFFITI REMOVAL TECH	1.00	1.00	1.00	1.00	-
STREETS SUPERINTENDENT	1.00	1.00	1.00	1.00	-
<b>Total Street Maintenance</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	-

## FTE SUMMARY (CONTINUED)

Public Works	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Transit Services</b>					-
Administrative Specialist	1.00	1.00	1.00	1.00	-
Bus Driver	31.00	31.00	31.00	31.00	-
Clerical Assistant	1.00	1.00	1.00	1.00	-
Equipment Maintenance Foreman	1.00	1.00	1.00	1.00	-
Equipment Maintenance Mechanic	4.50	4.50	4.50	4.50	-
Grant Specialist	1.00	1.00	1.00	1.00	-
Maintenance Service Attendant	1.50	1.50	1.50	1.50	-
Route Supervisor	3.00	3.00	3.00	3.00	-
Service Writer	1.00	1.00	1.00	1.00	-
Transit Manager	1.00	1.00	1.00	1.00	-
Transit Specialist	1.00	1.00	1.00	1.00	-
Transportation Dispatcher	3.00	3.00	3.00	3.00	-
<b>Total Transit Services</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	-
<b>Transportation Services</b>					-
Pavement Marking Coordinator	1.00	1.00	1.00	1.00	-
Signs and Markings Supervisor	1.00	1.00	1.00	1.00	-
Signs and Markings Technician	4.00	4.00	4.00	4.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Traffic Engineer	1.00	1.00	1.00	1.00	-
Traffic Engineer Tech II	1.00	1.00	1.00	1.00	-
Traffic Engineer Tech III	1.00	1.00	1.00	1.00	-
Traffic Engineering Tech	1.00	1.00	1.00	1.00	-
Traffic Operation Supervisor	1.00	1.00	1.00	1.00	-
Traffic Signal Supervisor	1.00	1.00	1.00	1.00	-
Traffic Signal Technician	3.00	3.00	3.00	3.00	-
<b>Transportation Services</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	-
<b>Total Public Works</b>	<b>142.40</b>	<b>143.40</b>	<b>143.40</b>	<b>143.40</b>	-

## ACHIEVEMENTS

- 7% increase in ridership on new transit route system implemented in 2016 (635,000 rides on fixed route)
- With Keep Greeley Moving tax, Cascade Park subdivision, three arterials and the Downtown Hotel area will be overlaid
- Established 3rd radio tower for redundancy coverage
- 65th Avenue from 29th Street to City Limits
- Transit Transfer Center
- Fire Station #1



## Administration

**PURPOSE:** To provide administrative support to the entire department.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Highway User Taxes	107,246	110,000	110,000	110,000	-	-
Special Registration Fees	38,105	50,400	50,400	50,400	-	-
Licenses & Permits	65	-	-	-	-	-
Specific Ownership Taxes	77,235	84,000	85,680	85,680	-	-
Miscellaneous Revenue	3,240	3,534	3,534	3,534	-	-
Transfers In	4,118,408	4,562,707	4,958,926	4,953,927	(4,999)	-0.10%
Use of Fund Balance	(3,426,734)	(3,533,719)	(3,961,406)	(3,956,407)	4,999	-0.13%
<b>Total Revenue Sources</b>	<b>\$ 917,564</b>	<b>\$ 1,276,922</b>	<b>\$ 1,247,134</b>	<b>\$ 1,247,134</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	327,642	334,959	355,551	355,551	-	-
Supplies & Services	589,922	852,463	891,583	891,583	-	-
Capital	-	89,500	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 917,564</b>	<b>\$ 1,276,922</b>	<b>\$ 1,247,134</b>	<b>\$ 1,247,134</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Administration	912,314	1,269,922	1,240,134	1,240,134	-	-
Envision	5,250	7,000	7,000	7,000	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 917,564</b>	<b>\$ 1,276,922</b>	<b>\$ 1,247,134</b>	<b>\$ 1,247,134</b>	<b>-</b>	<b>-</b>

## ACTIVITY DESCRIPTIONS

**Envision** – is a grant given by the City of Greeley to assist Envision, an outside agency, who serves approximately 1,800 individuals that have a qualifying intellectual and/or developmental disability or delay.

**Administration's** main emphasis is working with the departmental budget and payroll. The administrative staff also provides administrative support to other divisions within the department and is responsible for other duties as assigned.

**PURPOSE:** To provide orderly construction of new street infrastructure via new land development, proper evaluation/repair of the city's existing street infrastructure system, and the design, construction, inspection and quality assurance of new transportation related capital improvement projects.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	491,044	665,000	760,000	760,000	-	-
Highway User Taxes	364,636	374,000	374,000	374,000	-	-
Licenses & Permits	158,298	150,150	150,150	157,590	7,440	4.96%
Miscellaneous Revenue	20,882	-	-	-	-	-
Use of Fund Balance	440,439	776,055	767,126	739,686	(27,440)	-3.58%
<b>Total Revenue Sources</b>	<b>\$ 1,034,859</b>	<b>\$ 1,189,150</b>	<b>\$ 1,284,150</b>	<b>\$ 1,291,590</b>	<b>\$ 7,440</b>	<b>0.58%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,259,594	1,732,968	1,866,218	1,846,218	(20,000)	-1.07%
Supplies & Services	199,756	232,237	185,058	185,058	-	-
Capital	15,948	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,475,298</b>	<b>\$ 1,965,205</b>	<b>\$ 2,051,276</b>	<b>\$ 2,031,276</b>	<b>(\$ 20,000)</b>	<b>-0.98%</b>
<b>Expenditures by Activity</b>						
Construction Services	478,277	588,443	589,674	589,674	-	-
Engineering Services	997,021	1,376,762	1,461,602	1,441,602	(20,000)	-1.37%
<b>Total Expenditures by Activity</b>	<b>\$ 1,475,298</b>	<b>\$ 1,965,205</b>	<b>\$ 2,051,276</b>	<b>\$ 2,031,276</b>	<b>(\$ 20,000)</b>	<b>-0.98%</b>

## ACTIVITY DESCRIPTIONS

**Construction Services** regulates work and monitors quality assurance of the work in the public right-of-way. This includes Public Works capital improvement projects, Water and Sewer capital improvement projects, other city projects, land development projects, survey services, and preparation of engineering reports for projects.

**Engineering Services** provides for the design and construction management of Public Works transportation projects and other city projects as requested. Services also include administration of permits, ordinance enforcement, mapping, infrastructure records, subdivision records, and special improvement districts.

Project Management manages various City capital improvement projects.



## Equipment Maintenance

**PURPOSE:** To provide maintenance and repair of vehicles and equipment in an efficient and cost effective manner.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	2,370,750	2,877,129	3,077,087	3,078,287	1,200	0.04%
Miscellaneous Revenue	34,900	22,120	22,949	22,949	-	-
Use of Fund Balance	903,267	(68,119)	(53,159)	(54,359)	(1,200)	2.26%
<b>Total Revenue Sources</b>	<b>\$ 3,308,917</b>	<b>\$ 2,831,130</b>	<b>\$ 3,046,877</b>	<b>\$ 3,046,877</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	681,551	720,647	764,709	764,709	-	-
Supplies & Services	1,623,124	2,089,008	2,260,693	2,260,693	-	-
Capital	39,242	21,475	21,475	21,475	-	-
Transfers Out	965,000	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,308,917</b>	<b>\$ 2,831,130</b>	<b>\$ 3,046,877</b>	<b>\$ 3,046,877</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Central Fleet Operations	3,044,438	2,540,177	2,745,280	2,745,280	-	-
Fire Mechanic/Operations	251,474	261,333	271,148	271,148	-	-
Motor Pool	5,777	14,120	14,949	14,949	-	-
VANGO	7,227	15,500	15,500	15,500	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 3,308,917</b>	<b>\$ 2,831,130</b>	<b>\$ 3,046,877</b>	<b>\$ 3,046,877</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

Administration, Operations, and Sublet provide for regularly scheduled prevention maintenance repair for the central fleet and equipment.

The Central fleet maintains **VanGo** carpool vans through an agreement with the City of Ft. Collins.

**Central Fleet Operations** oversees the city fleet and includes several activities. They purchase vehicles and equipment that is then leased to various departments. This area oversees the fuel programs that provides for the City's fleet fueling needs by maintaining supplies of fuel in seven City owned storage tanks and administering an intergovernmental agreement with Weld County for use of their fuel facility, in addition to remote site fueling with outside vendors

The **Motor Pool** was created to have vehicles that are not assigned to a department that can be used by city employees rather than using a personal or department vehicle.

The **Fire Mechanic/Operations** is separated out to identify maintenance provided for the Fire department vehicles.



## Facilities Management/Services

**PURPOSE:** To provide, manage, and maintain a safe and clean working environment in the city owned facilities through economical and effective service based programs.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	11,307	46,000	46,000	46,000	-	-
Rents from Facilities	96,175	96,072	96,072	96,072	-	-
Miscellaneous Revenue	610	-	-	-	-	-
Transfers In	432,116	449,341	471,275	471,275	-	-
Use of Fund Balance	2,030,302	2,260,745	2,341,263	2,341,263	-	-
<b>Total Revenue Sources</b>	<b>\$ 2,570,510</b>	<b>\$ 2,852,158</b>	<b>\$ 2,954,610</b>	<b>\$ 2,954,610</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,167,789	1,224,105	1,301,925	1,301,925	-	-
Supplies & Services	969,567	1,130,226	1,140,211	1,140,211	-	-
Transfers Out	433,154	497,827	512,474	512,474	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,570,510</b>	<b>\$ 2,852,158</b>	<b>\$ 2,954,610</b>	<b>\$ 2,954,610</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
<b>001 - General Fund</b>						
Custodial	428,641	505,879	534,958	534,958	-	-
Maintenance	1,294,499	1,331,305	1,372,111	1,372,111	-	-
Utilities	364,487	517,147	535,067	535,067	-	-
<b>108 - Designated Revenue Fund</b>						
Maintenance	482,882	497,827	512,474	512,474	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 2,570,510</b>	<b>\$ 2,852,158</b>	<b>\$ 2,954,610</b>	<b>\$ 2,954,610</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

**Custodial** services are provided for in the following facilities: City Hall, City Hall Annex, Public Works, Lincoln Park Annex, Police Headquarters and the Service Center.

The **Maintenance** division provides the major and minor maintenance and remodeling of the following City facilities and others as requested along with management for these projects: City Hall, City Hall Annex, Public Works, Lincoln Park Annex, Police Headquarters, Recreation Center, Senior Center, Union Colony Civic Center, Service Center, Streets, two swimming pools, two splash parks, Rodarte Center, Cemetery, Golf facilities, seven fire stations, Museum, Ice Haus, Family FunPlex, and other miscellaneous smaller facilities.

**Utilities** track the usage of electricity, water, sewer and natural gas for City Hall, City Hall Annex, Public Works, and Lincoln Park Annex.





## Fleet Replacement

**PURPOSE:** To purchase replacement and new equipment for the City departments.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	2,037,976	2,235,523	2,300,695	2,406,235	105,540	4.59%
Miscellaneous Revenue	163,712	78,000	78,000	78,000	-	-
Bond Proceeds	450,526	672,064	-	-	-	-
Transfers In	965,000	-	-	-	-	-
Use of Fund Balance	(1,208,352)	(252,436)	93,334	(12,206)	(105,540)	-113.08%
<b>Total Revenue Sources</b>	<b>\$ 2,408,861</b>	<b>\$ 2,733,151</b>	<b>\$ 2,472,029</b>	<b>\$ 2,472,029</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Supplies & Services	261,693	323,251	284,086	284,086	-	-
Capital	1,639,316	1,964,120	1,879,281	1,879,281	-	-
Debt	507,853	445,780	308,662	308,662	-	-
<b>Total Expenditures by Category</b>	<b>\$ 2,408,861</b>	<b>\$ 2,733,151</b>	<b>\$ 2,472,029</b>	<b>\$ 2,472,029</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
City Fleet	1,900,020	2,286,771	2,162,767	2,162,767	-	-
Leases	508,841	446,380	309,262	309,262	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 2,408,861</b>	<b>\$ 2,733,151</b>	<b>\$ 2,472,029</b>	<b>\$ 2,472,029</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

The **City Fleet** reflects the purchase of vehicles and equipment for various departments.

**Leases** reflect the vehicles and equipment that are leased to various departments.



## Street Maintenance

**PURPOSE:** To provide maintenance of city streets, control snow and ice on streets for safe travel, and control vegetation in the public right-of-way and on city owned property.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	459,342	554,035	554,035	589,358	35,323	6.38%
Intergovernmental Revenue	600	600	600	600	-	-
Highway User Taxes	1,372,747	1,408,000	1,408,000	1,408,000	-	-
Road & Bridge Taxes	778,452	800,000	800,000	800,000	-	-
Miscellaneous Revenue	137,900	15,000	15,000	15,000	-	-
Use of Fund Balance	960,373	641,632	806,567	771,244	(35,323)	-4.38%
<b>Total Revenue Sources</b>	<b>\$ 3,709,415</b>	<b>\$ 3,419,267</b>	<b>\$ 3,584,202</b>	<b>\$ 3,584,202</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,649,392	1,716,318	1,817,413	1,817,413	-	-
Supplies & Services	1,946,338	1,702,949	1,766,789	1,766,789	-	-
Capital	113,685	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,709,415</b>	<b>\$ 3,419,267</b>	<b>\$ 3,584,202</b>	<b>\$ 3,584,202</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Graffiti Program	55,885	61,454	65,173	65,173	-	-
Snow And Ice Removal	1,130,215	898,547	931,484	931,484	-	-
Spring Clean Up	46,650	30,459	30,541	30,541	-	-
Street Maintenance	1,819,218	1,679,010	1,747,746	1,747,746	-	-
Street Resurfacing	657,448	749,797	809,258	809,258	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 3,709,415</b>	<b>\$ 3,419,267</b>	<b>\$ 3,584,202</b>	<b>\$ 3,584,202</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTION

The **Graffiti Program** is responsible for removing all graffiti within 24 hours of notification 90% of the time.

**Snow and Ice Removal** provide de-icing and plowing operations for main arterial streets and for parking lots and bus stops that are owned by the City.

**Street Maintenance** and Potholes maintains the city streets, alleys, and related facilities in the public right-of-way.

**Street Resurfacing** is responsible for damaged pavement repair, crack sealing, and concrete maintenance.

**Spring Clean Up** weekend allows Greeley residents to dispose of or recycle unwanted items.



**PURPOSE:** To operate a public mass transit system including fixed routes, paratransit, and demand response service to encourage the use of alternative transportation.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	817,974	849,500	849,500	849,500	-	-
Federal Transit Authority (FTA)	2,868,843	5,865,221	3,220,208	3,220,208	-	-
State Intergovernmental Revenue	45,558	179,478	-	-	-	-
Intergovernmental Revenue	18,443	18,000	18,000	18,000	-	-
Miscellaneous Revenue	56,736	-	-	-	-	-
Use of Fund Balance	1,206,706	2,073,314	1,824,812	1,824,812	-	-
<b>Total Revenue Sources</b>	<b>\$ 5,014,261</b>	<b>\$ 8,985,513</b>	<b>\$ 5,912,520</b>	<b>\$ 5,912,520</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,978,877	3,192,795	3,407,288	3,407,288	-	-
Supplies & Services	996,750	1,183,159	1,247,947	1,247,947	-	-
Capital	1,038,634	4,609,559	1,257,285	1,257,285	-	-
<b>Total Expenditures by Category</b>	<b>\$ 5,014,261</b>	<b>\$ 8,985,513</b>	<b>\$ 5,912,520</b>	<b>\$ 5,912,520</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
ADA Paratransit Operations	390,867	505,723	542,658	542,658	-	-
Demand Response Operation	19	3,411	3,488	3,488	-	-
Fixed Route Operations	3,121,757	6,526,055	3,635,340	3,635,340	-	-
Preventative Maintenance	572,040	1,008,565	752,139	752,139	-	-
Transit Services Administration	929,577	941,759	978,895	978,895	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 5,014,261</b>	<b>\$ 8,985,513</b>	<b>\$ 5,912,520</b>	<b>\$ 5,912,520</b>	<b>-</b>	<b>-</b>

## ACTIVITY DESCRIPTIONS

The **ADA** (Americans with Disabilities Act) **Paratransit Operations** provide door-to-door service for individuals and their Personal Care Attendants (PCA) and guests who have special transportation needs because of disabilities.

The **Demand Response Operations** provide evening transportation services after the Fixed Route Operations have ended for the day; service on Sunday is also provided. This is available to individuals with disabilities and the general public.

The **Fixed Route** Service provides daily transportation of citizens along major corridors in Greeley and Evans.

**Preventative Maintenance** performs the maintenance and repairs on transit buses to ensure regular operations.

**Transit Services Administration** oversees the transit division and ensures transit services are meeting the needs of the public.



## Transportation Services

**PURPOSE:** To provide for the safe operation and maintenance of that part of the Transportation System that controls, guides and directs the public through effective design, markings, street lighting and traffic control on the city streets.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	227,880	232,480	232,480	227,880	(4,600)	-1.98%
Fines & Forfeits	1,900	-	-	-	-	-
State Intergovernmental Revenue	8,000	-	-	-	-	-
County Intergovernmental Revenue	275	275	275	275	-	-
Highway User Taxes	300,288	308,000	308,000	308,000	-	-
Special Registration Fees	279,435	269,600	269,600	269,600	-	-
Licenses & Permits	8,377	8,000	8,000	8,000	-	-
Taxes	566,386	616,000	628,320	628,320	-	-
Miscellaneous Revenue	70,147	2,500	2,500	2,500	-	-
Use of Fund Balance	2,150,998	2,245,696	2,394,713	2,419,313	24,600	1.03%
<b>Total Revenue Sources</b>	<b>\$ 3,613,685</b>	<b>\$ 3,682,551</b>	<b>\$ 3,843,888</b>	<b>\$ 3,863,888</b>	<b>\$ 20,000</b>	<b>0.52%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,247,823	1,335,242	1,415,658	1,415,658	-	-
Supplies & Services	2,276,855	2,347,309	2,428,230	2,448,230	20,000	0.82%
Capital	89,008	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,613,685</b>	<b>\$ 3,682,551</b>	<b>\$ 3,843,888</b>	<b>\$ 3,863,888</b>	<b>\$ 20,000</b>	<b>0.52%</b>
<b>Expenditures by Activity</b>						
Signal Operations	829,563	824,653	857,432	857,432	-	-
Signs & Markings	829,422	831,147	874,365	874,365	-	-
Street Lighting	1,379,561	1,424,556	1,489,312	1,489,312	-	-
Traffic Management	575,139	602,195	622,779	642,779	20,000	3.21%
<b>Total Expenditures by Activity</b>	<b>\$ 3,613,685</b>	<b>\$ 3,682,551</b>	<b>\$ 3,843,888</b>	<b>\$ 3,863,888</b>	<b>\$ 20,000</b>	<b>0.52%</b>

### ACTIVITY DESCRIPTIONS

The **Signal Operations** section installs and maintains traffic signals to provide safe and convenient traffic flow. Staff responds to calls regarding malfunctioning traffic signals, performs traffic hazard studies and annual maintenance on all signals.

The **Signs** section fabricates, installs, and maintains regulatory, warning, guide, and specialty signs for the safety and convenience of the motoring public and pedestrians.

The **Surface Markings** section is responsible for the year-round markings on arterial and collector streets such as lane markings, crosswalks, turn arrows, turn lanes, and school markings. The staff also reviews all subdivision and building plans for needed pavement markings.

The **Street Lighting** program provides community-wide lighting for public safety, investigates and implements more efficient lighting methods and cost reductions, reviews plans and designs for subdivisions and buildings, and issues payment for street lighting and signal power costs.

**Traffic Management** provides short and long range transportation planning and management. It evaluates development proposals as requested and prepares grants for transportation projects. This program participates with access committees on corridors of regional significance and updates the Master Transportation Plan. Transportation Management tracks all signs, traffic signals and pavement marking assets through inspection and GIS (Geographic Information System) applications. The

System Design and Monitoring staff conducts traffic counts, speed studies, and analyzes accident statistics to enhance the safe, effective movement of traffic and goods within the city. It implements solutions for the traveling public, reviews traffic control plans submitted by contractors and enforces implementation.





**PURPOSE:** To administer the stormwater utility, plan design and manage the construction of capital improvement projects to solve stormwater problems throughout the City. To educate citizens about stormwater issues and improve the environmental quality of city stormwater discharges.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	5,317,538	9,174,241	6,238,940	6,411,311	172,371	2.76%
Intergovernmental Revenue	21,339	300	300	300	-	-
Licenses & Permits	1,158	-	-	-	-	-
Miscellaneous Revenue	721,234	42,204	30,028	33,106	3,078	10.25%
Transfers In	330,104	1,525,000	-	-	-	-
Use of Fund Balance	1,303,480	5,710,180	(532,284)	476,981	1,009,265	-190%
<b>Total Revenue Sources</b>	<b>\$ 7,694,854</b>	<b>\$ 16,451,925</b>	<b>\$ 5,736,984</b>	<b>\$ 6,921,698</b>	<b>\$ 1,184,714</b>	<b>20.65%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,591,890	1,732,314	1,834,253	1,860,253	26,000	1.42%
Supplies & Services	427,472	516,324	458,584	458,584	-	-
Capital	4,441,784	11,607,831	2,382,797	3,545,889	1,163,092	48.81%
Debt	516,843	564,650	563,850	563,850	-	-
Transfers Out	716,864	2,030,806	497,500	493,122	(4,378)	-0.88%
<b>Total Expenditures by Category</b>	<b>\$ 7,694,854</b>	<b>\$ 16,451,925</b>	<b>\$ 5,736,984</b>	<b>\$ 6,921,698</b>	<b>\$ 1,184,714</b>	<b>20.65%</b>
<b>Expenditures by Activity</b>						
<b>411 - Stormwater Fund</b>						
Administration	1,064,930	2,667,783	1,126,339	1,152,339	26,000	2.31%
Stormwater Maintenance	560,631	698,373	732,149	732,149	-	-
Street Sweeping	291,515	342,398	365,449	365,449	-	-
Water Quality Program	257,321	285,638	300,363	300,363	-	-
<b>412 - Stormwater Construction Fund</b>	4,109,365	9,290,170	1,280,717	2,336,041	1,055,324	82.40%
<b>413 - Stormwater Replacement Fund</b>	893,714	2,601,913	1,367,117	1,470,507	103,390	7.56%
<b>422 - Stormwater Debt Service Fund</b>	517,377	565,650	564,850	564,850	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 7,694,854</b>	<b>\$ 16,451,925</b>	<b>\$ 5,736,984</b>	<b>\$ 6,921,698</b>	<b>\$ 1,184,714</b>	<b>20.65%</b>

## GENERAL DESCRIPTION

The CIP Management staff provides for design, construction, administration and inspection of stormwater projects to solve stormwater problems throughout the City. This group consults with citizens to offer advice about drainage problems at existing homes.

The **Stormwater Maintenance** staff provides cleaning and maintenance of city stormwater inlets, piping and detention ponds.

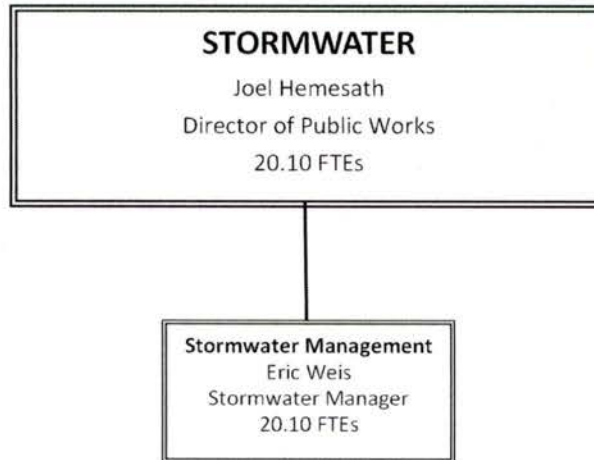
**Street Sweeping** is responsible for sweeping public streets, highways and municipal parking lots. Sweeping reduces stormwater pollution and provides a clean environment.

**Water Quality** staff provides for the development of environmental National Pollutant Discharge Elimination System documents, education programs for the public concerning environmental issues, inspection of construction sites for compliance with erosion control plans and detection of illicit discharges to stormwater systems.

**HOW THE DEPARTMENT IS ORGANIZED**

**Stormwater** develops a Capital Improvement Program for stormwater facilities, monitors and creates maintenance plans for the existing stormwater system, develops city drainage standards, reviews flood impact issues, regulates illicit stormwater discharges, and manages the City's stormwater National Pollution Discharge Elimination System (NPDES) permit.

**ORGANIZATIONAL CHART**





## FTE SUMMARY

Stormwater	2017 Revised		2018	2018 Revised	2018 vs. 2018 revised
	2016 Actual	Budget	Budget	Budget	
Budget Analyst	0.10	0.10	0.10	0.10	-
Civil Engineer	3.00	3.00	3.00	3.00	-
Crew Supervisor - Streets	1.00	1.00	1.00	1.00	-
Engineering Technician	1.00	1.00	1.00	1.00	-
Environmental Technician	2.00	2.00	2.00	2.00	-
Equipment Operator II Streets	4.00	4.00	4.00	4.00	-
Equipment Operator I	5.00	5.00	5.00	5.00	-
GIS Technician	1.00	1.00	1.00	-	-
Infrastructure Manager	-	-	-	1.00	-
Stormwater Manager	1.00	1.00	1.00	1.00	-
Stormwater Quality Manager	1.00	1.00	1.00	1.00	-
Stormwater Technician	1.00	1.00	1.00	1.00	-
<b>Total Stormwater</b>	<b>20.10</b>	<b>20.10</b>	<b>20.10</b>	<b>20.10</b>	-

## 2018 DEPARTMENT POSITION & PROGRAM ADDITIONS

- Staff realignment – GIS Analyst position upgraded to Infrastructure Manager position





Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	11,519,081	13,143,081	13,463,182	13,188,112	(275,070)	-2.04%
Intergovernmental Revenue	1,028	-	-	-	-	-
Licenses & Permits	33,853	32,000	32,000	32,000	-	-
Miscellaneous Revenue	2,092,162	107,742	233,819	92,976	(140,843)	-60.24%
Bond Proceeds	-	-	-	12,000,000	12,000,000	-
Use of Fund Balance	-4,651,945	12,276,156	-4,131,967	-8,222,266	(4,090,299)	98.99%
<b>Total Revenue Sources</b>	<b>\$ 8,994,179</b>	<b>\$ 25,558,979</b>	<b>\$ 9,597,034</b>	<b>\$ 17,090,822</b>	<b>\$ 7,493,788</b>	<b>78.08%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	3,064,141	3,393,865	3,595,071	3,595,071	-	-
Supplies & Services	2,016,022	2,333,093	2,423,059	2,423,967	908	0.04%
Capital	2,815,070	18,588,217	2,477,620	9,942,500	7,464,880	301%
Debt	497,399	531,144	528,844	528,844	-	-
Transfers Out	601,546	712,660	572,440	600,440	28,000	4.89%
<b>Total Expenditures by Category</b>	<b>\$ 8,994,179</b>	<b>\$ 25,558,979</b>	<b>\$ 9,597,034</b>	<b>\$ 17,090,822</b>	<b>\$ 7,493,788</b>	<b>78.08%</b>
<b>Expenditures by Fund</b>						
	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	\$ Change	% Change
<b>401 - Sewer Fund</b>						
Sewer General Management	1,268,313	1,515,867	1,417,599	1,417,599	-	-
Wastewater Collection	946,342	1,242,360	1,306,269	1,306,269	-	-
Wastewater Treatment	3,302,394	3,575,852	3,761,108	3,761,108	-	-
<b>402 - Sewer Construction Fund</b>	409,306	6,668,872	168,497	3,393,240	3,224,743	1,914%
<b>403 - Sewer Capital Replacement Fund</b>	2,568,508	12,024,884	2,414,717	6,683,762	4,269,045	177%
<b>420 - Sewer Debt Service Fund</b>	499,317	531,144	528,844	528,844	-	-
<b>Total Expenditures by Fund</b>	<b>\$ 8,994,179</b>	<b>\$ 25,558,979</b>	<b>\$ 9,597,034</b>	<b>\$ 17,090,822</b>	<b>\$ 7,493,788</b>	<b>78.08%</b>

## GENERAL DESCRIPTION

The **Sewer** Department collects water-borne waste from residences and businesses and provides treatment and environmentally safe release. Sewer consists of three divisions: General Management, Wastewater Treatment, and Wastewater Collection.

## HOW THE DEPARTMENT IS ORGANIZED

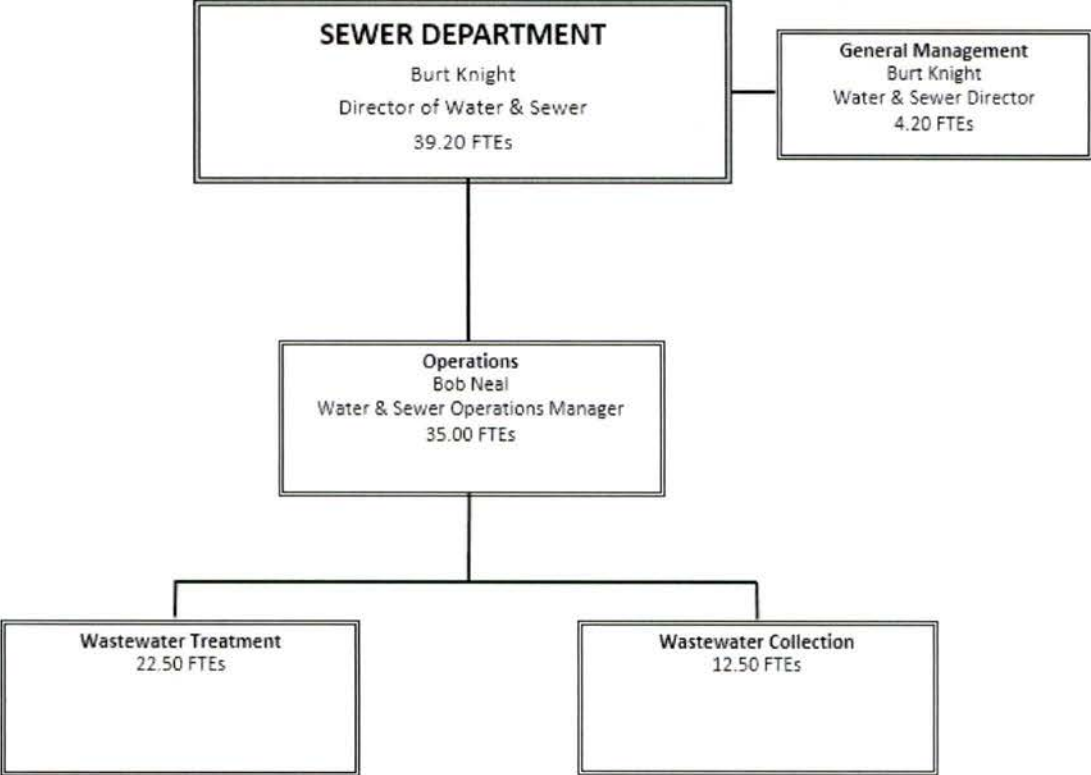
The Water and Sewer Director reports to the City Manager and is accountable for all water and sewer operations.

**Sewer General Management** consists of engineering and administrative services which provide expertise for design, maintenance, and expansion of the wastewater system, as well as technical operational support. It also provides for rate design, budgeting, administrative support projects, as well as the construction inspection services within the public right-of-way and public easements.

**Wastewater Collection** protects the public health by transporting wastewater away from homes and businesses to a centralized treatment facility.

**Wastewater Treatment** preserves the environment by treating wastewater before it is discharged to the receiving stream and by treating biodegradable solids to the degree suitable for land application and beneficial use.

**ORGANIZATIONAL CHART**



## FTE SUMMARY

Sewer	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Sewer General Management</b>					
Budget Analyst	0.20	0.20	0.20	0.20	-
Chief Engineer	0.40	0.40	0.40	0.40	-
Construction Inspector	1.00	1.00	1.00	1.00	-
Operations Manager	0.40	0.40	0.40	0.40	-
Regulatory Compliance	0.50	0.50	0.50	0.50	-
Senior Construction Inspector	0.50	0.50	0.50	0.50	-
Water & Sewer Director	0.20	0.20	0.20	0.20	-
Water Resource Engineer	1.00	1.00	1.00	1.00	-
<b>Total Sewer General Management</b>	<b>4.20</b>	<b>4.20</b>	<b>4.20</b>	<b>4.20</b>	-
<b>Wastewater Treatment</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Industrial Pretreatment Specialist	2.00	2.00	2.00	2.00	-
Industrial Pretreatment Supervisor	1.00	1.00	1.00	1.00	-
Maintenance Mechanic	4.00	4.00	4.00	4.00	-
Plant Operator A	6.00	6.00	6.00	6.00	-
Plant Operator	1.00	1.00	1.00	1.00	-
Process & Information Systems Analyst	1.00	1.00	1.00	1.00	-
Water Instrument Technician	0.50	0.50	0.50	0.50	-
Water Quality Analyst	2.00	2.00	2.00	2.00	-
Wastewater Lab Supervisor	1.00	1.00	1.00	1.00	-
Wastewater Management Supervisor	1.00	1.00	1.00	1.00	-
Wastewater Operations Supervisor	1.00	1.00	1.00	1.00	-
Wastewater Treatment Superintendent	1.00	1.00	1.00	1.00	-
<b>Total Wastewater Treatment</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>	-
<b>Wastewater Collection</b>					
Equipment Operator II	4.00	4.00	4.00	4.00	-
Equipment Operator I	4.00	4.00	4.00	4.00	-
Lift Station Technician	1.00	1.00	1.00	1.00	-
Maintenance Technician	1.00	1.00	1.00	1.00	-
Utility Locator	0.50	0.50	0.50	0.50	-
Wastewater Collection Supervisor	1.00	1.00	1.00	1.00	-
Wastewater Collection Superintendant	1.00	1.00	1.00	1.00	-
<b>Total Wastewater Collection</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	-
<b>Total Sewer</b>	<b>39.20</b>	<b>39.20</b>	<b>39.20</b>	<b>39.20</b>	-

## ACHIEVEMENTS

- Completed plant discharge permit renewal application
- Achieved five consecutive years of 100% permit compliance
- Installed new plant gas scrubber unit and new control panels for rotomat screens
- Replaced 943 feet of sewer mains using in-house labor
- Replaced Lift Stations #2 and #17
- Completed 19,235 feet of cured in place pipe



## SEWER GENERAL MANAGEMENT

**PURPOSE:** To provide engineering, administrative, budgeting, and rate design services for the collection and treatment divisions and review plans for sewer extensions and new development.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	6,248,369	6,462,339	6,523,691	6,088,016	(435,675)	-6.68%
Licenses & Permits	33,853	32,000	32,000	32,000	-	-
Miscellaneous Revenue	1,996,468	93,000	93,000	93,000	-	-
Use of Fund Balance	(7,010,378)	(5,071,472)	(5,231,092)	(4,795,417)	435,675	-8.33%
<b>Total Revenue Sources</b>	<b>\$ 1,268,313</b>	<b>\$ 1,515,867</b>	<b>\$ 1,417,599</b>	<b>\$ 1,417,599</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	290,142	435,938	461,389	461,389	-	-
Supplies & Services	458,667	470,744	488,278	488,278	-	-
Transfers Out	519,503	609,185	467,932	467,932	-	-
<b>Total Expenditures by Category</b>	<b>\$ 1,268,313</b>	<b>\$ 1,515,867</b>	<b>\$ 1,417,599</b>	<b>\$ 1,417,599</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Engineering	98,340	184,021	192,615	192,615	-	-
Sewer Administration	1,085,038	1,214,784	1,101,903	1,101,903	-	-
Utility Construction Inspection	84,935	117,062	123,081	123,081	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 1,268,313</b>	<b>\$ 1,515,867</b>	<b>\$ 1,417,599</b>	<b>\$ 1,417,599</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

The **Sewer General Management** provides budgeting, general management, and rate design services.

Sewer **Construction** is responsible for providing construction inspection services and monitoring quality assurance for development and capital projects.

The Sewer **Engineering** reviews subdivision plans for new sewer extensions, assuring that such plans meet the long-term needs of the community. It is also responsible for sewer rehabilitation projects which include writing specifications, design preparations, and construction management.



## WASTEWATER COLLECTION

**PURPOSE:** To protect public health and the aesthetic quality of urban living by efficient collection of wastewater from homes and businesses, and then transporting the wastewater to a centralized facility for treatment.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	1,638	-	-	-	-	-
Miscellaneous Revenue	4,109	-	-	-	-	-
Use of Fund Balance	940,595	1,242,360	1,306,269	1,306,269	-	-
<b>Total Revenue Sources</b>	<b>\$ 946,342</b>	<b>\$ 1,242,360</b>	<b>\$ 1,306,269</b>	<b>\$ 1,306,269</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	694,395	909,072	965,174	965,174	-	-
Supplies & Services	251,947	333,288	341,095	341,095	-	-
<b>Total Expenditures by Category</b>	<b>\$ 946,342</b>	<b>\$ 1,242,360</b>	<b>\$ 1,306,269</b>	<b>\$ 1,306,269</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Sewer Collection	946,342	1,242,360	1,306,269	1,306,269	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 946,342</b>	<b>\$ 1,242,360</b>	<b>\$ 1,306,269</b>	<b>\$ 1,306,269</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

The Wastewater Maintenance & **Collection** program has five sections: Sewer Line Cleaning, Sewer Inspection, Sewer Repair, Pump Station Maintenance and Locations. Sewer Line Cleaning is performed to reduce the City's liability for damages to private property by attempting to prevent stoppages in the sewer lines. The Sewer Inspection staff performs visual and televised inspections. As a result of televising, determinations are made for priorities of cleaning, repairing, and rehabilitation. The Sewer Repair Section is an in-house effort to correct problems from deterioration and disrepair of lines and manholes. Locations provide information to customers, other utilities and contractors in an effort to prevent damages to public and private lines.

The Pumping Station function operates and maintains ten lift stations. The lift stations are necessary for public sewer service to neighborhoods which do not have the elevation necessary for gravity flow to the wastewater treatment facility.



**PURPOSE:** To treat the city's domestic and non-domestic sewage in compliance with all federal, state, and local standards and to release treated sewage in an acceptable, non-polluting manner.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	13,810	12,000	12,000	12,000	-	-
Miscellaneous Revenue	(13,993)	-	-	-	-	-
Use of Fund Balance	3,302,577	3,563,852	3,749,108	3,749,108	-	-
<b>Total Revenue Sources</b>	<b>\$ 3,302,394</b>	<b>\$ 3,575,852</b>	<b>\$ 3,761,108</b>	<b>\$ 3,761,108</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	2,008,759	2,048,855	2,168,508	2,168,508	-	-
Supplies & Services	1,293,635	1,526,997	1,592,600	1,592,600	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,302,394</b>	<b>\$ 3,575,852</b>	<b>\$ 3,761,108</b>	<b>\$ 3,761,108</b>	-	-
<b>Expenditures by Activity</b>						
Administration	337,908	482,660	498,834	498,834	-	-
Industrial Pretreatment	302,968	316,034	324,410	324,410	-	-
Laboratory	290,344	344,668	361,528	361,528	-	-
Maintenance	712,518	708,183	769,214	769,214	-	-
Operations	1,658,655	1,724,307	1,807,122	1,807,122	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 3,302,394</b>	<b>\$ 3,575,852</b>	<b>\$ 3,761,108</b>	<b>\$ 3,761,108</b>	-	-

## ACTIVITY DESCRIPTIONS

**Industrial Pretreatment** is responsible for monitoring and regulating all industries which may discharge prohibited, incompatible, or otherwise undesirable constituents into the City's public sewer system.

The Wastewater Treatment **Laboratory** performs all required wastewater sample collections and analyses. Laboratory tests are performed to monitor treatment plant performance for optimum efficiency and to satisfy discharge permit requirements mandated by the Colorado Department of Health.

**Maintenance** is responsible for a preventive maintenance program, as well as quick and efficient repair of all facility equipment. They are responsible for the up-keep of all buildings and grounds at the Water Pollution Control Facility.

**Operations** include eight operators who are responsible for controlling all processes at the facility for the effective treatment of wastewater. Operators monitor all equipment and laboratory data 24 hours a day. They coordinate all plant components for optimum efficiency.

**Administration** oversees the waste water treatment and ensures compliance with all federal, state, and local standards and to release treated sewage in an acceptable, non-polluting manner.





Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	51,163,237	43,862,611	47,287,708	42,389,423	(4,898,285)	-10.36%
State Intergovernmental Revenue	-	438,733	-	-	-	-
Licenses & Permits	47,928	40,000	40,000	40,000	-	-
Miscellaneous Revenue	2,971,709	2,433,321	-1,819,635	-92,540	1,727,095	-94.91%
Royalties	392,367	70,000	70,000	70,000	-	-
Bond Proceeds	-	-	-	71,750,000	71,750,000	-
Transfers In	82,153	82,153	82,153	82,153	-	-
Use of Fund Balance	7,682,192	23,276,419	52,389,771	1,829,624	(50,560,147)	-96.51%
<b>Total Revenue Sources</b>	<b>\$ 62,339,584</b>	<b>\$ 70,203,237</b>	<b>\$ 98,049,997</b>	<b>\$ 116,068,660</b>	<b>\$ 18,018,663</b>	<b>18.38%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	6,639,259	7,192,519	7,623,865	7,623,865	-	-
Supplies & Services	8,479,648	9,733,996	9,912,959	9,912,122	(837)	-0.01%
Capital	36,936,225	42,323,035	69,639,200	87,658,700	18,019,500	25.88%
Debt	8,427,428	8,899,128	8,889,649	8,889,649	-	-
Transfers Out	1,857,025	2,054,559	1,984,324	1,984,324	-	-
<b>Total Expenditures by Category</b>	<b>\$ 62,339,584</b>	<b>\$ 70,203,237</b>	<b>\$ 98,049,997</b>	<b>\$ 116,068,660</b>	<b>\$ 18,018,663</b>	<b>18.38%</b>
<b>Expenditures by Division</b>						
<b>404 - Water Fund</b>						
Water General Management	3,905,615	4,224,101	4,274,500	4,274,500	-	-
Water Transmission/Distribution	3,493,966	4,420,080	4,623,579	4,623,579	-	-
Water Treatment and Supply	8,891,970	10,205,553	10,510,348	10,510,348	-	-
<b>405 - Water Construction Fund</b>	17,414,321	13,055,598	38,338,660	44,484,908	6,146,248	16.03%
<b>406 - Water Capital Replacement Fund</b>	10,277,380	19,433,656	23,849,458	34,825,429	10,975,971	46.02%
<b>407 - Water Rights Acquisition Fund</b>	9,768,310	9,965,121	7,563,803	8,460,247	896,444	11.85%
<b>421 - Water Debt Service Fund</b>	8,588,022	8,899,128	8,889,649	8,889,649	-	-
<b>Total Expenditures by Division</b>	<b>\$ 62,339,584</b>	<b>\$ 70,203,237</b>	<b>\$ 98,049,997</b>	<b>\$ 116,068,660</b>	<b>\$ 18,018,663</b>	<b>18.38%</b>

## GENERAL DESCRIPTION

The purpose of the **Water** Department is to provide water to the citizens and industry of Greeley of a quality and quantity that meets all health and aesthetic criteria. The department consists of the General Management, Transmission and Distribution, and Treatment and Supply divisions.

### HOW THE DEPARTMENT IS ORGANIZED

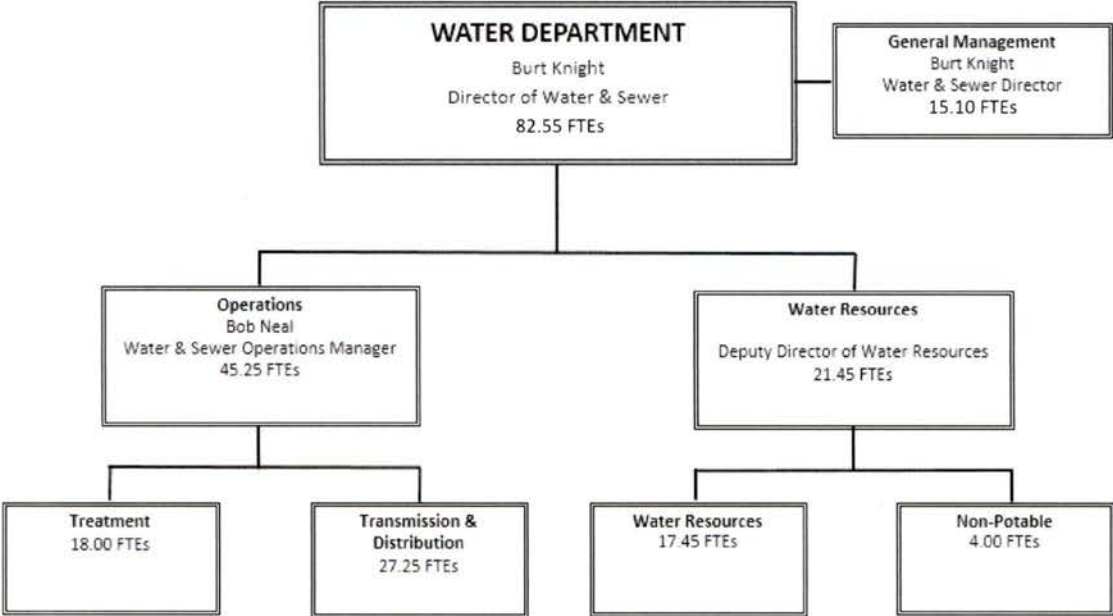
The Water and Sewer Director reports to the City Manager and is responsible for all water and sewer operations. The Director and administrative staff provide the planning, organizing, and executive management of daily operations.

**Water General Management** consists of Engineering and Administration. The Engineering staff provides expertise for initial design, maintenance, and expansion of the water system; it also provides technical support and contract administration. Administration provides executive management, budget and rate design, permit processing, approval services as well as the construction inspection services within the public right-of-way and public easements.

**Transmission and Distribution** operations move treated water from the treatment plants to the consumer. This involves the operation and maintenance of over 476 miles of water pipeline. Other services include meter reading and maintenance.

**Treatment and Supply** provides clean and aesthetically pleasing water to Greeley residents through the management of the City's six mountain reservoirs and four locally treated reservoirs, storage agreements with other agencies, and water purchases.

**ORGANIZATIONAL CHART**



## FTE SUMMARY

Water	2017 Revised		2018	2018 Revised	2018 vs. 2018
	2016 Actual	Budget	Budget	Budget	revised
<b>Water General Management</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Asset Manager	1.00	1.00	1.00	1.00	-
Asset Technician	1.00	1.00	1.00	1.00	-
Budget Analyst	0.80	0.80	0.80	0.80	-
Chief Engineer	0.60	0.60	0.60	0.60	-
Construction Inspector	1.00	1.00	1.00	1.00	-
Marketing Technician	0.30	0.30	0.30	0.30	-
Office Manager	1.00	1.00	1.00	1.00	-
Operations Manager	0.60	0.60	0.60	0.60	-
Regulatory Compliance	0.50	0.50	0.50	0.50	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Senior Construction Manager	0.50	0.50	0.50	0.50	-
Survey Technician	1.00	1.00	1.00	1.00	-
Water & Sewer Services Coordinator	1.00	1.00	1.00	1.00	-
Water & Sewer Services Technician	1.00	1.00	1.00	1.00	-
Water & Sewer Director	0.80	0.80	0.80	0.80	-
Water Resource Engineer	2.00	2.00	2.00	2.00	-
<b>Total Water General Management</b>	<b>15.10</b>	<b>15.10</b>	<b>15.10</b>	<b>15.10</b>	<b>-</b>
<b>Transmission &amp; Distribution</b>					
Crew Supervisor	3.00	3.00	3.00	3.00	-
Equipment Operator II	3.00	3.00	3.00	3.00	-
Equipment Operator II	8.00	8.00	8.00	8.00	-
Field Services Representative	1.00	1.00	1.00	1.00	-
Maintenance Mechanic	1.00	1.00	1.00	1.00	-
Meter Reader	1.00	1.00	1.00	1.00	-
Meter Services Technician	3.00	3.00	3.00	3.00	-
Reservoirs Supervisor	2.00	2.00	2.00	2.00	-
Transmission Line Technician	1.00	1.00	1.00	1.00	-
Utility Locator	0.50	0.50	0.50	0.50	-
Water Distribution Supervisor	1.00	1.00	1.00	1.00	-
Water Instruments Technician	1.00	1.00	1.00	1.00	-
Water Inventory Coordinator	1.00	1.00	1.00	1.00	-
Water Service Technician	1.00	1.00	1.00	1.00	-
Water Treatment Superintendent	1.00	1.00	1.00	1.00	-
Entry Level Water Instruments Technician	1.00	1.00	1.00	1.00	-
<b>Total Transmission &amp; Distribution</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>	<b>29.50</b>	<b>-</b>

## FTE SUMMARY (CONTINUED)

	2016 Actual	2017 Revised Budget	2018 Budget	2018 Revised Budget	2018 vs. 2018 revised
<b>Treatment</b>					
Equipment Operator I	1.00	1.00	1.00	1.00	-
Maintenance Mechanic	2.00	2.00	2.00	2.00	-
Maintenance Technician	2.00	2.00	2.00	2.00	-
Plant Operator A - Technician	8.00	8.00	8.00	8.00	-
Plant Operator A	1.50	1.50	1.50	1.50	-
Plant Operator Water	1.00	1.00	1.00	1.00	-
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00	-
<b>Total Treatment</b>	<b>15.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	-
<b>Water Resources</b>					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Water & Sewer Operations Manager	1.00	1.00	1.00	1.00	-
Marketing Technician	0.70	0.70	0.70	0.70	-
Public & Government Relations Manager	1.00	1.00	1.00	1.00	-
Senior Water Resource Engineer	1.00	1.00	1.00	1.00	-
Water Conservation Coordinator	1.00	1.00	1.00	1.00	-
Water Conservation Specialist	2.00	2.00	2.00	2.00	-
Water Resources Admin I	1.75	1.75	1.75	1.75	-
Water Resources Admin II	3.00	3.00	3.00	3.00	-
Water Resource Analyst	1.00	1.00	1.00	1.00	-
Water Resource Manager	1.00	1.00	1.00	1.00	-
Water Resource Operations Engineer	1.00	1.00	1.00	1.00	-
Water Supply Technician	2.00	2.00	2.00	2.00	-
<b>Total Water Resources</b>	<b>17.45</b>	<b>17.45</b>	<b>17.45</b>	<b>17.45</b>	-
<b>Non-Potable</b>					
Raw Water Operations Technician	2.00	2.00	2.00	2.00	-
Raw Water Operations Supervisor	2.00	2.00	2.00	2.00	-
<b>Total Non-Potable</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	-
<b>Total Water</b>	<b>81.55</b>	<b>82.55</b>	<b>82.55</b>	<b>82.55</b>	-

## ACHIEVEMENTS

- Completed the first phase of a significant infrastructure rehabilitation program for both water treatment plants
- 600 acre feet of new water supplies purchased in 2016
- Completed the separation of Greeley's Milton Seaman Water Storage Project from Fort Collin's Halligan Reservoir expansion project into two distinct Environmental Impact Statements with a data sharing Intergovernmental Agreement to benefit both entities
- Installed 3,335 feet of new and replaced water main
- Installed 50 gate valves ahead of the streets overlay program



## WATER GENERAL MANAGEMENT

**PURPOSE:** To provide general management and engineering services for the various Water Division programs.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	18,362,272	17,145,648	17,642,955	15,352,399	(2,290,556)	-12.98%
Licenses & Permits	47,928	40,000	40,000	40,000	-	-
Miscellaneous Revenue	2,352,659	110,000	110,000	110,000	-	-
Transfers In	82,153	82,153	82,153	82,153	-	-
Use of Fund Balance	(16,939,397)	(13,153,700)	(13,600,608)	(11,310,052)	2,290,556	-16.84%
<b>Total Revenue Sources</b>	<b>\$ 3,905,615</b>	<b>\$ 4,224,101</b>	<b>\$ 4,274,500</b>	<b>\$ 4,274,500</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	1,063,722	1,252,663	1,337,396	1,337,396	-	-
Supplies & Services	1,096,331	1,039,354	1,058,688	1,058,688	-	-
Transfers Out	1,745,562	1,932,084	1,878,416	1,878,416	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,905,615</b>	<b>\$ 4,224,101</b>	<b>\$ 4,274,500</b>	<b>\$ 4,274,500</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Administration	3,427,040	3,726,809	3,743,696	3,743,696	-	-
Engineering	388,638	413,440	440,288	440,288	-	-
Utility Construction Inspection	89,937	83,852	90,516	90,516	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 3,905,615</b>	<b>\$ 4,224,101</b>	<b>\$ 4,274,500</b>	<b>\$ 4,274,500</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

Water General Management provides general management, budgeting, and rate design services as well as permit processing and approval.

**Administration** provides general management, budgeting, and rate design services as well as permit processing and approval.

**Engineering** provides services for Supply, Treatment, Reservoir, Transmission, Distribution, and Meter Sections of the Water Department. Staff reviews subdivision plans, prepares specifications and plans for main extensions, manages a variety of contracts, and performs long-range planning for facilities and water rights acquisition

**Utility Construction Inspection** inspects water projects to ensure guidelines and regulations are met.



## TRANSMISSION AND DISTRIBUTION

**PURPOSE:** To operate and maintain an effective piping and storage system which measures and transports treated water from water treatment plants to the consumer.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	717,556	615,247	615,247	589,072	(26,175)	-4.25%
Miscellaneous Revenue	13,470	-	-	-	-	-
Use of Fund Balance	2,762,941	3,804,833	4,008,332	4,034,507	26,175	0.65%
<b>Total Revenue Sources</b>	<b>\$ 3,493,966</b>	<b>\$ 4,420,080</b>	<b>\$ 4,623,579</b>	<b>\$ 4,623,579</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	2,328,349	2,711,002	2,865,212	2,865,212	-	-
Supplies & Services	1,165,618	1,709,078	1,758,367	1,758,367	-	-
<b>Total Expenditures by Category</b>	<b>\$ 3,493,966</b>	<b>\$ 4,420,080</b>	<b>\$ 4,623,579</b>	<b>\$ 4,623,579</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Activity</b>						
Distribution	1,419,135	1,855,417	1,948,335	1,948,335	-	-
Inventory	182,628	275,000	275,000	275,000	-	-
Non-Potable Operations	546,026	797,348	835,603	835,603	-	-
Service and Meters	369,220	437,978	461,831	461,831	-	-
Transmission-Reservoir	976,958	1,054,337	1,102,810	1,102,810	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 3,493,966</b>	<b>\$ 4,420,080</b>	<b>\$ 4,623,579</b>	<b>\$ 4,623,579</b>	<b>-</b>	<b>-</b>

### ACTIVITY DESCRIPTIONS

**Distribution & Transmission** is responsible for the maintenance and operation of 467.1 miles of distribution lines and 69 million gallons of treated water storage reservoirs.

**Inventory** accounts for equipment and materials withdrawn from a department run warehouse.

**Service and Meters** staff reads all metered accounts on a monthly basis, tests and maintains existing meters, responds to customer concerns, and inspects all new construction meter installations.

The City has numerous water rights below the water treatment plants. Pumping water back to the plants would be cost-prohibitive and inefficient. While the water can be used to satisfy return flows to the river, Greeley chooses to put it to beneficial use before returning it to the river. Greeley instead chooses to store those water rights closer to town to use as non-potable supply. **Non-Potable Operations** oversees the operations and maintenance of storage of non-potable water at Poudre ponds, Overland Trail Reservoir, and Greeley Irrigation Company Number 3 Ditch.



**PURPOSE:** To produce an adequate supply of high quality drinking water and a suitable supply of irrigation water based on consumer needs and expectations.

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Charges for Services	611,287	300,000	300,000	300,000	-	-
Miscellaneous Revenue	63,103	-	-	-	-	-
Use of Fund Balance	8,217,580	9,905,553	10,210,348	10,210,348	-	-
<b>Total Revenue Sources</b>	<b>\$ 8,891,970</b>	<b>\$ 10,205,553</b>	<b>\$ 10,510,348</b>	<b>\$ 10,510,348</b>	-	-
<b>Expenditures by Category</b>						
Salaries & Benefits	2,864,549	3,228,854	3,421,257	3,421,257	-	-
Supplies & Services	6,011,926	6,976,699	7,089,091	7,089,091	-	-
Capital	6,695	-	-	-	-	-
Transfers Out	8,800	-	-	-	-	-
<b>Total Expenditures by Category</b>	<b>\$ 8,891,970</b>	<b>\$ 10,205,553</b>	<b>\$ 10,510,348</b>	<b>\$ 10,510,348</b>	-	-
<b>Expenditures by Activity</b>						
Bellvue Filter Plant	1,723,765	2,165,192	2,266,046	2,266,046	-	-
Boyd Lake Filter Plant	1,649,048	2,153,683	2,240,110	2,240,110	-	-
High Mountain Reservoirs	369,702	476,351	500,299	500,299	-	-
Water Conservation Program	514,116	555,275	571,690	571,690	-	-
Water Quality	102,371	329,000	345,450	345,450	-	-
Water Resources	4,532,968	4,526,052	4,586,753	4,586,753	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 8,891,970</b>	<b>\$ 10,205,553</b>	<b>\$ 10,510,348</b>	<b>\$ 10,510,348</b>	-	-

## ACTIVITY DESCRIPTIONS

The **Bellvue Filter Plant** provides for the year-round operations and maintenance of the 32 million gallons per day (MGD) plant at the mouth of the Poudre Canyon.

The **Boyd Lake Plant** provides for the seasonal operation and maintenance of the filter plant located just south of Boyd Lake, and draws raw water from both Lake Loveland and Boyd Lake. This plant is a peaking operation with a capacity of 38 MGD.

**Water Resources** is in charge of managing the City's water and related water rights.

**Water Conservation** is responsible for long range planning, water conservation, drought protection, and maintenance of supply waterways.

**Water Quality** is responsible for physically storing and transporting water in and out of City facilities, both locally and in the Cache la Poudre basin.







## NON-DEPARTMENTAL

Revenue Sources	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
Bond Proceeds	2,377,285	-	-	-	-	-
Charges for Services	4,846,324	4,668,900	4,874,040	5,174,040	300,000	6.16%
Hotel Development Loan Funds	8,638,000	-	-	-	-	-
Intergovernmental Revenue						
State Shared Revenue	225,696	225,000	225,000	225,000	-	-
Severance Taxes	1,139,373	1,500,000	1,500,000	750,000	(750,000)	-50.00%
Federal Mineral Lease	954,044	500,000	500,000	750,000	250,000	50.00%
Lottery Funds	1,100,076	975,000	1,000,000	1,000,000	-	-
Licenses & Permits	39,184	40,000	40,000	40,000	-	-
Miscellaneous Revenue	4,264,640	810,163	242,640	312,709	70,069	28.88%
Taxes						
Property Tax	10,110,025	10,156,000	10,395,784	10,395,784	-	-
Other Taxes	54,739	75,000	60,000	60,000	-	-
Lodger's Room Tax	481,626	525,000	545,000	545,000	-	-
Sales & Use Tax	63,940,198	63,927,659	65,611,392	65,611,392	-	-
Royalties	529,123	220,000	120,000	220,000	100,000	83.33%
Transfers In	57,455,884	54,584,704	56,044,374	56,243,244	198,870	0.35%
Use of Fund Balance	(53,725,050)	(54,586,065)	(60,187,670)	(60,216,655)	(28,985)	0.05%
<b>Total Revenue Sources</b>	<b>\$ 102,431,169</b>	<b>\$ 83,621,361</b>	<b>\$ 80,970,560</b>	<b>\$ 81,110,514</b>	<b>\$ 139,954</b>	<b>0.17%</b>
<b>Expenditures by Category</b>						
Salaries & Benefits	7,794	-	-	-	-	-
Supplies & Services	18,915,239	2,097,175	900,070	1,079,848	255,768	28.42%
Capital	8,870	-	-	-	-	-
Debt	6,435,728	7,639,982	7,483,170	7,483,170	-	-
Transfers Out	77,063,539	73,884,204	72,587,320	72,471,506	(115,814)	-0.16%
<b>Total Expenditures by Category</b>	<b>\$ 102,431,169</b>	<b>\$ 83,621,361</b>	<b>\$ 80,970,560</b>	<b>\$ 81,110,514</b>	<b>\$ 139,954</b>	<b>0.17%</b>

Expenditures by Activity	2016 Actual	2017 Revised Budget	2018 Original Budget	2018 Revised Budget	\$ Change	% Change
<b>001 - General Fund</b>						
11th Avenue and 11th Street Campus	2,139,864	612,233	-	229,778	229,778	-
County Treasures Fees	97,764	86,000	86,000	86,000	-	-
Franchise Negotiations	11,066	-	-	-	-	-
Greeley Building Authority Loan	108,000	114,000	120,000	120,000	-	-
Mosquito Spraying	49,076	46,000	46,000	46,000	-	-
New Home Buyer Assistance	46,235	206,786	-	-	-	-
Operating Transfers	11,278,624	8,283,025	5,315,435	5,199,621	(115,814)	-2.18%
Succession Planning	57,480	161,839	52,725	52,725	-	-
Sundry	1,433,617	567,972	299,000	324,990	25,990	8.69%
Unemployment Compensation	65,428	80,000	80,000	80,000	-	-
<b>102 - Convention &amp; Visitors Fund</b>	350,468	404,000	397,535	397,535	-	-
<b>105 - Conservation Trust Fund</b>	1,002,272	956,758	943,750	943,750	-	-
<b>106 - Sales &amp; Use Tax Fund</b>	65,244,024	64,148,150	65,829,597	65,829,597	-	-
<b>108 - Designated Revenue Fund</b>	1,051,587	62,795	73,047	73,047	-	-
<b>110 - Conference Center Development Fund</b>	10,138,000	-	-	-	-	-
<b>111 - Downtown Development Authority TIF</b>	1,657,062	200,000	200,000	200,000	-	-
<b>200 - General Debt Service Fund</b>	6,284,661	7,482,090	7,319,158	7,319,158	-	-
<b>201 - Greeley Building Authority Fund</b>	153,752	159,892	166,012	166,012	-	-
<b>410 - Downtown Parking Fund</b>	1,200,671	-	-	-	-	-
<b>601 - Cemetery Endowment Fund</b>	61,447	49,726	42,206	42,206	-	-
<b>607 - Community Memorials Fund</b>	72	95	95	95	-	-
<b>Total Expenditures by Activity</b>	<b>\$ 102,431,169</b>	<b>\$ 83,621,361</b>	<b>\$ 80,970,560</b>	<b>\$ 81,110,514</b>	<b>\$ 139,954</b>	<b>0.17%</b>

## GENERAL DESCRIPTION

Non-departmental expense provides a funding source for the general costs of city government which are common to multiple programs or cannot be identified with a specific department.

### ACTIVITY DESCRIPTIONS

**11th Avenue and 11th Street Campus** – Expenditures related to development of fire station 1 and City Center.

**County Treasurer's Fee** - Payment of a 1% fee to the county for the collection of the City's share of property taxes.

**Franchise Negotiations** – Expenditures tied to the negotiations of franchise fees.

**Greeley Building Authority Loan** – transfers from the general fund for debt payments made in the Greeley Building Authority Fund.

**Mosquito Spraying** - Funds budgeted for Public Works to utilize for a mosquito spraying program.

**New Home Buyer Assistance** - Program created in 2015 to assist in the purchase of downtown residential properties.

**Operating Transfers** - Legally authorized inter-fund transfers from the fund receiving revenue to the fund making the expenditure.

**Reserve for Energy Savings** – Funds set aside and not spent due to the decline in oil and gas related revenues.

**Succession Planning** – Funds designated for succession planning as the workforce retires.

**Sundry** – Includes miscellaneous expenditure categories such as bank service charges, collection services contracts, investment services contracts, and contingency.

**Unemployment Compensation** – Funds designated for unemployment compensation.



## **City Council Members**

Mayor Tom Norton

Ward I: Rochelle Galindo

Ward II: Brett Payton

Ward III: John Gates

Ward IV: Michael Finn

At Large: Sandi Elder

At Large: Robb Casseday

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PREPARED BY:

ROBERT MILLER, BUDGET & COMPLIANCE MANAGER

JOSE GUTIERREZ, FINANCIAL ANALYST

# Worksession Agenda Summary

September 26, 2017 (6:00 – 6:15 p.m.)

## **Agenda Item Number 3**

Key Staff Contact: Victoria Runkle, Assistant City Manager, 350-9730

### Title

Standardized Sales and Use Tax Definitions

### Background

In 2014, the Colorado General Assembly approved Senate Joint Resolution 14-038 asking the Colorado Municipal League to develop a package of standardized sales and use tax definitions. This was previously done in 1992 in an effort to minimize complexity for businesses reporting to multiple taxing jurisdictions. The standardized definitions are intended to provide consistency in the tax code and simplify the reporting process for multi-jurisdictional taxpayers.

These standardized definitions will not affect the tax treatment, will not result in any loss/gain of revenues, and have been reviewed and commented on by 69 home-rule municipalities. Additionally, the Colorado Association of Commerce & Industry, the Colorado Retail Council, the Colorado Automobile Dealers Association, Simplify Colorado Sales Tax, and the National Federation of Independent Business, support the adoption of standardized sales tax definitions (See Appendix).

### Council Direction Requested

Direct staff to schedule the proposed ordinance for consideration.

### Attachments

Presentation  
Appendix  
Ordinance



## Standardized Definitions

9/26/2017

## Standard Definitions Project

### **What is it?**

A major collaborative sales tax simplification initiative led by Colorado's home rule municipalities and facilitated by CML.

### **What is the objective?**

The objective of the project is to have all locally collecting municipalities adopt the standard definitions.

### **Why is this important?**

Colorado is one of two states that allows home rule municipalities to administer their own sales tax. This has resulted in significant pressure to simplify tax codes and reporting processes.

## Project Overview

- Facilitated by Colorado Municipal League
- Similar to CML's 1992 standard definition efforts.
- Business community review.
- No change in tax treatment.
- No loss/gain in local government revenue.
- Reviewed by 69 home-rule municipalities.

## Benefits of Adopting Standard Definitions

- Demonstrates our responsiveness to a legislative request.
- Does not impact the taxpayer or reporting process.
- Standardizes language in the tax code.
- Reflects engagement with our business community.
- Provides consistency in the current business environment.

## Overview of Changes

- 24 of 49 existing definitions are unchanged.
- 23 of 49 existing definitions have minor changes.
  - Updated to reflect current technology and terminology.
  - Watts/800 Service is now Toll Free Telecommunication Service.
  - Pay Television is now Television and Entertainment Services.
- 2 of 49 existing definitions were omitted.
  - Drugs Dispensed & Medical Supplies.
  - New definitions distinguish between human and animal use.
- Added definitions reflect:
  - New Technologies (software, digital product, internet, etc.)
  - Inferred definitions (machinery, use, storage, contractor, etc.)

Questions?

# Appendix



Colorado Automobile Dealers Association



Jan. 31, 2017

The Standardized Sales Tax Project is a simplification effort undertaken by locally collecting home rule cities and towns in conjunction with the business community and the Colorado General Assembly. This project is built on the strong partnership between municipal governments and the business community to work together to make locally collected taxes easier to file, report, and remit.


The General Assembly adopted Senate Joint Resolution (SJR) 14-038, asking the Colorado Municipal League (CML) to work with its members to develop a package of standardized definitions, reprising a successful effort led by CML in 1992. CML supported SJR14-038. The goals in developing these definitions were to add clarity about current tax practices without a fiscal impact. No new tax is levied and no increase in tax revenue is expected, because the updated definitions were drafted to reflect current tax practices.

Government and business recognize that the use of different definitions by locally collecting municipalities for the same sales tax term is a source of complexity for businesses that operate in multiple municipalities. Using standardized definitions minimizes this complexity.

CML's membership has been strongly supportive of simplification efforts originating at the local level – and the CML Executive Board has recommended adoption of these definitions to its membership. Likewise, we urge you to consider the benefits of standardized sales tax definitions to your locally collecting city or town, as well as your resident businesses and multi-jurisdictional businesses that work hard to collect your sales tax.


The following statewide associations, in addition to CML, support the adoption standardized sales tax definitions by all 69 locally collecting home rule municipalities: Colorado Association of Commerce & Industry, Colorado Retail Council, Colorado Automobile Dealers Association, and Simplify Colorado Sales Tax.

Sincerely,

  
Sam Mamet  
Colorado Municipal League  
Executive Director

  
Loren Furman  
Colorado Association of Commerce &  
Industry Senior Vice President of State and  
Federal Relations

  
Christopher Howes  
Colorado Retail Council President

  
Tim Jackson  
Colorado Automobile Dealers Association  
President

  
Tony Gagliardi  
National Federation of Independent  
Business Colorado State Director and  
Coalition to Simplify Colorado Sales Tax  
President



**CITY OF GREELEY, COLORADO**

**ORDINANCE NO. \_\_\_\_\_, 2017**

**AN ORDINANCE REPEALING AND REPLACING SECTION 4.04.015  
OF THE GREELEY MUNICIPAL CODE – SALES AND USE TAX DEFINITIONS -  
AND MAKING RELATED CHANGES TO CHAPTER 4.04**

WHEREAS, in 2014 the State Legislature passed Senate Joint Resolution 14-038 concerning uniform sales and use tax definitions for home rule municipalities to ensure consistency throughout the state; and

WHEREAS, through the efforts of the Colorado Municipal League, a Sales Tax Standardized Definitions Committee (“Committee”) was formed, and members worked diligently to prepare a list of standard definitions that would be acceptable to home rule municipalities; and

WHEREAS, the Greeley City Council has determined that the City should cooperate in furtherance of a statewide goal to have all locally collecting municipalities agree to use standard definitions in their sales and use tax codes; and

WHEREAS, City Council has determined that maintaining the local collection of sales and use taxes for the City is important to insure the continued financial strength of the City; and

WHEREAS, City Council acknowledges that the retail business community desires uniformity and simplicity when operating in multiple cities; and

WHEREAS, the proposed changes to the Greeley Municipal Code are for the purpose of clarification and uniformity only, and will not result in the implementation of any new policy, nor the implementation of any new taxes, nor the elimination of any current tax exemptions; and

WHEREAS, the proposed changes to the definitions contained in Municipal Code Section 4.04.015 require simultaneous changes to other sections in Chapter 4.04 to insure consistent terminology; and

WHEREAS, it is in the best interests of the citizens of the City to repeal and replace Section 4.04.015 with the standardized definitions recommended by the Committee, and to make related changes to Chapter 4.04.

**NOW THEREFORE, IT IS HEREBY ORDAINED BY THE CITY COUNCIL FOR THE CITY OF GREELEY, COLORADO, AS FOLLOWS:**

**Section 1.** Section 4.04.015 shall be repealed in its entirety, and replaced as set forth on Exhibit A attached hereto and incorporated herein by this reference.

**Section 2.** Sections 4.04.060, 4.04.069, 4.04.070, 4.04.071, 4.04.086, 4.04.095, 4.04.105, 4.04.115, 4.04.120, 4.04.140, 4.04.141, 4.04.142, 4.04.196, 4.04.221, 4.04.225, and 4.04.255 shall be amended as set forth on Exhibit B attached hereto and incorporated herein by this reference.

**Section 3.** This Ordinance shall become effective five days following its final publication, as provided by the Greeley City Charter.

PASSED AND ADOPTED, SIGNED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2017.

ATTEST:

CITY OF GREELEY, COLORADO

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor

## EXHIBIT A

### 4.04.015 - Definitions.

The following words and phrases as used in this Chapter shall have the following meanings:

**“Agricultural Producer”** means a person regularly engaged in the business of using land for the production of commercial crops or commercial livestock. The term includes farmers, market gardeners, commercial fruit growers, livestock breeders, dairymen, poultrymen, and other persons similarly engaged, but does not include a person who breeds or markets animals, birds, or fish for domestic pets nor a person who cultivates, grows, or harvests plants or plant products exclusively for that person's own consumption or casual sale.

**“Aircraft”** means a device that is used or intended to be used for flight in the air.

**“Aircraft Part”** means any tangible personal property that is intended to be permanently affixed or attached as a component part of an aircraft.

**“Aircraft Simulator”** means a Flight Simulator Training Device (FSTD) as defined in Part I of Title 14 of the Code of Federal Regulations that is qualified in accordance with Part 60 of Title 14 of the Code of Federal Regulations for use in a Federal Aviation Administration Approved Flight Training Program.

**“Aircraft Simulator Part”** means any tangible personal property that is originally designed and intended to be permanently affixed or attached as a component part of an aircraft, and which will also function when it is permanently affixed or attached as a component part of an aircraft simulator.

**“Airline Company”** means any operator who engages in the carriage by aircraft of persons or property as a common carrier for compensation or hire, or the carriage of mail, or any aircraft operator who operates regularly between two (2) or more points and publishes a flight schedule. Airline Company shall not include operators whose aircraft are all certified for a gross takeoff weight of twelve thousand five hundred (12,500) pounds or less and who do not engage in scheduled service or mail carriage service.

**“Auction”** means any sale where tangible personal property is sold by an auctioneer who is either the agent for the owner of such property or is in fact the owner thereof.

**“Automotive Vehicle”** means any vehicle or device in, upon, or by which any person or property is or may be transported or drawn upon a public highway, or any device used or designed for aviation or flight in the air. Automotive Vehicle includes, but is not limited to, motor vehicles, trailers, or semi-trailers. Automotive Vehicle shall not include devices moved by human power or used exclusively upon stationary rails or tracks.

**“Business”** means all activities engaged in or caused to be engaged in with the object of gain, benefit, or advantage, direct or indirect.

**“Candy”** means a preparation of sugar, honey, or other natural or artificial sweeteners in combination with chocolate, fruit, nuts, or other ingredients or flavorings in the form of bars, drops, or pieces. Candy does not include any preparation containing flour, products that require refrigeration or marijuana infused products.

**“Carrier Access Services”** means the services furnished by a local exchange company to its customers who provide telecommunications services which allow them to provide such telecommunications services.

**“Charitable Organization”** means any entity which: (1) has been certified as a nonprofit organization under Section 501(c)(3) of the Internal Revenue Code, and (2) is an organization which exclusively, and in a manner consistent with existing laws and for the benefit of an indefinite number of persons or animals, freely and voluntarily ministers to the physical, mental, or spiritual needs of persons or animals, and thereby lessens the burden of government.

**“City”** or **“Town”** means the municipality of City of Greeley.

**“Coins”** means monetized bullion or other forms of money manufactured from gold, silver, platinum, palladium or other such metals now, in the future or heretofore designated as a medium of exchange under the laws of this State, the United States or any foreign nation.

**“Coin Operated Device”** means any device operated by coins or currency or any substitute therefor.

**“Collection Costs”** shall include, but is not limited to, all costs of audit, assessment, bank fees, hearings, execution, lien filing, distraint, litigation, locksmith fees, auction fees and costs, prosecution and attorney fees.

**“Commercial Packaging Materials”** means containers, labels, and/or cases, that become part of the finished product to the purchaser, used by or sold to a person engaged in manufacturing, compounding, wholesaling, jobbing, retailing, packaging, distributing or bottling for sale, profit or use, and is not returnable to said person for reuse. Commercial Packaging Materials does not include Commercial Shipping Materials.

**“Commercial Shipping Materials”** means materials that do not become part of the finished product to the purchaser which are used exclusively in the shipping process. Commercial Shipping Materials include but are not limited to containers, labels, pallets, banding material and fasteners, shipping cases, shrink wrap, bubble wrap or other forms of binding, padding or protection.

**“Community Organization”** means a nonprofit entity organized and operated exclusively for the promotion of social welfare, primarily engaged in promoting the common good and general welfare of the community, so long as: (1) No part of the net earnings of which inures to the benefit of any private shareholder or individual; (2) No substantial part of the activities of which is carrying on propaganda, or otherwise attempting to influence legislation; and (3) Which does not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.

**“Construction Equipment”** means any equipment, including mobile machinery and mobile equipment, which is used to erect, install, alter, demolish, repair, remodel, or otherwise make improvements to any real property, building, structure or infrastructure.

**“Construction Materials”** means tangible personal property which, when combined with other tangible personal property, loses its identity to become an integral and inseparable part of a structure or project including public and private improvements. Construction Materials include, but are not limited to, such things as: asphalt, bricks, builders' hardware, caulking material, cement, concrete, conduit, electric wiring and connections, fireplace inserts, electrical heating and cooling equipment, flooring, glass, gravel, insulation, lath, lead, lime, lumber, macadam, millwork, mortar, oil, paint, piping, pipe valves and pipe fittings, plaster, plumbing fixtures, putty, reinforcing mesh, road base, roofing, sand, sanitary sewer pipe, sheet metal, site lighting, steel, stone, stucco, tile, trees, shrubs and other landscaping materials, wall board, wall coping, wallpaper, weather stripping, wire netting and screen, water mains and meters, and wood preserver. The above materials, when used for forms, or other items which do not remain as an integral and inseparable part of completed structure or project are not construction materials.

**“Consumer”** means any person in the City who purchases, uses, stores, distributes or otherwise consumes tangible personal property or taxable services, purchased from sources inside or outside the City.

**“Contract Auditor”** means a duly authorized agent designated by the taxing authority and qualified to conduct tax audits on behalf of and pursuant to an agreement with the municipality.

**“Contractor”** means any person who shall build, construct, reconstruct, alter, expand, modify, or improve any building, dwelling, structure, infrastructure, or other improvement to real property for another party pursuant to an agreement. For purposes of this definition, Contractor also includes subcontractor.

**“Cover Charge”** means a charge paid to a club or similar entertainment establishment which may, or may not, entitle the patron paying such charge to receive tangible personal property, such as food and/or beverages.

**“Data Processing Equipment”** means any equipment or system of equipment used in the storage, manipulation, management, display, reception or transmission of information.

**“Digital Product”** means an electronic product including, but not limited to: (1) “digital images” which means works that include, but are not limited to, the following that are generally recognized in the ordinary and usual sense as “photographs,” “logos,” “cartoons,” or “drawings.” (2) “digital audio-visual works” which means a series of related images which, when shown in succession, impart an impression of motion, together with accompanying sounds, if any, (3) “digital audio works” which means works that result from the fixation of a series of musical, spoken, or other sounds, including ringtones. For purposes of the definition of “digital audio works”, “ringtones” means digitized sound files that are downloaded onto a device and that may be used to alert the customer with respect to a communication, and (4) “digital books” which means works that are generally recognized in the ordinary and usual sense as “books”.

**“Distribution”** means the act of distributing any article of tangible personal property for use or consumption, which may include, but not be limited to, the distribution of advertising gifts, shoppers guides, catalogs, directories, or other property given as prizes, premiums, or for goodwill or in conjunction with the sales of other commodities or services.

**“Dual Residency”** means those situations including, but not limited to, where a person maintains a residence, place of business or business presence, both within and outside the City. A person shall be deemed to have established a legitimate residence, place of business or business presence outside of the City for purposes of dual residency if the person has a physical structure owned, leased or rented by such person which is designated by street number or road location outside of the City, has within it a telephone or telephones in the name of such person and conducts business operations on a regular basis at such location in a manner that includes the type of business activities for which the business (person), as defined in this Code, is organized.

**“Dwelling Unit”** means a building or any portion of a building designed for occupancy as complete, independent living quarters for one (1) or more persons, having direct access from the outside of the building or through a common hall and having living, sleeping, kitchen and sanitary facilities for the exclusive use of the occupants.

**“Engaged in Business in the City”** means performing or providing services or selling, leasing, renting, delivering or installing tangible personal property for storage, use or consumption, within the City. Engaged in Business in the City includes, but is not limited to, any one of the following activities by a person:

- a. Directly, indirectly, or by a subsidiary maintains a building, store, office, salesroom, warehouse, or other place of business within the taxing jurisdiction;
- b. Sends one or more employees, agents or commissioned sales persons into the taxing jurisdiction to solicit business or to install, assemble, repair, service, or assist in the use of its products, or for demonstration or other reasons;
- c. Maintains one or more employees, agents or commissioned sales persons on duty at a location within the taxing jurisdiction;

- d. Owns, leases, rents or otherwise exercises control over real or personal property within the taxing jurisdiction; or
- e. Makes more than one delivery into the taxing jurisdiction within a twelve-month period by any means other than a common carrier.

**“Factory Built Housing”** means a manufactured home or modular home.

**“Farm Closeout Sale”** means full and final disposition of all tangible personal property previously used by a farmer or rancher in farming or ranching operations which are being abandoned.

**“Farm Equipment”** means any farm tractor, as defined in Section 42-1-102(33), C.R.S., any implement of husbandry, as defined in Section 42-1-102(44), C.R.S., and irrigation equipment having a per unit purchase price of at least one thousand dollars (\$1,000.00). Farm Equipment also includes, regardless of purchase price, attachments and baling wire, binders twine and surface wrap used primarily and directly in any farm operation. Farm Equipment also includes, regardless of purchase price, parts that are used in the repair or maintenance of the Farm Equipment described in this Paragraph, all shipping pallets, crates, or aids paid for by a farm operation, and aircraft designed or adapted to undertake agricultural applications. Farm Equipment also includes, regardless of purchase price, dairy equipment. Except for shipping pallets, crates or aids used in the transfer or shipping of agricultural products, Farm Equipment does not include: (1) Vehicles subject to the registration requirements of Section 42-3-103, C.R.S., regardless of the purpose for which such vehicles are used; (2) Machinery, equipment, materials, and supplies used in a manner that is incidental to a farm operation; (3) Maintenance and janitorial equipment and supplies; and (4) Tangible personal property used in any activity other than farming, such as office equipment and supplies and equipment and supplies used in the sale or distribution of farm products, research, or transportation.

**“Farm Operation”** means the production of any of the following products for profit, including, but not limited to, a business that hires out to produce or harvest such products: Agricultural, viticultural, fruit, and vegetable products; (2) Livestock; (3) Milk; (4) Honey; and (5) Poultry and eggs.

**“Finance Director”** means the Finance Director of (name of municipality) or such other person designated by the municipality; Finance Director shall also include such person's designee.

**“Food For Home Consumption”** means food for domestic home consumption as defined in 7 U.S.C. sec. 2012 (k) (2014), as amended, for purposes of the supplemental nutrition assistance program, or any successor program, as defined in 7 U.S.C. sec. 2012 (t), as amended; except that "food" does not include carbonated water marketed in containers; chewing gum; seeds and plants to grow foods; prepared salads and salad bars; packaged and unpackaged cold sandwiches; deli trays; and hot or cold beverages served in unsealed containers or cups that are vended by or through machines or non-coin-operated coin-collecting food and snack devices on behalf of a vendor.

**“Garage Sales”** means sales of tangible personal property, except automotive vehicles, occurring at the residence of the seller, where the property to be sold was originally purchased for use by members of the household where such sale is being conducted. The term includes, but is not limited to, yard sales, estate sales, and block sales.

**“Gross Sales”** means the total amount received in money, credit, property or other consideration valued in money for all sales, leases, or rentals of tangible personal property or services.

**“Internet Access Services”** means services that provide or enable computer access by multiple users to the Internet, but shall not include that portion of packaged or bundled services providing phone or television cable services when the package or bundle includes the sale of Internet Access Services.

**“Internet Subscription Service”** means software programs, systems, data and applications available online through rental, lease or subscription, that provide information and services including, but not limited to, data linking, data research, data analysis, data filtering or record compiling.

**“License”** means a City of Greeley business license.

**“Linen Services”** means services involving the provision and cleaning of linens, including but not limited to rags, uniforms, coveralls and diapers.

**“Machinery”** means any apparatus consisting of interrelated parts used to produce an article of tangible personal property. The term includes both the basic unit and any adjunct or attachment necessary for the basic unit to accomplish its intended function.

**“Manufactured Home”** means any preconstructed building unit or combination of preconstructed building units, without motive power, where such unit or units are manufactured in a factory or at a location other than the residential site of the completed home, which is designed and commonly used for occupancy by persons for residential purposes, in either temporary or permanent locations, and which unit or units are not licensed as a vehicle.

**“Manufacturing”** means the operation or performance of an integrated series of operations which places a product, article, substance, commodity, or other tangible personal property in a form, composition or character different from that in which it was acquired whether for sale or for use by a manufacturer. The change in form, composition or character must result in a different product having a distinctive name, character or use from the raw or prepared materials.

**“Medical Marijuana”** means marijuana acquired, possessed, cultivated, manufactured, delivered, transported, supplied, sold, or dispensed to a person who qualifies as a patient with a debilitating medical condition(s) under Article XVIII, Section 14, of the



Colorado Constitution, and which person holds a valid “registry identification card” issued by the State of Colorado pursuant to Colorado Constitution, Article XVIII, Section 14.

**“Mobile home”** means any wheeled vehicle having an overall width not exceeding eight (8) feet and an overall length excluding towing gear and bumpers of not less than twenty-six (26) feet and not more than thirty-two (32) feet, without motive power, which is designed and generally and commonly used for occupancy by persons for residential purposes, in either temporary or permanent locations, and which may occasionally be drawn over the public highways by a motor vehicle.

**“Mobile Machinery and Self-Propelled Construction Equipment”** means those vehicles, self-propelled or otherwise, which are not designed primarily for the transportation of persons or cargo over the public highways, and those motor vehicles which may have originally been designed for the transportation of persons or cargo over the public highways, and those motor vehicles which may have originally been designed for the transportation of persons or cargo but which have been redesigned or modified by the mounting thereon of special equipment or machinery, and which may be only incidentally operated or moved over the public highways. This definition includes but is not limited to wheeled vehicles commonly used in the construction, maintenance, and repair of roadways, the drilling of wells, and the digging of ditches.

**“Modular Home”** means any structure that consists of multiple sections fabricated, formed or assembled in manufacturing facilities for installation and assembly at the building site, and is constructed to the building codes adopted by the State Division of Housing, created in Section 24-32-706, C.R.S., and is designed to be installed on a permanent foundation.

**“Motor Fuel”** means gasoline, casing head or natural gasoline, benzol, benzene and naphtha, gasohol and any other liquid prepared, advertised, offered for sale, sold for use or used or commercially usable in internal combustion engines for the generation of power for the propulsion of motor vehicles upon the public highways. The term does not include fuel used for the propulsion or drawing of aircraft or railroad cars or railroad locomotives.

**“Newspaper”** means a publication, printed on newsprint, intended for general circulation, and published regularly at short intervals, containing information and editorials on current events and news of general interest. The term Newspaper does not include: magazines, trade publications or journals, credit bulletins, advertising inserts, circulars, directories, maps, racing programs, reprints, newspaper clipping and mailing services or listings, publications that include an updating or revision service, or books or pocket editions of books.

**“Online Garage Sales”** means sales of tangible personal property, except automotive vehicles, occurring online, where the property to be sold was originally purchased for use by the seller or members of the seller’s household.

**“Parent”** means a parent of a student.

**“Person”** means any individual, firm, partnership, joint venture, corporation, limited liability company, estate or trust, receiver, trustee, assignee, lessee or any person acting in a fiduciary or representative capacity, whether appointed by court or otherwise, or any group or combination acting as a unit.

**“Photovoltaic System”** means a power system designed to supply usable solar power by means of photovoltaics, a method of converting solar energy into direct current electricity using semiconducting materials that create voltage or electric current in a material upon exposure to light. It consists of an arrangement of several components, including solar panels to absorb and convert sunlight into electricity, a solar inverter to change the electric current from DC to AC, as well as mounting, cabling, metering systems and other electrical accessories to set up a working system.

**“Precious Metal Bullion”** means any precious metal, including but not limited to, gold, silver, platinum, palladium, that has been put through a process of refining and is in such a state or condition that its value depends upon its precious metal content and not its form.

**“Prepress Preparation Material”** means all materials used by those in the printing industry including, but not limited to, airbrush color photos, color keys, dies, engravings, light-sensitive film, light-sensitive paper, masking materials, Mylar, plates, proofing materials, tape, transparencies, and veloxes, which are used by printers in the preparation of customer specific layouts or in plates used to fill customers' printing orders, which are eventually sold to a customer, either in their original purchase form or in an altered form, and for which a sales or use tax is demonstrably collected from the printer's customer, if applicable, either separately from the printed materials or as part of the inclusive price therefor. Materials sold to a printer which are used by the printer for the printer's own purposes, and are not sold, either directly or in an altered form, to a customer, are not included within this definition.

**“Preprinted Newspaper Supplements”** shall mean inserts, attachments or supplements circulated in newspapers that: (1) are primarily devoted to advertising; and (2) the distribution, insertion, or attachment of which is commonly paid for by the advertiser.

**“Prescription Drugs for Animals”** means a drug which, prior to being dispensed or delivered, is required by the federal Food, Drug, and Cosmetic Act, 21 U.S.C. Sect. 301, et. seq., as amended, to state at a minimum the symbol “Rx Only”, and is dispensed in accordance with any order in writing, dated and signed by a licensed veterinarian specifying the animal for which the medicine or drug is offered and directions, if any, to be placed on the label.

**“Prescription Drugs for Humans”** means a drug which, prior to being dispensed or delivered, is required by the federal Food, Drug, and Cosmetic Act, 21 U.S.C. Sect. 301, et. seq., as amended, to state at a minimum the symbol “Rx Only”, and is dispensed in accordance with any written or electronic order dated and signed by a licensed practitioner of

the healing arts, or given orally by a practitioner and immediately reduced to writing by the pharmacist, assistant pharmacist, or pharmacy intern, specifying the name and any required information of the patient for whom the medicine, drug or poison is offered and directions, if any, to be placed on the label.

**“Price” or “Purchase Price”** means the aggregate value measured in currency paid or delivered or promised to be paid or delivered in consummation of a sale, without any discount from the price on account of the cost of materials used, labor or service cost, and exclusive of any direct tax imposed by the federal government or by this article, and, in the case of all retail sales involving the exchange of property, also exclusive of the fair market value of the property exchanged at the same time and place of the exchange, if:

- a. Such exchanged property is to be sold thereafter in the usual course of the retailer's business, or
- b. Such exchanged property is a vehicle and is exchanged for another vehicle and both vehicles are subject to licensing, registration, or certification under the laws of this state, including, but not limited to, vehicles operating upon public highways, off-highway recreation vehicles, watercraft, and aircraft. Any money or other consideration paid over and above the value of the exchanged property is subject to tax.

Price or Purchase Price includes:

- a. The amount of money received or due in cash and credits.
- b. Property at fair market value taken in exchange but not for resale in the usual course of the retailer's business.
- c. Any consideration valued in money, whereby the manufacturer or someone else reimburses the retailer for part of the purchase price and other media of exchange.
- d. The total price charged on credit sales including finance charges which are not separately stated at the time of sale. An amount charged as interest on the unpaid balance of the purchase price is not part of the purchase price unless the amount added to the purchase price is included in the principal amount of a promissory note; except the interest or carrying charge set out separately from the unpaid balance of the purchase price on the face of the note is not part of the purchase price. An amount charged for insurance on the property sold and separately stated at the time of sale is not part of the purchase price.
- e. Installation, applying, remodeling or repairing the property, delivery and wheeling-in charges included in the purchase price and not separately stated.
- f. Transportation and other charges to effect delivery of tangible personal property to the purchaser.
- g. Indirect federal manufacturers' excise taxes, such as taxes on automobiles, tires and floor stock.
- h. The gross purchase price of articles sold after manufacturing or after having been made to order, including the gross value of all the materials used, labor and service performed and the profit thereon.

Price or Purchase Price shall not include:

- a. Any sales or use tax imposed by the State of Colorado or by any political subdivision thereof.
- b. The fair market value of property exchanged if such property is to be sold thereafter in the retailers' usual course of business. This is not limited to exchanges in Colorado. Out of state trade-ins are an allowable adjustment to the purchase price.
- c. Discounts from the original price if such discount and the corresponding decrease in sales tax due is actually passed on to the purchaser, and the seller is not reimbursed for the discount by the manufacturer or someone else. An anticipated discount to be allowed for payment on or before a given date is not an allowable adjustment to the price in reporting gross sales.

**“Private Communications Services”** means telecommunications services furnished to a subscriber, which entitles the subscriber to exclusive or priority use of any communication channel or groups of channels, or to the exclusive or priority use of any interstate inter-communications system for the subscriber's stations.

**“Prosthetic Devices for Animals”** means any artificial limb, part, device or appliance for animal use which replaces a body part or aids or replaces a bodily function; is designed, manufactured, altered or adjusted to fit a particular patient; and is prescribed by a licensed veterinarian. Prosthetic devices include, but are not limited to, prescribed auditory, ophthalmic or ocular, cardiac, dental, or orthopedic devices or appliances, and oxygen concentrators with related accessories.

**“Prosthetic Devices for Humans”** means any artificial limb, part, device or appliance for human use which replaces a body part or aids or replaces a bodily function; is designed, manufactured, altered or adjusted to fit a particular patient; and is prescribed by a licensed practitioner of the healing arts. Prosthetic devices include, but are not limited to, prescribed auditory, ophthalmic or ocular, cardiac, dental, or orthopedic devices or appliances, and oxygen concentrators with related accessories.

**“Purchase”** or **“Sale”** means the acquisition for any consideration by any person of tangible personal property, other taxable products or taxable services that are purchased, leased, rented, sold, used, stored, distributed, or consumed. These terms include capital leases, installment and credit sales, and property and services acquired by:

- a. Transfer, either conditionally or absolutely, of title or possession or both to tangible personal property, other taxable products, or taxable services;
- b. A lease, lease-purchase agreement, rental or grant of a license, including royalty agreements, to use tangible personal property, other taxable products, or taxable services; the utilization of coin operated devices, except coin-operated telephones, which do not vend articles of tangible personal property shall be considered short term rentals of tangible personal property.
- c. Performance of taxable services; or

- d. Barter or exchange for other tangible personal property, other taxable products, or services.

The terms Purchase and Sale do not include:

- a. A division of partnership assets among the partners according to their interests in the partnership;
- b. The transfer of assets of shareholders in the formation or dissolution of professional corporations, if no consideration including, but not limited to, the assumption of a liability is paid for the transfer of assets;
- c. The dissolution and the pro rata distribution of the corporation's assets to its stockholders, if no consideration including, but not limited to, the assumption of a liability is paid for the transfer of assets;
- d. A transfer of a partnership or limited liability company interest;
- e. The transfer of assets to a commencing or existing partnership or limited liability company, if no consideration including, but not limited to, the assumption of a liability is paid for the transfer of assets;
- f. The repossession of personal property by a chattel mortgage holder or foreclosure by a lienholder;
- g. The transfer of assets from a parent company to a subsidiary company or companies which are owned at least eighty percent by the parent company, which transfer is solely in exchange for stock or securities of the subsidiary company;
- h. The transfer of assets from a subsidiary company or companies which are owned at least eighty percent by the parent company to a parent company or to another subsidiary which is owned at least eighty percent by the parent company, which transfer is solely in exchange for stock or securities of the parent corporation or the subsidiary which received the assets;
- i. The transfer of assets between parent and closely held subsidiary companies, or between subsidiary companies closely held by the same parent company, or between companies which are owned by the same shareholders in identical percentage of stock ownership amounts, computed on a share-by-share basis, when a tax imposed by this article was paid by the transferor company at the time it acquired such assets, except to the extent that there is an increase in the fair market value of such assets resulting from the manufacturing, fabricating, or physical changing of the assets by the transferor company. To such an extent any transfer referred to in this paragraph (i) shall constitute a sale. For the purposes of this paragraph (i), a closely held subsidiary corporation is one in which the parent company owns stock possessing or membership interest at least eighty percent of the total combined voting power of all classes of stock entitled to vote and owns at least eighty percent of the total number of shares of all other classes of stock.

**“Rail Carrier”** means as defined in Section 10102 of Title 49 of the United States Code as of October 10, 2013, and as it may be amended hereafter.

**“Rail Carrier Part”** means any tangible personal property that is originally designed and intended to be permanently affixed or attached as a component part of a locomotive or rail car used by a rail carrier.

**“Recreation Services”** means all services relating to athletic or entertainment participation events and/or activities including but not limited to pool, golf, billiards, skating, tennis, bowling, health/athletic club memberships, coin operated amusement devices, video games and video club memberships.

**“Renewable Energy”** means any energy resource that is naturally regenerated over a short time scale and derived directly from the sun (such as thermal, photochemical, and photoelectric), indirectly from the sun (such as wind, hydropower, and photosynthetic energy stored in biomass), or from other natural movements and mechanisms of the environment (such as geothermal and tidal energy). Renewable Energy does not include energy resources derived from fossil fuels, waste products from fossil sources, or waste products from inorganic sources.

**“Resident”** means a person who resides or maintains one or more places of business within the City, regardless of whether that person also resides or maintains a place of business outside of the City.

**“Retail Sales”** means all sales except wholesale sales.

**“Retailer”** means any person selling, leasing, renting, or granting a license to use tangible personal property or services at retail. Retailer shall include, but is not limited to, any:

- a. Auctioneer;
- b. Salesperson, representative, peddler or canvasser, who makes sales as a direct or indirect agent of or obtains such property or services sold from a dealer, distributor, supervisor or employer;
- c. Charitable organization or governmental entity which makes sales of tangible personal property to the public, notwithstanding the fact that the merchandise sold may have been acquired by gift or donation or that the proceeds are to be used for charitable or governmental purposes;
- d. Retailer-Contractor, when acting in the capacity of a seller of building supplies, construction materials, and other tangible personal property.

**“Retailer-Contractor”** means a contractor who is also a retailer of building supplies, construction materials, or other tangible personal property, and purchases, manufactures, or fabricates such property for sale (which may include installation), repair work, time and materials jobs, and/or lump sum contracts.

**“Return”** means any form prescribed by the City of Greeley administration for computing and reporting a total tax liability.

**“Sale that Benefits a Colorado School”** means a sale of a commodity or service from which all proceeds of the sale, less only the actual cost of the commodity or service to a person or entity as described in this Code, are donated to a school or a school-approved student organization.

**“Sales Tax”** means the tax that is collected or required to be collected and remitted by a retailer on sales taxed under this Code.

**“School”** means a public or nonpublic school for students in kindergarten through 12th grade or any portion thereof.

**“Security System Services”** means electronic alarm and/or monitoring services. Such term does not include non-electronic security services such as consulting or human or guard dog patrol services.

**“Soft Drink”** means a nonalcoholic beverage that contains natural or artificial sweeteners. “Soft drink” does not include beverages that contain milk or milk products, soy, rice, or similar milk substitutes, or greater than fifty percent of vegetable or fruit juice by volume.

**“Software Program”** means a sequence of instructions that can be measured, interpreted and executed by an electronic device (e.g. a computer, tablets, smart phones) regardless of the means by which it is accessed or the medium of conveyance. Software program includes: (1) Custom software program, which is a software program prepared to the special order or specifications of a single customer; (2) Pre-written software program, which is a software program prepared for sale or license to multiple users, and not to the special order or specifications of a single customer. Pre-written software is commonly referred to as “canned,” “off-the-shelf (“COTS”),” “mass produced” or “standardized;” (3) Modified software, which means pre-written software that is altered or enhanced by someone other than the purchaser to create a program for a particular user; and (4) The generic term “software,” “software application,” as well as “updates,” “upgrades,” “patches,” “user exits,” and any items which add or extend functionality to existing software programs.

**“Software as a Service”** means software that is rented, leased or subscribed to from a provider and used at the consumer’s location, including but not limited to applications, systems or programs.

**“Software License Fee”** means a fee charged for the right to use, access, or maintain software programs.

**“Software Maintenance Agreement”** means an agreement, typically with a software provider, that may include (1) provisions to maintain the right to use the software; (2) provisions for software upgrades including code updates, version updates, code fix modifications, enhancements, and added or new functional capabilities loaded into existing software, or (3) technical support

**“Solar Thermal Systems”** means a system whose primary purpose is to use energy from the sun to produce heat or cold for: (1) Heating or cooling a residential or commercial building; (2) Heating or cooling water; or (3) Any industrial, commercial, or manufacturing process.

**“Sound System Services”** means the provision of broadcast or pre-recorded audio programming to a building or portion thereof. Such term does not include installation of sound systems where the entire system becomes the property of the building owner or the sound system service is for presentation of live performances.

**“Special Fuel”** means kerosene oil, kerosene distillate, diesel fuel, all liquefied petroleum gases, and all combustible gases and liquids for use in the generation of power for propulsion of motor vehicles upon the public highways. The term does not include fuel used for the propulsion or drawing of aircraft, railroad cars or railroad locomotives.

**“Special Sales Event”** means any sales event which includes more than three (3) Vendors taking place at a single location for a limited period of time not to exceed seven (7) consecutive days.

**“Storage”** means any keeping or retention of, or exercise dominion or control over, or possession of, for any length of time, tangible personal property not while in transit but on a stand still basis for future use when leased, rented or purchased at retail from sources either within or without the City from any person or vendor.

**“Student”** means any person enrolled in a school.

**“Tangible Personal Property”** means personal property that can be one or more of the following: seen, weighed, measured, felt, touched, stored, transported, exchanged, or that is in any other manner perceptible to the senses.

**“Tax”** means the use tax due from a consumer or the sales tax due from a retailer or the sum of both due from a retailer who also consumes.

**“Tax Deficiency” or “Deficiency”** means any amount of tax, penalty, interest, or other fee that is not reported and/or not paid on or before the date that any return or payment of the tax is required under the terms of this Code.

**“Taxable Sales”** means gross sales less any exemptions and deductions specified in this Code.

**“Taxable Services”** means services subject to tax pursuant to this Code.

**“Taxpayer”** means any person obligated to collect and/or pay tax under the terms of this Code.

**“Telecommunications Service”** means the service of which the object is the



transmission of any two-way interactive electronic or electromagnetic communications including but not limited to voice, image, data and any other information, by the use of any means but not limited to wire, cable, fiber optical cable, microwave, radio wave, Voice over Internet Protocol (VoIP), or any combinations of such media, including any form of mobile two-way communication. Telecommunications service does not include separately stated non-transmission services which constitute computer processing applications used to act on the information to be transmitted

**“Television & Entertainment Services”** means audio or visual content that can be transmitted electronically by any means, for which a charge is imposed.

**“Therapeutic Device”** means devices, appliances, or related accessories that correct or treat a human physical disability or surgically created abnormality.

**“Toll Free Telecommunications Service”** means a Telecommunications Service that allows a caller to dial a number without incurring an additional charge for the call.

**“Total Tax Liability”** means the total of all tax, penalties and/or interest owed by a taxpayer and shall include sales tax collected in excess of such tax computed on total sales.

**“Transient / Temporary Sale”** means a sale by any person who engages in a temporary business of selling and delivering goods within the city for a period of no more than seven consecutive days.

**“Transient / Temporary Vendor”** means any person who engages in the business of Transient / Temporary Sales.

**“Use”** means the exercise, for any length of time by any person within the City of any right, power or dominion over tangible personal property or services when rented, leased or purchased at retail from sources either within or without the City from any person or vendor or used in the performance of a contract in the City whether such tangible personal property is owned or not owned by the taxpayer. Use also includes the withdrawal of items from inventory for consumption.

**“Use Tax”** means the tax paid or required to be paid by a consumer for using, storing, distributing or otherwise consuming tangible personal property or taxable services inside the City.

**“Wholesale Sales”** means a sale by wholesalers to retailers, jobbers, dealers, or other wholesalers for resale and does not include a sale by Wholesalers to users or consumers not for resale; latter types of sales shall be deemed to be Retail Sales and shall be subject to the provisions of this chapter.

**“Wholesaler”** means any person doing an organized wholesale or jobbing business and selling to Retailers, jobbers, dealers, or other Wholesalers, for the purpose of resale, and not for storage, use, consumption, or distribution.

## EXHIBIT B

### 4.04.060 - Sales tax levied.

There is levied and there shall be collected and paid a sales tax in the amount stated in Section 4.04.145 as follows:

- (1) On the purchase price paid or charged for tangible personal property leased, purchased or sold at retail by every person exercising a taxable privilege in the City by the sale or lease of such property, except those specifically exempted;
- (2) On the total amount due under a lease or contract concerning tangible personal property when the right to possession or use of the tangible personal property is granted therein and such transfer of possession would be taxable under this Chapter if an outright sale were made;
- (3) On the purchase price paid or charged for ~~pay~~-television AND ENTERTAINMENT services sold, purchased, leased, rented, furnished or used;
- (4) Upon the amount paid for the use of facilities and accommodations of a hotel, apartment hotel, cottage camp, motor court, trailer park or camp operated for the accommodations of the general public;
- (5) Upon telecommunications services, except carrier access services and interstate, private communication services as designated in Section 4.04.015~~(43)~~ whether furnished by public or private corporations or enterprises for all interstate, intrastate and international telecommunications services originating from or received on telecommunications equipment in the City if the charge for the service is billed or charged to an apparatus, telephone or account in the City, to a customer location in the City, or to a person residing in the City, without regard to where the bill for such service is physically received;
- (6) For gas and electric service or gas and electricity furnished and sold for domestic or commercial consumption and not for resale;
- (7) Upon the amount paid for all meals, food and beverage and cover charges, if any, furnished in or from any restaurant, cafe, hotel, drugstore, nightclub, bar and lounge, tavern, club, resort, stand or vehicle, or other such place at which meals, food or beverage are regularly sold to the public for consumption either on or off the business premises;
- (8) For steam or other heating service furnished and sold for domestic or commercial use.

### 4.04.069 - Incorrect registration of a an motor-automotive vehicle; penalty.

(a) As used in this Section:

- (1) *Penalty assessment* means a written notice of the Director of Finance of his or her determination that a violation of Section 42-3-101, et seq., C.R.S., as amended from time to time, has occurred and assessment and demand for the payment of the civil penalty provided for in Subsection (c)(3) of this Section.

- (2) *Notice of deficiency* means the notice issued by the Director of Finance for a failure, neglect or refusal to pay any sales or use tax due or any penalties or interest thereon as provided in this Chapter.
- (b) It is unlawful to register a ~~an motor~~ automotive vehicle in violation of the provisions of Section 42-3-101, et seq., C.R.S., as amended from time to time.
- (c) Any person or business that causes a ~~an motor~~ automotive vehicle to be registered in violation of the provisions of Title 42, C.R.S., shall be assessed a five-hundred-dollar civil penalty pursuant to the authority granted in Section 42-3-101, et seq., C.R.S., as amended from time to time. The procedure for the assessment of such civil penalty shall be as follows:
- (1) When the Director of Finance determines on such information as is available that a person or business has caused a ~~an motor~~ automotive vehicle to be registered in violation of the provisions of Section 42-3-101, et seq., C.R.S., as amended from time to time, a penalty assessment shall be provided to said person or business. Service of the penalty assessment shall be sufficient if provided by certified mail, return receipt requested, to the person or business at its last known address. If the Director of Finance has also determined that sales or use taxes are due to the City on the purchase of such ~~motor~~ automotive vehicle as provided in this Chapter, such penalty assessment may be included in a notice of deficiency.
  - (2) A person or business shall pay the penalty provided in this Subsection (c) within twenty (20) days from receipt of the penalty assessment or within such time designated in the notice of deficiency, unless such person or business files a written protest with the Director of Finance in the manner provided in Subsection (3) below.
  - (3) If a person or business desires to protest a penalty assessment, such person or business shall request in writing a hearing before the Director of Finance as provided in Section 4.04.450 of this Chapter. Such protest must be filed within ~~twenty (20)~~ thirty (30) days from the date of receipt of the penalty assessment or notice of deficiency. The request for hearing shall set forth facts which show that a violation of Section 42-3-101, et seq., C.R.S., as amended from time to time, did not occur. The Director of Finance shall conduct a hearing and issue a final decision thereon as provided in Section 4.04.450 of this Chapter. If the decision affirms the penalty assessment, such person shall pay the civil penalty within thirty (30) days from the date of said decision.
  - (4) A person or business may seek judicial review of the decision of the Director of Finance as provided for in Sections 4.04.460 through 4.04.495 of this Chapter. No such judicial review shall be available if a written request for hearing was not timely made in the manner provided for in Subsection (3) above.
- (d) The Director of Finance may enforce collection of the penalty assessment in the same manner as provided in this Chapter for the collection of unpaid sales or use taxes, penalties or interest.
- (e) Nothing in this Section shall preclude the collection of any tax or fee provided by law, the collection of any penalties or interest thereon provided by law, or the imposition of any other civil or criminal penalty provided by law.

#### **4.04.070 - Application to vehicles; penalty.**

The purchase of a ~~an motor~~automotive vehicle, trailer or semitrailer inside or outside of the City by a person or business that is a resident of the City for use in the City, shall be subject to tax under this Chapter, which tax shall be payable at the time the registration license is issued by the County Clerk and Recorder. Any person or business that is a resident of the City and that registers a ~~an motor~~automotive vehicle, trailer or semitrailer at an address outside the City is guilty of a violation of this Chapter and shall be subject to the penalties and interests as provided for in this Chapter. Failure to properly register a trailer or semitrailer shall result in the assessment of a five-hundred-dollar civil penalty in the same manner as provided for improperly registered ~~motor~~automotive vehicles in Section 4.04.069 of this Chapter.

#### **4.04.071 - Exemption for factory-built housing ~~and mobile homes.~~**

- (a) Forty-eight percent (48%) of the purchase price of factory-built housing and mobile homes, as ~~such housing is defined below~~, shall be exempt from taxation under this Chapter; except that the entire purchase price in any subsequent sale of a mobile home, after such mobile home has been subject to the payment of sales tax by virtue of Section 4.04.060, shall be exempt from taxation under this Chapter.
- ~~(b) *Factory built housing* means any structure or component thereof, designed primarily for residential occupancy, either permanent or temporary, including a mobile home which is wholly or in substantial part made, fabricated, formed or assembled in manufacturing facilities, for installation or assembly and installation on the building site.~~
- ~~(c) *Mobile home* means any wheeled vehicle having an overall width not exceeding eight (8) feet and an overall length excluding towing gear and bumpers of not less than twenty-six (26) feet and not more than thirty-two (32) feet, without motive power, which is designed and generally and commonly used for occupancy by persons for residential purposes, in either temporary or permanent locations, and which may occasionally be drawn over the public highways by a motor vehicle.~~

#### **4.04.086 - Sales tax exemption for aircraft ~~components~~parts.**

Sales of ~~tangible personal property that is to be permanently affixed or attached as a component part of an aircraft~~ PARTS shall be exempt from City sales tax.

#### **4.04.095 - Exemption for medicine, prostheses and other devices.**

The following shall be exempt from taxation under this Chapter:

- (1) The sale or purchase of prescription drugs for humans dispensed in accordance with a prescription by a legally qualified member of the healing arts.
  - ~~a. *Drugs dispensed in accordance with a prescription* means drugs dispensed in accordance with any order in writing, dated and signed by a licensed practitioner of the healing arts or given orally by a practitioner and immediately reduced to writing~~

~~by the pharmacist, assistant pharmacist or pharmacy the medicine, drug or poison is offered and directions, if any, to be placed on the label.~~

- ~~b.a.~~ The sale or purchase of prescription drugs for humans is exempt from the sales and use tax when the transaction occurs at the end sale from the pharmacist to the purchaser when dispensed in accordance with a prescription or when purchased by a legally qualified member of the healing arts for use as part of a patient's treatment.
- ~~b.~~ prescription drugs for humans shall not include marijuana dispensed following a doctor's written order or recommendation.
- (2) The administration of ~~drugs dispensed in accordance with a prescription~~ prescription drugs for humans as part of a patient's treatment is exempt from the sales and use tax, including when the drug is purchased from a pharmacist by a legally qualified member of the healing arts for use as a part of a patient's treatment.
- (3) The sale or purchase of prescription drugs for animals ~~animal consumption~~ dispensed in accordance with a prescription by a legally qualified member of the healing arts.
- (4) Sales of prosthetic devices for humans are exempt from the imposition of sales and use tax under the following conditions:
  - a. When said device:
    - 1. Aids or replaces a bodily function;
    - 2. Is designed, manufactured, altered or adjusted to fit a particular individual; and
    - 3. Is prescribed by a state-licensed practitioner of the healing arts.
  - ~~b.~~ ~~Prosthetic devices means any artificial limb, part, device or appliance for human use which aids or replaces a bodily function; is designed, manufactured, altered or adjusted to fit a particular individual; and is prescribed by a licensed practitioner of the healing arts. Prosthetic devices include but are not limited to prescribed auditory, ophthalmic or ocular, cardiac, dental, therapeutic or orthopedic devices or appliances, oxygen concentrators and oxygen with related accessories.~~
  - ~~b.e.~~ Standardized or stock devices or appliances, whether or not mass produced, are not prosthetic devices unless they are prescribed by a state licensed practitioner of the healing arts.
- (5) Sales of therapeutic devices are exempt from the imposition of sales and use tax under the following conditions.
  - a. When said device:
    - 1. Has a retail value of more than one hundred dollars (\$100);
    - 2. Is sold in accordance with a written recommendation from a state licensed practitioner of the healing arts.
- (56) The sale or purchase of any item used once and then disposed of by a doctor, dentist or veterinarian in the treatment or diagnosis of a patient.

(67) The list of exempted drugs and prosthetic devices cannot be increased by implication or similarity. If there is any doubt as to the taxability on the sale or purchase of any particular item, the taxpayer should inquire as to the exempt status of such item. In all cases, the burden of proof is upon the taxpayer to establish that a sale or purchase is tax exempt.

**4.04.105 - Exemption for ~~religious, charitable organizations, and eleemosynary sales.~~**

Sales to religious, charitable organizations and eleemosynary corporations in the conduct of their regular religious, charitable and eleemosynary functions and activities shall be exempt from taxation.

**4.04.115 - Exemption for certain livestock and farm ~~auetion~~ closeout sales.**

Sales and purchase of meat cattle, sheep, lambs, swine and goats, all sales and purchases of mares and stallions for breeding purposes and all farm ~~auetion~~ closeout sales shall be exempt from taxation under this Chapter.

**4.04.120 - Exemption for Agricultural Producer ~~commercial seed, feed and feeding.~~**

Sales and ~~purchase~~ purchases by agricultural producers of feed or for commercial feeding of livestock or poultry, and all sales and purchases of commercial seeds, shall be exempt from taxation under this Chapter.

**4.04.140 - Exemption for farm equipment ~~machinery and parts.~~**

All sales of farm equipment ~~machinery~~ for use on property outside the limits of the City and all sales of farm ~~machinery parts~~ for use on property outside the City shall be exempt from taxation under this Chapter; provided, however, that this exemption as to farm equipment ~~machinery parts~~ shall not apply in the case of repairs performed or parts installed on farm equipment within the limits of the City.

**4.04.141 - Exemption for construction and ~~building materials.~~**

~~For transactions consummated on or after January 1, 1986, t~~The City's sales tax shall not apply to the sale of construction and ~~building materials, as the term is used in Section 29-2-109, C.R.S.,~~ if the purchaser of such materials presents to the retailer a building permit or other documentation acceptable to the City evidencing that a local use tax has been paid or is required to be paid.

**4.04.142 - Credit for sales taxes paid to another municipality.**

~~For transactions consummated on or after January 1, 1986, t~~The City's sales tax shall not apply to the sale of tangible personal property at retail or the furnishing of services if the transaction was previously subject to a sales or use tax lawfully imposed on the purchaser or user by another statutory or home rule municipality equal to or in excess of the amount of the City's sales tax as designated in Section 4.04.145. A credit shall be granted against the City's sales tax with respect to such transaction equal in amount to the lawfully imposed local sales or use tax previously paid

by the purchaser or user to the previous statutory or home rule municipality. The amount of the credit shall not exceed the amount of the City's sales tax as designated in Section 4.04.145.

**4.04.196 - Levied.**

There is levied and shall be collected and paid a tax in the amount stated in Section 4.04.190 as follows:

- (1) Upon the purchase price of items of tangible personal property, including tools, equipment and machines.
- (2) Upon the purchase price of proprietary drugs purchased by hospitals, clinics, dentists, veterinarians, physicians and surgeons and other licensed practitioners of the healing arts for use in their professional services. Prescription drugs for humans and prescription drugs for animals as those terms are as defined in Section 4.04.095015, purchased by physicians, surgeons, hospitals, clinics, dentists and veterinarians for use in their professional services are exempt from the use tax.
- (3) Upon the purchase price of any equipment, instruments, furniture, fixtures of a capital outlay nature purchased in the usual course of business or practice of physicians, surgeons, dentists, veterinarians and other licensed practitioners of the healing arts, and hospitals, clinics and the like.

**4.04.221 - Use tax exemption for aircraft partseomponents.**

~~Sales of tangible personal property that is to be permanently affixed or attached as a component part of an aircraft parts shall be exempt from City use tax.~~

**4.04.225 - Exemption for manufacturing and compounding materials, and for commercial packaging materials.**

(a) ~~The tax or excise on the storage, consumption and use of tangible personal property shall not apply to the storage, use or consumption of tangible personal property by a person engaged in the business of manufacturing or compounding for sale, profit or use any article, substance or commodity, which tangible personal property enters into the processing of or becomes an ingredient or component part of the product or service which is manufactured, compounded or furnished and the container, label or the furnished shipping case commercial packaging materials thereof.~~

**4.04.255 - Payments and exemption for building construction materials and supplies.**

(a) Any person who builds, constructs or improves any building, dwelling or other structure or makes any improvement to realty whatsoever within the City and who purchases or acquires ~~lumber, fixtures, materials or other supplies~~ construction materials used therefore or any tangible personal property used therein from any source inside or outside the corporate limits of the City shall, at the time a building permit is issued, pay a use tax deposit to the Director of Finance in an amount calculated as follows: forty-five percent (45%) of the estimated value

of new residential construction if said estimated value is seventy-five thousand dollars (\$75,000.00) per unit or less, multiplied by the percentage rate of the City's use tax as designated in Section 4.04.190; and for all other construction for which a building permit is to be issued, the amount collected shall be fifty percent (50%) of the estimated value of construction, multiplied by the percentage rate of the City's use tax as designated in Section 4.04.190. The estimated valuation of such construction shall be determined by the Community Development Department of the City.

- (b) The use tax deposit represents an estimate of use taxes due, and it shall be the duty of the purchaser to file a project cost report with the Director of Finance on forms to be provided by the Director of Finance within 45 days after the issuance of the certificate of occupancy. The project cost report shall set forth the actual amounts of any purchases of construction materials, supplies, and tangible personal property used therein to determine the actual use tax due. If the actual use tax due is less than the deposit paid, the difference shall be refunded to the purchaser. If the use tax due is greater than the deposit paid, the purchaser shall be notified of the deficiency and shall remit any tax due immediately to the Director of Finance. The Director of Finance may set a minimum amount of purchases on which the project cost report is required.
- (c) This Section shall not apply with respect to any ~~lumber, fixtures, materials or other supplies~~ construction materials which were subjected to any Colorado municipality's sales tax at the time those items were sold to the person who otherwise would be subject to the requirements of this Section. However, no person may take advantage of the exemption provided by this Section unless such person presents to the Director of Finance or to the Director of the Department of Community Development ~~Protective Inspections~~ invoices or other statements showing in detail that such items were in fact subject to the sales tax of a Colorado municipality.

**~~4.04.465 – Delegation of duties.~~**

~~Duties of the Director of Finance provided for in these aggrieved taxpayer provisions may be performed by any qualified deputy.~~



# Worksession Agenda Summary

September 26, 2017 (6:15 – 6:30 p.m.)

## **Agenda Item Number 4**

Key Staff Contact: Victoria Runkle, Assistant City Manager, 350-9730

### Title

Title 4 – Revenue and Finance Clarifications

### Background

During the process of analyzing the standardized sales and use tax definitions, it was determined that certain sections of the tax code needed to be updated or clarified. See below for the proposed changes:

1. The new ordinance will lock in the statute of limitations for an audit. Currently, the taxpayer is asked to sign a form to lock in the three-year period being audited. This is often confusing to the taxpayer and it creates a bottle-neck in the process. The proposed ordinance would eliminate the need for the taxpayer to sign this form. This ordinance is consistent with state and local best practices. (See 4.04.045)
2. The time limitations for tax appeals will be updated to match requirements in the state statutes. This is a situation where the state statutes preempt the local code. (See 4.04.450, 4.04.480, 4.04.485)
3. The new ordinance clarifies exemptions to the statute of limitations. This ordinance clearly states that the statute of limitations does not apply to returns that were not filed. This does not change how we currently interpret the code, but it does clear up confusion for the taxpayer and is consistent with state statutes. (See 4.04.050)
4. The proposed ordinance will update the retention of records section to require the taxpayer to pay the City's travel expenses for audits where the records are not kept locally or available electronically. (See 4.04.168)

### Council Direction Requested

Direct staff to schedule the proposed ordinance for consideration.

### Attachments

Presentation

Ordinance



## **Chapter 4.04 Amendments**

9/26/2017

### **Reason for Amendments**

- Make code more contemporary
- Aligns to Colorado Revised Statutes
- Clarification for taxpayers
- Correct citation references

## Amendment Examples

- Limitations Period - 4.04.045
  - Eliminates bottleneck
  - Automatically locks in audit period
- Notice of Assessment – 4.04.480
  - Colorado Revised Statutes (Preempted)
- Exception to Limitations Period – 4.04.050
  - Clarified failure to file limitation
- Record Retention – 4.04.168
  - Responsibility for travel expenses

Questions?

**CITY OF GREELEY, COLORADO**

**ORDINANCE NO. \_\_\_\_\_, 2017**

AN ORDINANCE AMENDING CHAPTER 4.04 OF THE GREELEY MUNICIPAL CODE

WHEREAS, from time to time there is a need to amend the Greeley Municipal Code to make the text more contemporary, align the language with Colorado Revised Statutes, and provide for items that were not anticipated at the time of adoption;

WHEREAS, several sections of Chapter 4.04 of the Municipal Code should be amended to provide clarification to taxpayers; and

WHEREAS, several sections of Chapter 4.04 should be updated to correct citation references; and

WHEREAS, it is in the best interests of the citizens of the City of Greeley to amend Chapter 4.04.

NOW THEREFORE, IT IS HEREBY ORDAINED BY THE CITY COUNCIL FOR THE CITY OF GREELEY, COLORADO, AS FOLLOWS:

**Section 1.** Sections 4.04.025, 4.04.030, 4.04.035, 4.04.045, 4.04.050, 4.04.055, 4.04.321, 4.04.450, 4.04.465, 4.04.480, 4.04.485, and 4.04.510 shall be amended to read as set forth on Exhibit A attached hereto and incorporated herein by this reference.

**Section 2.** The Greeley Municipal Code shall be amended by the addition of Section 4.04.168 as shown on Exhibit B.

**Section 3.** This Ordinance shall become effective five days following its final publication, as provided by the Greeley City Charter.

PASSED AND ADOPTED, SIGNED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2017.

ATTEST:

CITY OF GREELEY, COLORADO

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor

## EXHIBIT A

### **4.04.025 - Director of Finance; duties.**

The administration of this Chapter and Chapters 4.08 and 6.058 is vested in the Director of Finance, who shall prescribe forms and reasonable rules and regulations in conformity with this Chapter and Chapters 4.08 and 6.058, for the making of returns, for the ascertainment, assessment and collection of the taxes imposed under this Chapter and for the proper administration and enforcement of this Chapter and Chapters 4.08 and 6.058.

### **4.04.030 - Rules and regulations authority.**

To provide uniform methods of adding the tax or the average equivalent thereof to the selling price, authority is granted to the Director of Finance to formulate and promulgate, after hearing, appropriate rules and regulations to effectuate the purpose of this Chapter and Chapters 4.08 and 6.058.

### **4.04.035 - Penalty waiver authority.**

The Director of Finance is authorized to waive, for good cause shown, any penalty assessed as provided in this Chapter and Chapter 6.058; and any interest imposed in excess of six percent (6%) per year shall be deemed a penalty.

### **4.04.045 - ~~Actions and liens to collect tax~~ Limitations Period; Tolling.**

(a) The taxes for any period, together with interest thereon and penalties with respect thereto, shall not be assessed, nor shall any notice of lien be filed, distraint warrant be issued, suit for collection be instituted or any other action to collect the same be commenced, more than three (3) years from the date on which the tax was or is payable.;

(b) ~~nor shall any lien continue after such period, except for~~ For taxes assessed before the expiration of such period, where a notice of lien with respect to which has been filed prior to the expiration of such period, in which cases such lien shall continue for one (1) year after the filing of notice thereof.

(c) The commencement of collection proceedings, including the mailing of a notice of audit, shall toll the running of the limitations period set forth in subsection (a) above.

### **4.04.050 - ~~False or fraudulent return~~ exception to Limitations Period.**

In case of a false or fraudulent return with intent to evade tax, and in the case of failure to file a return the tax, together with interest and penalties thereon, may be assessed, or proceedings for the collection of such taxes may be begun at any time.

**4.04.055 - Extension of ~~time~~ limitations Period.**

Before the expiration of the periods of limitation provided for in Sections 4.04.045 and 4.04.050, the taxpayer and the Director of Finance may agree in writing to an extension or extensions thereof and of the limitations period ~~so agreed on may be extended by subsequent agreements in writing.~~

**4.04.321 - Investigations and hearings; powers of Director of Finance.**

For the purpose of ascertaining the correctness of a tax return or for the purpose of determining the amount of tax due from any person, the Director of Finance or his or her duly authorized ~~deputies~~ agents, including contract auditors, may ~~hold~~ conduct investigations and ~~hold~~ hearings concerning any matters covered by this chapter. the director of finance or his or her duly authorized agents may examine any relevant books, papers, records or memoranda of any such person; may require the attendance of such person or any officer or employee of such person, or of any person having knowledge of such sales; and may take testimony and require proof for his or her information. The Director of Finance ~~and his or her duly authorized deputies~~ shall have power to administer oaths ~~to such persons.~~

**4.04.450 - Petition of aggrieved taxpayers.**

If any person, having made a return and paid the tax, feels aggrieved by the assessment made upon him or her by the Director of Finance, he or she may apply to the Director of Finance by petition in writing, within thirty (30) days after the notice is mailed to him or her, for a hearing and correcting of the amount of the tax so assessed, in which petition he or she shall set forth the reasons why such hearing should be granted and the amount by which such tax should be reduced. The Director of Finance shall notify the petitioner in writing of the time and place fixed by him or her for such hearing. The City shall hold such hearing and issues the final decision thereon within ~~ninety (90)~~ one hundred eighty (180) days after the City's receipt of the taxpayer's written request therefor, ~~except the City may extend such period if the delay in holding the hearing or issuing the decision thereon was occasioned by the taxpayer, but, in any such event, the City shall hold such hearing and issues the decision thereon within one hundred eighty (180) days of the taxpayer's request in writing therefor.~~

**4.04.480 - Notices of assessment.**

An appeal of a notice of assessment issued to a vendor or taxpayer for failure to file a return, underpayment of tax owed or as a result of an audit shall be submitted in writing to the Finance Director or other appropriate officer within ~~twenty (20)~~ thirty (30) calendar days from the date of the notice of assessment. Any such appeal shall identify the amount of tax disputed and the basis for the appeal. The time period set forth in this Section may, in the absolute discretion of the Finance Director, be waived for good cause on written application of a vendor or taxpayer.

**4.04.485 - Denial of refunds.**

An appeal of a denial of a refund shall be submitted in writing to the Finance Director or other appropriate officer within ~~twenty (20)~~ thirty (30) calendar days from the date of the denial of the refund and shall identify the amount of the refund requested and the basis for the appeal. The time

period set forth in this Section may, in the absolute discretion of the Finance Director, be waived for good cause on written application of a vendor or taxpayer.

**4.04.510 - Payment of assessment; petition for modification.**

The estimate provided for at Section 4.04.500 shall, upon the notice provided for at Section 4.04.505, become an assessment and such assessment shall be final and due and payable from the taxpayer to the Director of Finance ~~twenty (20)~~ thirty (30) days from the date of service of the notice or the date of mailing by certified mail; provided, however, that within that twenty-day period, such delinquent taxpayer may petition the Director of Finance for a revision or modification of such assessment and shall, within such ~~twenty-day~~ thirty (30) day period, furnish the Director of Finance the facts and correct figures showing the correct amount of such taxes.

## EXHIBIT B

### 4.04.168 - RETENTION OF RECORDS.

- (A) IT SHALL BE THE DUTY OF EVERY PERSON LIABLE TO THE CITY FOR ANY TAX TO KEEP AND PRESERVE RECORDS AS REQUIRED BY TITLE 6 OF THIS CODE.
- (B) IN THE CASE OF A PERSON, WHO DOES NOT KEEP THE REQUIRED BOOKS, ACCOUNTS AND RECORDS WITHIN THE CITY, IT SHALL BE SUFFICIENT IF SUCH PERSON PRODUCES WITHIN THIS CITY SUCH BOOKS, ACCOUNTS AND RECORDS OR SUCH INFORMATION AS SHALL BE REASONABLY REQUIRED BY THE DIRECTOR OF FINANCE FOR EXAMINATION BY THE DIRECTOR OF FINANCE. IN LIEU THEREOF, SAID PERSON SHALL PAY IN ADVANCE SUCH TRAVEL, LODGING, MEAL AND RELATED EXPENSES AS SHALL REASONABLY BE INCURRED BY THE DIRECTOR OF FINANCE IN EXAMINATION OF SAID BOOKS, ACCOUNTS AND RECORDS AT SUCH PLACE WHERE SAID BOOKS, ACCOUNTS AND RECORDS ARE KEPT.



# Worksession Agenda Summary

September 26, 2017 (6:30 – 7:00 p.m.)

## **Agenda Item Number 5**

Key Staff Contact: Becky Safarik, Assistant City Manager, 350-9785

### Title

2018 Community Development Block Grant Program Overview

### Background

The U. S. Department of Housing and Urban Development (HUD) requires the City to submit an Annual Action Plan setting forth the intended uses of Community Development Block Grant (CDBG) and HOME Investment Partnership Program (HOME) funds for a one year period. Annual Plans must support the priorities and goals established in a Five-Year Consolidated Plan. The documents attached pertain to the formation of the 2018 Action Plan, which is the fourth year of the 2015-2019 Consolidated Plan. The City estimates it will receive \$800,000 in CDBG and \$300,000 in HOME funds.

Inviting the public to be involved in the CDBG budget formation process is also a HUD requirement. This obligation was fulfilled in the following manner:

- Two neighborhood meetings were held. No one from the public attended either meeting, but seven agencies did attend one of the technical assistance meetings offered.
- The Citizens Committee for Community Development, an advisory group to the Greeley Urban Renewal Authority, met to review applications and make recommendations to GURA. Five members attended; comments from the Committee were considered as part of the GURA deliberations.
- The Citizen process also includes two public hearings (GURA Board and City Council) with a 30-day public comment period between them. No one from the public attended the GURA Board public hearing; minutes from the meeting are attached for Council's review.

Ten applications were received with eight recommended to receive funding. (Two applications are "shovel ready" and able to be funded immediately from reallocated revolving loan fund; those projects can begin and be completed during the fall of 2017 with.)

In arriving at the recommendation, the GURA Board carefully considered each request as measured against the adopted priorities, the merits of the requests, input from its citizen advisory group, and the applicants' presentation of their requests. The applications approved for funding are those Board felt best met CDBG criteria and local priorities. The funding recommendations were consensus driven.

There are two categories of applications: one which relates to public services; the other includes projects of a capital nature. All applications presented meet one of the three required national objectives. HUD allows up to 15% of a community's budget to include

public services. Locally, the GURA Board adopted a goal of not more than 6.5% of its budget for such services, but has opted to exceed that in recent years. This year's GURA recommendation suggests public services up to 14.3% of the budget (This assumes a more conservative estimate of federal funding of \$750,000 than that indicated above; the rationale is to hedge against even larger federal funding reductions since the public services are used to pay for agency staffing costs which may be more difficult to absorb or limit than capital projects).

Since the budget is based on projected funding, the GURA Board recommendation includes the caveat that where the final 2018 CDBG funding either exceeds or falls short of staff projections would be adjusted up or down from the neighborhood capital infrastructure improvements project, which has the greatest allocation and flexibility.

As in years past, staff also requests approval for potential pre-award expenses of up to \$300,000 to provide funding to activities that need to commence prior to the actual grant receipt which have lagged significantly in recent years (June in 2016, 2017 funds have still not been received as of August 23<sup>rd</sup>). Examples of pre-award activities include Clean-up Weekend and tree planting in the parkways, which are season sensitive undertakings.

By CDBG regulation, the City is to submit the Annual Action Plan to HUD in November; however, HUD has recently suspended that requirement and prevents submittal until the City has been notified of the actual 2018 grant allocations. At such time, budgets in the draft Plan will be updated with actual grant amounts, as well as with other final figures from the end of 2017 (program income available, unallocated grant amounts, etc.). The Action Plan is for both CDBG and HOME funds; HOME funds are managed by GURA throughout the year as applications come forward, and by program regulations, are used strictly for housing programs.

Supporting documents were submitted with the applications but not copied for Council packets. Material includes such things as by-Laws, audited financial statements, organizational charts, etc. The information is available for review at the GURA office and can also be made available upon request.

In addition to the applications, several reference documents have been included for Council's review:

- Notice of Funding Availability (NOFA), which includes the City's request for applications and sets forth requirements for suitable activities and the calendar for the City's CDBG process. The national priorities, as well as those of the 2015-2019 Consolidated Plan, are also noted in the NOFA.
- The Executive Summary from the 2018 Annual Action Plan draft. The full Plan is available on the City's website.
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*Council Direction Requested*

Council's public hearing for the CDBG funds is scheduled for October 3, 2017. If Council wishes to have any additional information presented before then or as part of the hearing process it would be helpful for staff to get that direction at the work session.

Decision Options

Review only, decisions will need to be made following the October 3<sup>rd</sup> public hearing.

Attachments

CDBG 2018 Funding Applications and Recommendations Packet with Supporting Documents  
PowerPoint Presentation

# Annual Funding Applications and Recommendations



Department of Housing & Urban Development's  
*Community Development*  
*Block Grant (CDBG)*  
Program Year 2018

Prepared for  
Greeley City Council



**TABLE OF CONTENTS**  
**CITY OF GREELEY**  
**COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING**

Tuesday September 26, 2017

**COPY OF POWER POINT PRESENTATION**

**DRAFT 2018 ANNUAL ACTION PLAN EXECUTIVE SUMMARY**

**NOTICE OF FUNDING AVAILABILITY** – Instructions received by applicants with criteria for funding decisions

**REFERENCE MATERIALS** – Attachments A

RECAPS OF REQUESTS AND RECOMMENDATIONS

- A. Overview of Funding Requests and Recommendations

**BUDGETS & PROPOSED RESOLUTION** – Attachments B-D

- B. GURA Board Resolution for CDBG funding recommendations & proposed budget
- C. Proposed Budget for CDBG Program Year 2018
- D. GURA Board Minutes from August 23, 2017

**PROGRAM YEAR 2018 APPLICATIONS**

SUPPORTING DOCUMENTS AVAILABLE FOR REVIEW – More detailed information on some applications including management resumes, audits, brochures, By-Laws, Articles of Incorporation, etc. is available for review at the GURA office prior to the meeting upon request. A brief description of each application can be found on the Overview-Attachment B.

- E. Page nine of application – Certifications and Signature Page
- F. Redevelopment District Map

\*\*\*\*\* Applicants \*\*\*\*\*

**City-sponsored activities**


- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>1. GURA</li> <li>2. Public Works</li> <li>3. Public Works</li> <li>4. Forestry</li> </ul> | <ul style="list-style-type: none"> <li>Administration of housing rehab loan and grant programs</li> <li>Infrastructure improvements – Redevelopment District -Phase II</li> <li>Public Service – Annual Clean-up Weekend</li> <li>Infrastructure improvements - Redevelopment District parkway tree planting</li> </ul> |
|--|---|

**Non-profit activities-Public Services**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>5. RVNA</li> <li>6. North Colorado Health Alliance</li> <li>7. Catholic Charities</li> <li>8. Greeley Transitional House</li> </ul> | <ul style="list-style-type: none"> <li>Public service – home care scholarships (medical/non-medical)</li> <li>Public service – assist frequent users of 911</li> <li>Public service – Guadalupe Community Center case management support</li> <li>Public service – housing case manager support</li> </ul> |
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**Administration**

No application; budget only



**COMMUNITY DEVELOPMENT BLOCK GRANT**

Proposed Budget 2018  
4<sup>th</sup> Year of 2015-2019  
Consolidated Plan




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**CDBG NATIONAL OBJECTIVES**

- Assistance to low- moderate-income residents
  - 70% of grant, minimum
- Elimination of slum-blight conditions
- Assistance during an emergency

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**PLAN PRIORITIES—2015-2019**

**HIGH**

- Property acquisition
- Infrastructure improvements (mainly curb, gutter, sidewalks, ramps, street lighting, parkway trees)
- Affordable housing

**MEDIUM/LOW**

- Public facilities and services that address an essential need
- Neighborhood clean-up
- Improvements to property conditions
- Economic development

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## PLAN PRIORITIES—2015-2019

### LOW continued

- Other infrastructure activities (tree planting in low-moderate-income area (LMA) parks or LMA park improvements)
- Public facilities and services that address non-essential needs
- Rent/utility/deposit assistance

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## CDBG AT WORK IN GREELEY

### 2017 ACTIVITIES

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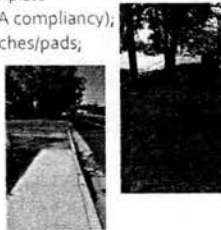
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## INFRASTRUCTURE IMPROVEMENTS

- Improvements in Redevelopment District-Phase I
  - Work underway – multi-year
    - \$561,500 2017 funds
    - \$5.8 million project in total when complete
  - Curb, gutter, sidewalks, ramps (ADA compliancy); could include new lighting, bus benches/pads; landscape to return to pre-work condition



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## INFRASTRUCTURE IMPROVEMENTS

- Parkway tree planting
  - Approximately 125 properties; more than 185 trees planted
  - \$15,000 each year – 2012-2017



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## CLEAN-UP EVENTS

- Annual clean-up weekend
  - In 2017 - 2,500 cubic yards hauled to landfill = 536 tons - \$15,000 provided by CDBG
  - 105 CY of tree limbs and lumber brought to site
  - 42 Tons of appliances, scrap metal, scrap aluminum
  - 86 Refrigerators & air conditioners
  - 965 Tires
  - Funded since at least 1998



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## NON-PROFIT SUPPORT

- RVNA
  - In-home care (medical and non-medical assistance)
  - Grant funds from 2016 provided in-home care for 27 persons (most have multiple visits)
  - 2015 grant – 23 people
  - 2014 grant – 31 people
  - 2013 grant – 23 people



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## ASSISTANCE TO SHELTERS

- United Way – Cold Weather Shelter
  - Open November 1, 2016-April 15, 2017 – served 369 persons
- Guadalupe Community Center – Catholic Charities
  - Awarded \$15,000 to assist with case management at the Center – 2017 CDBG grant not yet received, activity on hold
- Greeley Transitional House – Housing Manager
  - Awarded \$10,000 – 2017 CDBG grant not yet received, activity on hold
  - 2016 grant – housing case management for 50 families (\$10,000 award)

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## PUBLIC FACILITY REHAB

- Sexual Assault Victims Advocacy Center (SAVA)
  - ADA Compliancy
  - Two play therapy rooms for children
  - One adult therapy room
  - \$56,088
- Greeley Center for Independence
  - Replacement and installation of 28 windows and screens in one of the residential units
  - Complete overlayment and restriping of park lot
  - \$42,990

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## CDBG 2018

### APPLICATIONS

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## ADMINISTRATION

- City Department – CMO – GURA
  - Grant administration, planning, neighborhood studies
  - Maximum 20% of grant;
  - Balance supported through HOME funds (10% of grant)

Greeley

### Requested

- \$1,000,000 (2018)

### Recommend

- \$150,000 (2018)



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## HOUSING REHAB ADMINISTRATION

- City Department – CMO – GURA
  - Administration of housing rehab loans and grants
    - Costs not associated with specific job (loan management, requests that don't materialize, etc)

Greeley

### Requested

- \$20,000

### Recommend

- \$10,000



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## INFRASTRUCTURE IMPROVEMENTS

- City Department – Public Works
  - Installation of missing sidewalks, ramps, street lights, and other eligible infrastructure as needed in Redevelopment District neighborhoods. Locations will be determined in 2018.

Greeley

### Requested

- \$300,000

### Recommend

- \$40,000



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### CLEAN-UP WEEKEND

- City Department – Public Works
  - Annual clean-up weekend; 2018 would be 43<sup>rd</sup> annual event
  - Available to all city residents; special efforts to reach residents of low-moderate-income neighborhoods





**Requested**

- \$10,000

**Recommend**

- \$15,000

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### PARKWAY TREE PLANTING

- City Department – CP&R – Forestry Program
  - Redevelopment District Neighborhoods
  - Offered to property owners who commit to providing appropriate tree care





**Requested**

- \$15,000

**Recommend**

- \$15,000

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### HOME CARE

- Colorado Visiting Nurse Association
  - Home care scholarships to low- moderate-income residents to support in-home residency
  - Medical assistance and housekeeping services provided
  - Request is for 18 months of service



**Requested**

- \$10,000

**Recommend**

- \$17,000



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### ACTION LAB COORDINATOR

- North Colorado Health Alliance
  - Community Action Lab
    - Collaborative effort – Health Alliance, North Range Behavioral Health, Police, Fire...
  - Assists callers using the 9-1-1 system for non-emergency needs
  - Alternative response (small vehicle vs fire truck)

**NCHA**  
North Colorado Health Alliance

**Requested**

- \$10,000

**Recommend**

- \$10,000



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### SHELTER SERVICES

- Catholic Charities at Guadalupe Community Center
  - Provide assistance for the case-management operations of Guadalupe Community Shelter
    - Move people away from homelessness and toward self-sufficiency
    - Goals pertaining to employment, establishing income, building a savings, and permanent housing. Classes include computer skills, money management, parenting, life skills, etc.

**CATHOLIC CHARITIES**  
OF DENVER

**Requested**

- \$50,000

**Recommend**

- \$15,000



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### SHELTER SERVICES

- Greeley Transitional House
  - Continue to support a part-time staff person to assist with shelter and services, including case management and life skills training pertaining to tenant education, housing information and referrals to housing
  - First funded in 2016

**GREELEY TRANSITIONAL HOUSE**

**Requested**

- \$10,000

**Recommend**

- \$12,000



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## 2018 SUMMARY

Applicant/Request	Request	Anticipated	Proj. Mgt.	Total Funding
Grant Administration	\$ 250,000	\$ 250,000		\$ 500,000
City-Housing Rehab Program Administration	60,000	60,000		60,000
City-Public Works-Infrastructure Redevelopment District	300,000	431,000	131,000	451,000
City Public Works - Clean-up weekend**	15,000	15,000	0	15,000
City Forestry - Parkway tree plantings in Redevelopment District	15,000	15,000	1,000	16,000
BVNA**	60,000	44,000		44,000
North Colorado Health Alliance**	30,000	30,000		30,000
Catholic Charities - Shelter services**	30,000	15,000		15,000
Greely Transitional House - Shelter services**	30,000	30,000		30,000
<b>PROJECTED TOTAL</b>	<b>969,000</b>	<b>878,900</b>	<b>131,000*</b>	<b>809,000</b>
<b>ANTICIPATED GRANT</b>				<b>809,000</b>

**NOTES:**

\*Project management costs are included in the total amount requested.  
 \*\*Other Services provided as a result of the grant.  
 Actual project cost is \$1,000,000.  
 The actual cost of the project may be reduced if actual project cost is less than the amount requested.

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# Action Plan for Year 2018

## Executive Summary

### AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

#### 1. Introduction

(Note: Information contained within will be updated as needed between August 2017 and submittal in 2018. Updated versions will be available on the City's website and provided on request.)

The City of Greeley (the City) is an annual recipient of the Community Development Block Grant (CDBG) and HOME Partnership Investment Program (HOME) grant from the U. S. Department of Housing and Urban Development (HUD). These grants assist the City in matters of community development, affordable housing, and to the benefit of low- moderate-income (LMI) residents and areas of the City.

The Annual Action Plan is submitted as the application to HUD for those grants. This Action Plan is for the fourth year (2018) of the current Consolidated Plan, which is in effect from 2015 through 2019. (The City operates on a January-December fiscal year.) It identifies the projects and activities for 2018 and the expected resources that will be available to further the goals identified in the Consolidated Plan. The Consolidated Plan estimated annual awards of \$850,000 (CDBG) and \$300,000 (HOME). The 2017 CDBG award, however, saw a 9% decrease from 2016 (\$857,459 to \$798,743), and the budget for 2018 activities has thus been lowered to an estimated \$800,000. The Action Plan will be updated with actual amounts once they are known, probably during the 1<sup>st</sup> quarter of 2018.

#### 2. Summarize the objectives and outcomes identified in the Plan

Objectives (priorities) were established in the Consolidated Plan, as were the outcomes (goals) to meet the priorities. The activities for 2018 that will continue to move toward meeting the objectives and outcomes of the Consolidated Plan are defined below. Greater detail is provided elsewhere in this document.

##### CDBG

- General CDBG grant administration
- Housing Rehab Administration
  - Provide funds for the City to administer the housing rehabilitation activities.
- Acquisition
  - There were no new funds allocated to the Acquisition program, however, Revolving Loan Funds from the Homes Again Purchase Program may be reallocated for an acquisition activity. The activity may involve purchase of a blighted property for

demolition and clearance, a property to support affordable housing, and/or to acquire property for a public facility. A specific activity has not yet been identified.

- Infrastructure
  - Provide funds for Phase II of the installation of infrastructure missing from neighborhoods within the Redevelopment District. Infrastructure may include sidewalks, accessibility ramps, street lights, bus benches and concrete installation pads, and other infrastructure needs identified.
  - Provide funds to purchase and plant trees in the parkways of the Redevelopment District neighborhoods.
- Public Facilities
  - Revolving Loan Funds from the Homes Again Purchase Program may be reallocated to support the renovation of a public facility. Two applicants for 2018 CDBG funds received immediate assistance in the fall of 2017 under the Substantial Amendment for reallocation of these funds. Other specific activities have not yet been identified.
- Public Services
  - Provide funds to support in-home care provided by the Rehabilitation and Visiting Nurse Association (RVNA).
  - Provide funds to support the coordinator position at North Colorado Health Alliance's Community Action Lab.
  - Provide funds to support case management at the Guadalupe Community Center, the area's homeless shelter.
  - Provide funds to support the city's annual clean-up weekend, available to residents city-wide.
  - Provide funds to support a housing case manager at the Greeley Transitional House, a homeless shelter serving only families.
- Affordable housing
  - Housing rehabilitation activities (loans and grants) will continue during 2018. Funding for the activities is available from revolving loan funds (loans) and pre-2017 grant funds (grants). These activities will not need additional funds in 2018.
  - If suitable properties are identified, existing revolving loan funds will purchase, demolish and clear (as needed), and reconstruct housing, which will then be offered for sale to low- moderate-income households through the City's Homes Again Purchase Programs (HAPP).
  - Revolving Loan Funds from the Homes Again Purchase program may be reallocated to support affordable housing needs. A specific activity has not yet been identified.

## HOME

- Administration
  - Provide funds for administration of the HOME Investment Partnership Program (HOME).

- Affordable housing
  - Provide funds to assist the Greeley Area Habitat for Humanity [a Community Development Housing Organization (CHDO)] in the construction of affordable housing.
  - Provide funds to assist an affordable housing developer with the construction of affordable rental units. A specific project has not yet been identified.

The budget to be presented to City Council, recommended by the GURA Board of Commissioners, follows:

CDBG Project	2018 Grant Funds	PI & Revolving Loan Funds <sup>1</sup>	Prior Year Funds Available, Not Allocated <sup>4</sup>
Administration <sup>2</sup>	\$160,000 <sup>2</sup>	\$	\$
Redevelopment District infrastructure improvements	451,500 <sup>3</sup>		
Acquisition, Clearance, Demolition			30,000
Single-family housing rehab administration	60,000		
Single-family housing rehab loans (existing RLF)	0	130,987	
Single-family housing rehab loans (est inc-exp EOY)		-3,605	
Single-family housing rehab loans (2018 RLF est)		30,000	
Single-family housing rehab grants (exist & 2015)	0		3,000
Public service – Clean-up weekend	15,500		
Parkway tree planting	16,000		
Public service – RVNA	42,000		
Public service – North Colorado Health Alliance	30,000		
Public service – Catholic Charities/Guadalupe	15,000		
Public service – Greeley Transitional House	10,000		
Homes Again Purchase Program (existing RLF)	0	996,309 <sup>3</sup>	
Homes Again Purchase Program (est remain of 2017)		18,068	
Homes Again Purchase Program (est 2018)		50,000	
<b>CDBG Total</b>	<b>\$800,000</b>	<b>\$1,249,668</b>	<b>\$33,000</b>

<sup>1</sup> The amounts shown include balances at July 31, 2017 and projected 2018 funds.

<sup>2</sup> The amount will increase/decrease with the grant so that no more than 20% is allocated to administration.

<sup>3</sup> This budget will increase/decrease to balance the overall budget once the grant amount is known.

<sup>4</sup> "Prior Year Funds Available" are allocated to a specific activity by Budget, but not set up in IDIS.

HOME Project	2018 Grant Funds	Program Income (PI)	Prior Year funds?
Administration	\$ 30,000		\$ 63,403 <sup>1</sup>
Entitlement, CHDO, and projected program income	270,000	6,000	270,000
Habitat for Humanity			47,714 <sup>2</sup>

**Table 1 – Approved Budget**

<sup>1</sup>The amount shown is balance of available funds at 7/31/17 plus the 2017 HOME award 10%.

<sup>2</sup>The amount shown is the current award minus two houses with allocated funds.



The City will receive the CDBG award after the start of its fiscal/program year (January 1), and thus may need to expend a portion of its 2018 funds pre-award. Activities most likely to incur pre-award expenditures are administration, clean-up weekend, parkway tree planting, services provided by RVNA, and infrastructure improvements. Total pre-award costs that can be expended are set by CDBG regulation and will not exceed \$300,000.

The 2018 budget was set using a projected CDBG award amount and thus will need updated once the actual award notice is received. Any change to the Council-approved budget will occur within the infrastructure activity. Citizens were notified of this through the availability of the Action Plan during the 30-day public comment period and discussion of that fact at meetings.

The table at AP15-Estimated Resources includes projected program income and projected revolving loan funds.

### **3. Evaluation of past performance**

The City approves its Action Plans in October annually so that it is ready for submittal to HUD by November 15<sup>th</sup>, per CDBG regulation. (However, in recent years, HUD has not allowed submittal until the City receives notice of the actual grant amount, generally during the first or second quarter of the program year.) Likewise, the required Consolidated Annual Performance Evaluation Report (CAPER) is submitted as required, annually by March 30<sup>th</sup>, to report on the activities funded with CDBG and HOME dollars, the amounts expended, and the beneficiaries assisted. Electronic versions of the City's most recent Consolidated Plan, Annual Action Plan, and CAPER reports are on the City's website at [www.greeleygov.com](http://www.greeleygov.com).

The City had met the requirement to spend down the CDBG grant to no more than 1.5x the annual grant amount by October 31<sup>st</sup> every year except in 2009 when economics and the housing market crash caused projects to stall significantly. It was unable to spend down appropriately in 2017, however, when revolving loan funds were included in the calculation for the first time, and the City's grant award was not received until XX XX, 2017 (not received as of 8/15/17). Although the City Council approved an Amendment to its 2016 Action Plan to allow for reallocation and expenditure of the Homes Again Purchase Program revolving loan funds, activities could not be identified in time to expend funds by the deadline. It has been a challenge to meet the expenditure requirement when grant agreements from HUD are not received prior to mid-year giving just a few months to adequately expend funds.

CDBG and HOME activities that could start without the 2017 grant are underway or complete with the exception of funding for property acquisition. The City had been working with the Federal Emergency Management Agency (FEMA) since 2014 on the acquisition and removal of a mobile home park situated in the flood-way of the Cache la Poudre River; however, due to the high costs of relocation, the FEMA grant application was canceled. The GURA Board voted to assist with the acquisition of a multi-family, low-income housing project in May, 2017 to help expend the acquisition funds, and the City continues to look for other property(ies) to acquire as removal of blight (most probably) to use the acquisition funds.

#### **4. Summary of Citizen Participation Process and consultation process**

Section AP-12 discusses citizen participation during the formation of the 2018 Action Plan. The City reached out to the community by holding two neighborhood meetings in locations convenient to its low-income and minority populations for residents to learn about the federal grant programs and historic uses of funds. Notice of all meetings, were published in the Greeley Tribune in both English and Spanish a minimum of 10 days prior to the meetings. Information for persons with disabilities on how to access information on the neighborhood meetings was also included.

Other opportunities that provided the means for citizens to participate in the Plan's formation included the following:

- Meeting of the Citizens Community for Community Development.
- Public Hearing by the Greeley Urban Renewal Authority's (GURA) Board of Commissioners. (GURA is the division of the City that administers the grant funds.)
- Public Hearing by the Greeley City Council.
- Thirty-day public comment period between the two public hearings; the draft Action Plan was posted to the City's web page, and notice of its availability and comment period was provided to CDBG partners.

#### **5. Summary of public comments**

The "comments" and "comments not accepted" noted below can also be found at AP-12-Participation. Representatives from three of the Redevelopment District neighborhoods and one At Large member attended the Citizens Committee for Community Development. The comments below were from that group. The Committee supported the budget proposed by staff. The members of this committee are very compassionate, neighborhood-oriented people that have served on the Citizens Committee for many years. They bring their concerns for their immediate neighborhoods, particularly, to the table.

- The Committee especially supported Parkway Tree Planting, Clean-up Weekend, and RVNA.
- The Single-family Housing Rehab Program was discussed, along with being good stewards of the Federal funds. The idea of the program is well supported by the Committee; however, they expressed concerns for the lack of rehabs being completed under the program. The consensus was to fund for one more year to see if the program can be revitalized, and if not, to discontinue the program.
- Of the public services proposed, their support was most highly given for Clean-up Weekend, RVNA, and the Community Action Lab through North Colorado Health Alliance. Case management at the shelters was less supported.
- One member has ongoing concerns with regard to contractors and subcontractors hiring persons not citizens or legal residents.

#### **Summary of comments or views not accepted and the reasons for not accepting them**

- There were no comments or views that were not accepted.

## Summary

The City's competitive application process for CDBG funds started the June 1, 2017. Each activity chosen for 2018 implementation meets a priority of the Consolidated Plan, and further, moves the City closer to meeting the goals established in the Consolidated Plan. (The highest priorities from the Consolidated Plan were the provision of additional affordable housing, improvements to infrastructure in low-moderate-income neighborhoods within the Redevelopment District, and property acquisition.)

DRAFT



# COMMUNITY DEVELOPMENT BLOCK GRANT

## Notice of Funding Availability (NOFA) and Request for Applications – Program Year 2018



The City of Greeley through the Greeley Urban Renewal Authority is now initiating its program year 2018 Community Development Block Grant (CDBG) application process. The process is part of the Five-Year Consolidated Plan (this is the 4th year of the 2015-2019 Plan), which outlines community priorities and activities serving target neighborhoods and populations, and consistent with federal Department of Housing and Urban Development (HUD) standards. The Consolidated Plan, and subsequent Annual Action Plans, must be submitted annually to HUD by any community receiving federal funds. The use of CDBG funds, as well as other federal funds, must be specifically identified in the Consolidated Plan. An anticipated \$850,000 in funding will be made available.

**Technical Assistance** – Applicants for CDBG funds are expected to attend one of the technical assistance meetings noted below and in addition may receive technical assistance from the Greeley Urban Renewal Authority staff throughout the program year. If you have questions regarding any aspect of the application, please contact:

Carol Larsen, Grant Specialist **OR** J. R. Salas, GURA Manager  
 1100 10<sup>th</sup> Street, Suite 201, Greeley, CO 80631  
 (970) 350-9380 – [carol.larsen@greeleygov.com](mailto:carol.larsen@greeleygov.com) / [j.r.salas@greeleygov.com](mailto:j.r.salas@greeleygov.com)

Rebecca L. Safarik, Assistant City Manager  
 1000 10<sup>th</sup> Street, Greeley, CO 80631  
 (970) 350-9785 – [becky.safarik@greeleygov.com](mailto:becky.safarik@greeleygov.com)

### TIMELINE AND CITIZEN PARTICIPATION PROCESS

June 1, 2017	CDBG Applications available for Fiscal Year 2018 funding.
June 13, 2017	Technical assistance meeting – <b>attendance at one TA meeting highly recommended</b> if applying for CDBG. Meeting held in 2 <sup>nd</sup> floor conference room, City Hall Annex, 1100 10 <sup>th</sup> Street – 3:30 – 4:30.
June 15, 2017	1 <sup>st</sup> Neighborhood Meeting (technical assistance not available)–Recreation Center, 651 10 <sup>th</sup> Avenue, 4:30-5:30.
June 22, 2017	Technical assistance meeting – <b>attendance at one TA meeting highly recommended</b> if applying for CDBG. Meeting held in 4 <sup>th</sup> floor conference room, City Hall Annex, 1100 10 <sup>th</sup> Street – 3:30 – 4:30.
June 27, 2017	2 <sup>nd</sup> Neighborhood Meeting (technical assistance not available)–Rodarte Center, 920 A Street, 11:30-12:30.
July 19, 2017	Last day to submit applications to GURA for inclusion in Citizens’ Committee review packet. PLEASE TRY TO HAVE APPLICATION SUBMITTED BY THIS DATE! *
August 9, 2017	Review of applications by the Citizen’s Committee. The Citizens opinions of the applications are forwarded to the Greeley Urban Renewal Authority.
August 14, 2017	Last day to submit application for inclusion in the GURA review packet. *
August 23, 2017	First public hearing – Greeley Urban Renewal Authority. Applicants are strongly encouraged to attend the public hearing and explain their funding requests to the GURA Board. GURA reviews all applications and forwards their funding recommendations to City Council. *
Aug. 24-Sept. 18, ‘17	Thirty (30) day public comment period.
September 26, 2017	City Council work session for preliminary review of 2018 CDBG budget requests.
October 3, 2017	Second public hearing - City Council for approval of the CDBG budget. Funding requests will be finalized by Council at the meeting. *
November 15, 2017	2018 Annual Action Plan ready for submittal to HUD. (In recent years, HUD has not allowed a 11/15 submission, but has required that actual grant award letters be received by the City prior to submittal, generally in March.
June 2018 (approx)	CDBG funds become available for approved 2018 projects.

*\*While applications for funding may be submitted any time during this process, greater consideration is generally offered those applications which have been received and reviewed from the onset of the citizen review process.*

\*\*\*\*\*  
 The City/GURA does not discriminate on the basis of disability, race, color, national origin, or gender. Persons with hearing impairments are asked to use the Relay Colorado 711 number for additional information. Other auxiliary aids and assistance related to a disability and needed to effectively review this document may call the GURA office noted above for additional assistance. (Please allow 48 hours for requests to be processed.) For more information, or to file a complaint, please contact the City of Greeley’s designated Disability Rights and Title VI coordinator, Joel Hemesath at (970) 350-9795, 1001 9th Avenue, Greeley, CO, 80631 or at [Joel.Hemesath@greeleygov.com](mailto:Joel.Hemesath@greeleygov.com).  
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## GENERAL INSTRUCTIONS

1. **Criteria for Funding Decisions** – Applications submitted for Community Development Block Grant funding will be evaluated based on the following factors.

- **HUD Requirements** – The applicant must demonstrate that the project meets one of the three National Objectives (•assistance to low-moderate income, •eliminates slum and/or blight, •assists during an emergency). The proposed activity must also be an activity eligible under the CDBG program. A comprehensive list is available from GURA on request. (The activity must also not be on the “ineligible” activity list. Some activities that appear to be eligible may not be.) There are also numerous federal cross cutting requirements that entities receiving CDBG funds must adhere to. A Toolkit providing applicable statutory requirements, regulations, notices, HUD Handbooks, and other useful material can be accessed at: <https://www.onecpd.info/resource/34/cdbg-crosscutting-issues-toolkit-contents/>.
- **Consistency with 2015-2019 Consolidated Plan Priorities** – The applicant must propose an activity that meets one of the City’s Consolidated Plan priorities (see below).
- **Impact / Benefit to Neighborhood** – The applicant must describe how the project addresses transitional or long-range housing needs and/or benefits neighborhoods located within the Urban Renewal boundaries.
- **Financial Information / Funding / Public and Private Commitments** – The applicant must provide evidence of public and/or private commitments. Both the value and viability of commitments will be considered. GURA prioritizes loan requests higher than applications requesting grants.
- **Capacity and Experience** – The applicant must demonstrate their capacity in carrying out the activities of the proposed project.
- **Direct Client Benefit** – The applicant must identify how many people the project will be serving, and the income level and type of client to be served.
- **Project Readiness** – The applicant should indicate the start and completion dates of the project. To maintain compliance with CDBG grant regulations, Greeley Urban Renewal Authority requires that funds be expended in a timely fashion (within one year of annual CDBG grant award). The applicant must describe how this will be accomplished.

2. **Five-Year Consolidated Plan Priorities** – Applications must meet at least one of the Consolidated Plan Priorities. If further information is needed on the intent of the priority, please contact us.

**High Priorities.** When considering applications for CDBG and HOME funds during the Consolidated Plan periods, those addressing a high priority will receive the most consideration. The City has determined that these priorities address the most critical needs of its low- moderate-income residents and neighborhoods in conjunction with the overall goals of the City for those residents and neighborhoods. The expectation is that the majority of the CDBG and HOME funding will address one of the high priorities. High priorities include the following:

- Acquisition of property for blight clearance, safety, redevelopment, or neighborhood improvements.
- Infrastructure improvements, which may include improved pedestrian access, installation of curb, gutter, sidewalks, accessibility ramps, street lighting, parkway trees, and other needs to be determined.
- Affordable housing, particularly for residents with the lowest incomes and/or large families, homeless persons transitioning to self-sufficiency, and the chronically homeless. Affordable housing may be in the form of housing rehab, homeownership opportunities, or rental developments.

**Medium/Low Priorities.** While not considered the highest priorities, those ranked by the City as medium can reasonably be expected to receive CDBG funding during the five years of this Plan. Low priorities address a need mentioned during community needs consultations, but may receive only limited or no funding. (HUD’s system allows for only high or low priorities, thus all priorities noted below are considered “low” in the HUD system.)

- Public facilities and services that address essential needs (food, clothing, shelter, transportation) of low- moderate-income residents or neighborhoods. (Low - Public facilities and services that address **non**-essential needs of low- moderate-income residents or neighborhoods.)
- Neighborhood clean-up (clean-up weekend; area clean-up “boosts”).
- Improvement to neighborhood property conditions.
- Economic development.
- (Low - Other infrastructure activities, such as tree planting in low- moderate-income area (LMA) parks or LMA park improvements.)
- (Low) - Rent/utility/deposit assistance.

3. **Agency Requirements** – All agencies applying for funding must be a department, division, or program of the City or one of the following agency types, and meeting the requirements noted below:

- **Non-Profit** – Applicant agencies must be a public or private non-profit agency, established and operating as evidenced through documentation required in the application. Documentation of tax-exempt status is required.
- **Faith-Based Agencies** – Faith-based agencies may apply. However, CDBG funds cannot be used to support worship or religious instruction. Faith-based agencies receiving CDBG funds shall not discriminate against a program beneficiary on basis of religious belief.
  - **Active Governing Body** – Non-profit agencies shall have an active voluntary board that meets at least quarterly and establishes and enforces policies.
  - **Personnel** – The agency shall provide personnel for adequate administration of the program and delivery of the activity. Agency capacity is an important aspect of the CDBG award.

- **Non-Discrimination** – Business of the agency must be in compliance with the non-discrimination laws of the City, County, State, and Federal governments, as applicable. Equal Opportunity in Employment policies are required.
  - **Accounting, Audits, Financial Reports** – Each agency shall maintain accounting records in accordance with generally accepted accounting principles and auditing practices, as described in 2 CFR Part 200, available from GURA on request or by Googling E Code of Federal Regulations. A copy of the most recent independent audit and management letter must be included with the application (non-profits and faith-based agencies).
4. **Application Format** – The application will be provided in Excel. The form is not locked. Boxes can be appropriately checked by putting an “X” in the box. Please use no more room than is provided on the form. If additional information is absolutely needed, make it an attachment to the application. Provide all documentation requested.
- The application has the following parts:
    - **PART 1 – Applicant information and brief overview of request** – This part provides a quick look at the applicant and application. Information may be requested again in the application; provide it whenever requested.
    - **PART 2 – Project/activity information** – Notes for this section:
      - Properties acquired or improved with more than \$25,000 in CDBG funds will have a five-year, no change in use agreement clause and will require a loan against the property for that term (or at minimum a recorded lien). At the end of five years, the loan will be forgiven (and any lien released).
      - Any construction project with costs of more than \$2,000 will require a Davis Bacon wage determination be a part of the written agreement. When requesting cost estimates, take this into consideration.
    - **PART 3 – Financial Commitment/Project Budget**
      - Funding requests should be based on price quotations/cost estimates and be as accurate as possible. Formal bidding shall NOT occur until after GURA and the Subrecipient have entered into an agreement. Sign NO contracts for the activity until funding is secure and the agreement is executed with GURA.
      - For activities that include improvements to a property, such as a substantial rehab, the CDBG funding will be in the form of a loan for a minimum of five years. The loan will be forgiven if the property retains its identity as meeting a National Objective and eligible CDBG activity for the term of the loan. The regulatory threshold is \$25,000; however, if the GURA Board decides improvements for less than that should be secured, the forgivable loan will also apply to those activities.
    - **PART 4 – Agency Capacity**
      - The “Playing by the Rules, a Handbook for CDBG Subrecipients on Administrative Systems” is a long, detailed publication. It is, however, important for any agency receiving funds to be familiar with and in compliance with the areas noted in the handbook. It can be accessed at this website: [http://portal.hud.gov/hudportal/documents/huddoc?id=DOC\\_17104.pdf](http://portal.hud.gov/hudportal/documents/huddoc?id=DOC_17104.pdf), and applicants are strongly encouraged to have a copy of this readily available for reference.
    - **PART 5 – Certifications and signature page**

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➤ **SUBMIT APPLICATION ELECTRONICALLY AS AN EXCEL DOCUMENT. If Page 8 is not the complete page, I will reformat the application and send you that page for signature. The signature page is the only page I should receive as a pdf file.**

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5. **Definitions:**

**Public improvements:** Neither statute nor regulation defines the terms “public facility” or “public improvements”. However, in the CDBG program, these terms are broadly interpreted to include all improvements and facilities that are either publicly owned or that are traditionally provided by the government, or owned by a nonprofit, and operated so as to be open to the general public. This would include neighborhood facilities, firehouses, public schools, and libraries. Public improvements include streets, sidewalks, curbs and gutters, parks, playgrounds, etc. Facilities designed for use in providing shelter for persons with special needs (nursing homes, hospitals, shelters and transitional housing, group homes, etc).

**Public facility:** Included, but not limited, are: child care, health care, job training, recreation programs, education programs, services for senior citizens or homeless persons, down payment assistance, drug abuse counseling and treatment, etc.

**Severe disability:** Persons are classified as having a severe disability if they: (a) used a wheelchair or had used another special aid for 6 months or longer; (b) were unable to perform one or more functional activities or needed assistance with an Activity of Daily Living or Instrumental Activity of Daily Living; (c) were prevented from working at a job or doing housework; or (d) had a condition including autism, cerebral palsy, Alzheimer’s disease, senility, or mental retardation. Finally persons who are under 65 years of age and who are covered by Medicare or receive SSI are considered to have a disability (and a severe disability).

## Attachment A

### 2018 CDBG APPLICATIONS

Priority Rank	Activity estimate	Amount requested	CDBG %	Board Recommended
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GURA - Administration-(maximum 20% of CDBG grant)		160,000	160,000	100%	160,000
Contingency					

#### GURA sponsored activities

<b>Housing Rehab Administration</b> -Funds to administer the housing rehabilitation program (loans and grants). Staff salaries and benefits are paid from rehab administration when time can't be charged to a specific job.	H	60,000	60,000	100%	60,000
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#### Other City-sponsored activities

<b>Public Works</b> -Phase II of a multi-year activity to complete infrastructure (curb/gutter, sidewalks, ramps, street lights) to address discontinuous and piece meal pedestrian infrastructure in the Redevelopment District. Specific locations are not yet identified. Activity estimate is for all years.	H	500,000	500,000	100%	431,900
Project management			19,600		19,600
<b>Public Works</b> -Support annual City-wide clean-up weekend. (Part of public service cap.)	L (M)	64,541	15,000	23%	15,000
Project management			500		500
<b>Forestry Program</b> -Plant trees in Redevelopment District parkways. (Continuation of activity funded in 2013-2017.)	L (M)	18,000	15,000	83%	15,000
Project management			1,000		1,000

#### Non-profit applications - Public facility improvements

<b>Sexual Assault Victims Advocacy Center (SAVA)</b> -Rehab of facility owned by the applicant to include ADA compliance for therapy spaces on first floor (three areas) and lower level; rehab to create two play therapy rooms and one adult therapy office space, including new walls and doors. Staff recommends funding this activity now with reallocated HAPP funds under the 2016 Action Plan, per the Substantial Amendment.	L (M)	65,986	56,088	85%	FUND THROUGH 2016 AMENDMENT. ACTIVITY UNDERWAY.
Project management			3,900		
<b>Greeley Center for Independence-Stephens Farm</b> -Replacement and installation of 28 windows and screens in one of the residential units, complete overlayment and restriping of park lot at 2774 Reservoir Road - Stephens Brain Injury Campus.	L (M)	51,181	42,990	84%	FUND THROUGH 2016 AMENDMENT. ACTIVITY UNDERWAY.
Project management			7,800		

#### Non-profit applications - Public services (total funded cannot exceed 15% of annual grant; includes clean-up)

<b>Rehabilitation &amp; Visiting Nurse Association</b> -Home health care and housekeeping scholarships for Greeley residents with low-income.	L (M)	129,145	60,000	46.5%	42,000
<b>North Colorado Health Alliance</b> - Continued support of the Community Action Lab (funding for 10 months approved at an earlier Board meeting) - coordinator position. Multi-purpose, mobile "lab" that addresses calls to 911 that are not emergencies.	L (M)	69,300	30,000	43%	30,000
<b>Catholic Charities-Guadalupe Shelter</b> -General operational support for the shelter which provides short-term overnight shelter for women and their children and extended-stay shelter (up to 14 weeks) for men, women, and families. Both short-term and extended-stays include case management (to varying degrees). The request is 2% of the overall shelter budget (shown); the case management budget is \$195,775, and the request is 10.2% of that.	L (M)	1,141,185	20,000	2%	15,000
<b>Greeley Transitional House</b> -Year three request for assistance with emergency shelter and supportive services for homeless families. Services to include case management with life skills training, tenant education, information and referrals to housing, and post-shelter transitional housing opportunities. The request is 2% of the overall shelter budget (shown); the case management budget is \$22,150, and the request is 45% of that.	L (M)	464,950	10,000	2%	10,000

<b>Totals</b>		<b>1,001,878</b>			<b>800,000</b>
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### PROJECTED FUNDS

Anticipated 2018 CDBG Grant

800,000

#### NOTES:

1. Administration will increase/decrease to 20%.
2. Any change needed to balance the budget once the grant is received will happen within the infrastructure activity.
3. Public Services: HUD allows for up to 15% of grant to fund public services. As recommended, the percentage is 14.5% (of a \$775,000 grant).

GREELEY URBAN RENEWAL AUTHORITY

RESOLUTION No. 2  
SERIES 2017

RESOLUTION RECOMMENDING APPROVAL OF A PROPOSED COMMUNITY  
DEVELOPMENT BLOCK GRANT FOR 2018,  
AS AN ANNUAL COMPONENT OF THE CONSOLIDATED PLAN

WHEREAS, the City of Greeley is eligible to participate in the Community Development Block Grant program, an initiative of the Federal Department of Housing and Urban Development; and

WHEREAS, an application for assistance from the program requires the preparation and adoption of a 5-year Consolidated Plan for the use of funds and then annual "Action Plans" that identify the needs of low and moderate income families and the funds needed to address them; and

WHEREAS, the City of Greeley is entitled to apply for an estimated amount of \$800,000 for the 2018 Annual Year; and

WHEREAS, after receiving appropriate citizen input and public participation, a budget has been devised that identifies specific activities to be undertaken in 2018, and the funds recommended for each;

NOW, THEREFORE, BE IT RESOLVED by the Greeley Urban Renewal Authority that the attached CDBG 2018 program budget is recommended for adoption in order to address the community development needs identified in the City's Consolidated Plan.

Signed and approved this 23<sup>rd</sup> day of August 2018.

GREELEY URBAN  
RENEWAL AUTHORITY

  
Mary Roberts – Co-Chair

ATTEST:

  
Rebecca L. Safarik – Secretary



**City of Greeley  
Community Development Block Grant**

**Recommended Budget**

**Program Year 2018**

<b>1. Administration</b>	<b>\$220,000</b>	
A. General Administration		\$160,000
B. Housing Rehabilitation Administration		60,000
<b>2. Neighborhood Improvements</b>	<b>\$483,000</b>	
A. Redevelopment District infrastructure improvements		\$451,500 *
B. Clean-Up Weekend		15,500 */**
C. Redevelopment District parkways tree plantings		16,000 *
<b>3. Assistance to Non-profits - Public services</b>	<b>\$72,000</b>	
A. RVNA		\$42,000 **
B. North Colorado Health Alliance		30,000 **
C. Catholic Charities for Guadalupe Community Center		15,000 **
D. Greeley Transitional House		10,000 **
<b>TOTAL EXPENDITURES PROJECTED</b>		<b>\$800,000</b>
<b>TOTAL PROJECTED REVENUE-2018 CDBG Grant</b>		<b>\$800,000</b>

**NOTES:**

- \*Includes project management. Adjustments to balance budget upon grant receipt occur here.
- \*\*Public services = approximately 14.5%, if grant is \$775,000



**GREELEY URBAN RENEWAL AUTHORITY  
Proceedings**

**August 23, 2017  
1100 10<sup>th</sup> Street – United Plaza Building  
4:00 p.m.**

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Prior to the meeting being called to order Betsy Holder, City Clerk, inducted Susie Velasquez to the Greeley Urban Renewal Authority.

**I. Call to Order**

Vice Chair Roberts called the meeting to order at 4:00 p.m. Commissioners Haas, Cummins, and Costigan were present. (Commissioner Velasquez was not present; Chair Harris was absent.)

**II. Approval of minutes for the meeting held on June 14, 2017**

Commissioner Costigan made a motion to approve the minutes for the meeting held on June 14, 2017 as written. Commissioner Cummins seconded the motion; the motion carried 4-0. (Commissioners Suniga and Velasquez were not present; Chair Harris was absent.)

**III. Items of Business**

(Commissioners Suniga and Velasquez arrive.)

**Request for subordination of existing loans by Rocky Mountain Communities**

Tracy J. Gargaro, Chief Financial Officer, Rocky Mountain Communities submitted a request to Greeley Urban Renewal Authority (GURA) for subordination of three existing related loans from GURA to Meeker Commons.

In the mid to late 1990s GURA acquired and cleared most of the properties on the site located between 5<sup>th</sup> Street and 6<sup>th</sup> Street and from 9<sup>th</sup> Avenue to 10<sup>th</sup> Avenue with the exception of Imaculata Plaza, a senior housing development on the corner of 6<sup>th</sup> Street and 10<sup>th</sup> Avenue and three historic homes. In 1999, GURA and Rocky Mountain Communities entered into a development agreement to create affordable housing on the site.

GURA has three long-term loans with liens on the property, \$150,000, \$400,000, and \$203,000. In 2007, the property faced some financial difficulties and was unable to service its debts. The property completed a work out with HUD to restructure debt. The work out reduced the original first mortgage and created a new second mortgage. The second mortgage was subsequently sold by HUD to a private investor at auction for \$35,000. That note is now due and Meeker Commons is attempting to refinance an existing first mortgage to a commercial bank and second mortgage to the private investor into one new first mortgage. The combination of the two mortgages does not add any additional debt and actually improves lien positions for GURA.

Following discussion, Commissioner Costigan made a motion to approve of the subordination of the three existing loans from GURA to the Meeker Commons property in favor of MidFirst Bank and agree to defer payment on the GURA loans until the property achieves a 1.2 debt coverage. Commissioner Suniga seconded the motion; the motion carried 6-0. (Chair Harris was absent.)

### **Request for refinancing for Stagecoach Gardens loan by HPHDC**

Tom Teixeira, Executive Director, for the Greeley/Weld Housing Authority and High Plains Housing Development Corporation (HPHDC) submitted a request to dissolve the partnership with the tax credit investor, which would allow the ownership interest to revert to Stagecoach Gardens Corporation (jointly owned by High Plains and GURA). To do so, the commercial debt of \$371,000 and the HOME loan from GURA will be refinanced, and GURA will be paid the principal amount due. Because there have been no payments against GURA's outstanding principal and interest, interest has accrued past the point of being feasible to repay the debt. Mr. Teixeira requested that 90% of the \$857,495 in accrued interest (\$667,495) be forgiven and that GURA approve a new loan of \$190,000 (10% of the accrued interest).

GURA's new loan would be subordinated to by other present junior lienholder so GURA's new lien would retain same position as presently held by existing loan.

After a brief discussion Ms. Safarik and Mr. Teixeira answered questions posed by the Board.

Commissioner Costigan made a motion to approve High Plains Housing Development Corporations request to refinance the development agreement between Greeley Urban Renewal Authority and High Plains Housing Development Corporation for Stagecoach Gardens (1126 3<sup>rd</sup> Street) for \$190,000 at 2% interest amortized over fifteen years with annual payments starting December 2019. Commissioner Cummins seconded the motion; the motion carried 6-0. (Chair Harris was absent.)

## **Public Hearing to consider the 2018 CDBG Program Applications**

Carol Larsen, Grant Specialist, oriented the Commissioners on the Community Development Block Grant (CDBG) process and the 2018 grant year requests.

The following applicants were present at the hearing to give oral presentations to the Board.

Jodie Deshmukh, Vice President/Chief Business Development Officer, RVNA dba Colorado Visiting Nurse Association submitted a CDBG application for \$60,000 for home care visits specifically for low income special need clients who are at risk, which increases the ability of individuals who might otherwise require greater nursing assistance, to remain in their homes.

Joanna Martinson, North Colorado Health Alliance submitted a CDBG application for \$30,000 for a coordinator position for the Community Action Lab to facilitate more cost effective and strategic response to community residents who are chronic and inappropriate users of the 911 emergency response system.

Jodi Hartmann, Executive Director, Greeley Transitional House (GTH) submitted a CDBG application for \$10,000 for the continuation a part-time case manager to assist with relocation housing services. The case manager would work with families to help repair housing/credit histories and make them more marketable to landlords.

Enita Kearns-Hout, Reginal Director, Catholic Charities submitted a CDBG application for \$20,000 for a case manager to council residents on employment options.

Sarita Reddy, Greeley Center for Independence/Stephens Farm, submitted a CDBG application for \$42,990 for replacement and installation of 28 windows and screens in one of the residential units, complete overlayment and restriping of parking lot at 2774 Reservoir Road (Stephens Brain Injury Campus).

Laura Larson, Sexual Assault Victims Advocacy Center (SAVA) submitted an CDBG application to rehab the SAVA facility to include ADA compliance for therapy spaces on first floor and lower level; rehab to create two play therapy rooms and one adult therapy office space, including new walls and doors.

Other applicants whose projects were summarized in the Commissioners' packets and presented by Ms. Safarik were as follows:

Public Works – Phase II of a multi-year activity to complete infrastructure (sidewalks, ramps, street lights, bus benches & concrete pads) to address discontinuous pedestrian and neighborhood infrastructure in the residential areas of Redevelopment District.

Public Works – Support annual City-wide clean-up weekend.

Forestry Program – Plant trees in Redevelopment District parkways.

Administration – Includes staffing for management of CDBG funds and projects.

Housing Rehab Administration – Funds to administer the housing rehabilitation program (loans and grants).

Vice Chair Roberts opened the public hearing at 6:02 p.m. and called for public comment. There being no comment Vice Chair Roberts closed the public hearing at 6:02 p.m.

Discussion of the applications followed, with main points noted below.

Commissioner Suniga commented that the Catholic Charities had been asked for success rate; that documentation has not been provided and questioned a report on their client support for the 2017 funding request. Commissioner Suniga stated that the funding should be prioritized for brick and mortar projects such as the infrastructure application submitted by City of Greeley Public Works for infrastructure in the Redevelopment District. She also wondered if the case management work could be a collaboration of work with other agencies.

Following extensive discussion the Board discussed a recommendation for allocation of the 2018 CDBG funds as follows:

General Administration	\$160,000
City-Housing Rehab Program Administration	\$ 60,000
City-Public Works-Infrastructure- Redevelopment District	\$451,500
City-Clean-up Weekend	\$ 15,000
Redevelopment District parkways tree plantings	\$ 15,000
Rehabilitation & Visiting Nurse Association	\$ 42,000
North Colorado Health Alliance	\$ 30,000
Catholic Charities – Shelter services	\$ 15,000
Greeley Transitional House – case management services	\$ 10,000

Fund through 2016 Amendment

SAVA	\$ 56,088
Greeley Center for Independence – Stephens Farm	\$ 42,990

Commissioner Cummins made a motion to fund SAVA in the amount of \$56,088 and Greeley Center for Independence – Stephens Farm for \$42,990 from the 2016 Substantial Amendment to the 2016 Annual Action Plan CDBG funds. Commissioner Costigan seconded the motion; the motion carried 6-0. (Chair Harris was absent.)

Commissioner Costigan made a motion to approve Resolution 2 Series 2017 recommending approval of a proposed Community Block Grant for 2018. Commissioner Haas seconded the motion; the motion carried 5-1. (Commissioner Suniga opposed; Chair Harris was absent.)

**IV. Board Member Comments/Reports**

None

**V. Staff Report**

None

**VI. Adjournment**

There being no more business, the meeting was adjourned at 6:58 p.m.

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Mary Roberts, Vice Chair

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Rebecca L. Safarik, Secretary

**PART 5 - CERTIFICATIONS AND SIGNATURE PAGE**

By signature below, the undersigned declares the information in the application to be true and the best available at the time of application and acknowledges the following statements:

1. That, to the best of my knowledge, all factual information provided is true and correct, and all estimates are justifiable.
2. That the "Playing by the Rules, A Handbook for CDBG Subrecipients on Administrative Systems" has been read and applicant has sufficient staff, organizational, and financial capacity to complete the activity for which funds are requested.
3. That entering into an agreement involving CDBG funds carries with it responsibilities of crosscutting issues regarding financial management, environmental, labor standards, acquisition, relocation, and fair housing (as applicable to your application). A Toolkit providing applicable statutory requirements, regulations, notices, HUD Handbooks, and other useful material can be accessed at: <https://www.onecpd.info/resource/34/cdbg-crosscutting-issues-toolkit-contents/>.
4. That all CDBG funded projects/activities shall be within the boundaries of the City of Greeley, Colorado and benefit only City of Greeley residents.
5. That no revised applications may be made in connection with this application once the deadline for applications has passed, unless revisions and/or or additional documentation are requested by GURA or other City staff, the Citizens Committee for Community Development, the GURA Board of Commissioners, or the Greeley City Council.
6. That past program and financial performance will be considered in reviewing this application.
7. That, if funding for the activity is recommended, GURA reserves the right to reduce and/or cancel the allocation if federal entitlements are canceled, reduced, or rescinded.
8. That, if the activity is funded, public facilities acquired or improved with more than \$25,000 in CDBG funds must be maintained in the same capacity as funded for a period of five years after the activity is formally closed out by GURA. GURA will secure its rights under this requirement by Promissory Note and/or Deed of Trust and reserves the right to inspect the facility during the five year period to substantiate compliance.
9. That, if funded, a written executed agreement would be required between the applicant and the City of Greeley.
10. That, if funded, GURA will perform a National Environmental Policy Act review **prior to execution of a written agreement**. Beginning activity prior to completion of the environmental review could void the activity.
11. That, if the activity is funded, the applicant understands that CDBG funds are provided on a reimbursement basis and that supporting documentation and reports must be reviewed and accepted by GURA prior to issuing payment approval.
12. That the estimate provided is an application estimate only, and that, if the activity is funded, the appropriate procurement procedures must be followed.
13. That acceptance of a CDBG award carries with it responsibilities with regard to providing GURA with beneficiary and other reporting data, record maintenance, and adherence federal crosscutting regulations.
14. That the applicant possesses the legal authority to apply for CDBG funds and to implement the proposed activity.
15. That the governing body of the applicant agency authorizes the submission of this applicant.

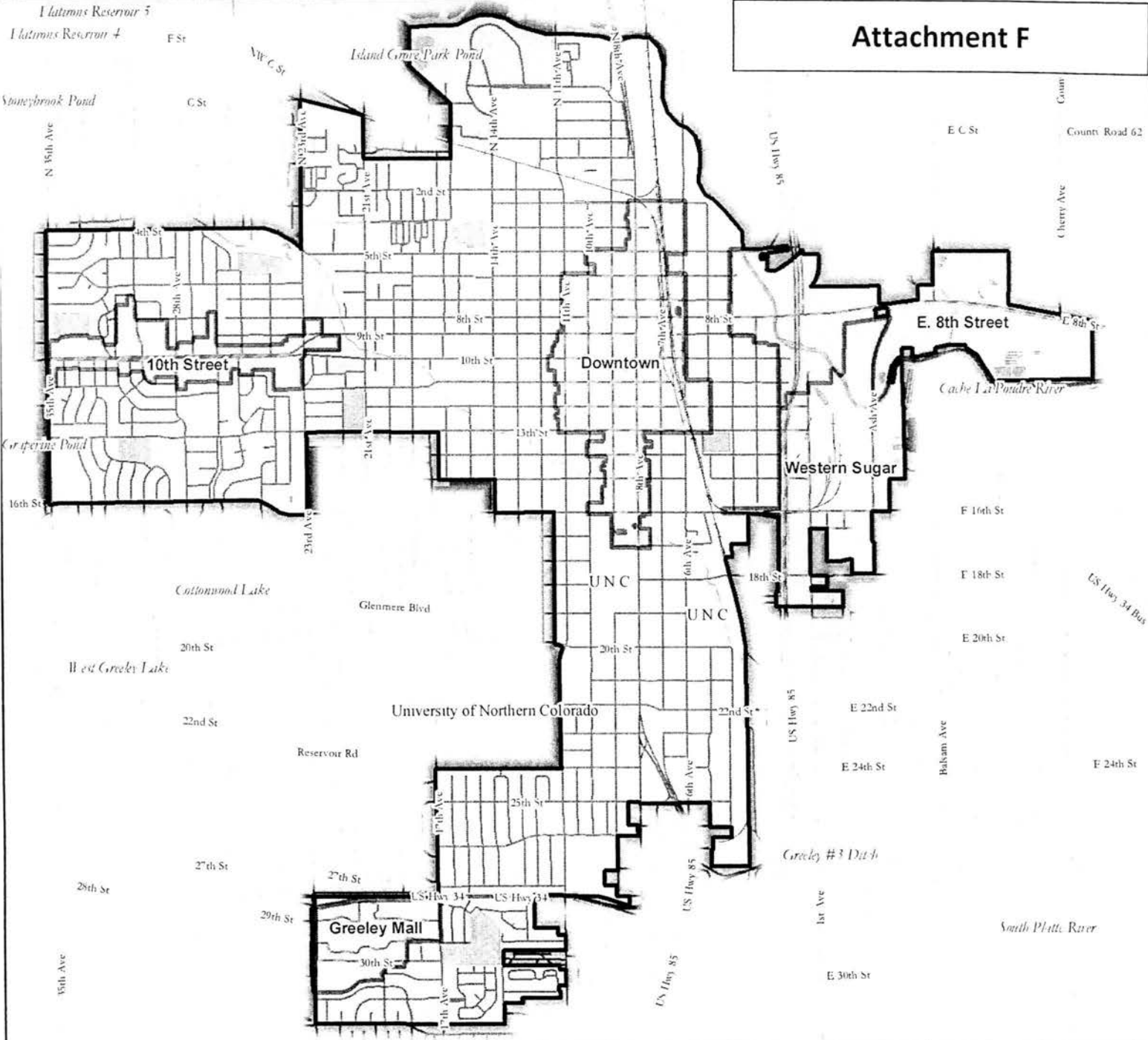
Signature: ..... Date: .....  
Printed Name: ..... Title: .....  
Agency: ..... For activity: .....

**PENALTY FOR FALSE OR FRADULENT STATEMENTS:** U. S. Code Title 18, Section 1001, provides that a fine of up to \$10,000 or imprisonment for a period not to exceed five years, or both, shall be the penalty for willful misrepresentation and the making of false, fictitious statements, knowing same to be false.

**FOR GURA USE ONLY:**  
Application received by: ..... Date: .....  
GURA Manager reviewed: ..... Date: .....









# REDEVELOPMENT DISTRICT

Attachment F



City of  
**Greeley**  
Created December 29, 2010  
By Planning, GIS

### Legend

-  2010 Urban Renewal Boundary
-  Railroad
-  Waterbodies
-  TIF Districts
  - 10th Street
  - Western Sugar
  - Greeley Mall
  - E. 8th Street
-  Public Schools
-  Universities
-  Parklands
-  Other
  - Downtown

**Notes**  
All planimetric data was digitized from aerial photographs dated 1987, 1992, 1995, 2000 and 2005. Updates are continual and data representations will change over time. This product is not necessarily accurate to engineering or surveying standards but does meet National Mapping Accuracy Standards (NMAAS). The information contained within this document is not intended to be used for the preparation of construction documents.

Information contained on this document remains the property of the City of Greeley. Copying any portion of this map without the written permission of the City of Greeley is strictly prohibited.





**COMMUNITY DEVELOPMENT BLOCK GRANT**  
**2018 APPLICATION for NON-public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant: Greeley Urban Renewal Authority Address: 1100 10th Street, #201, Greeley  
 Contact person: J.R. Salas Title: GURA Manager  
 Phone number: 350.9383 Fax number: 350.9895 Email: j.r.salas@greeleygov.com  
 If different from above, person authorized to request funds:  
 Phone # \_\_\_\_\_ Email: \_\_\_\_\_ Agency website: www.greeleygov.com

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:  
 Disabled  Elderly  Homeless  Other: Redevelopment District neighborhoods  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)  
 Date of incorporation: \_\_\_\_\_ Agency tax ID number: 84-0748779  
 DUNS number: 112066225 Authorized signatory: J.R. Salas/Rebecca Safarik/Susan Harris  
 SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)  
 Agency operating budget: \_\_\_\_\_ # of paid staff: 4 # of volunteers yearly: 0

Agency's Mission Statement:  
*The Greeley Urban Renewal Authority is committed to neighborhood improvements and the maintenance and development of safe, decent, affordable housing for low-and moderate-income residents in the City of Greeley.*

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:  
*Administer rehab program. Staff does initial consultation, inspections, scope of work, and oversees selected contractor through rehab process to ensure compliance with codes and GURA policies, procedures and standards. Staff cost that can be charged to a project are expensed through project management in the revolving loan program parameters. General costs, such as loan servicing cannot be charged to a project management and must go through as a Rehab Admin expense.*

Funding request:	CDBG request	_____	<u>\$60,000</u>
	Other funding - SECURED	_____	<u>\$0</u>
	Other funding - UNSECURED	_____	<u>\$0</u>
	Total estimated cost to complete the activity	_____	<u>\$60,000</u>

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: Rehab Admin

Activity area (provide census tract and neighborhood information):

Census tracts:

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> 10th Street corridor   | <input type="checkbox"/> Farr Par/Hillside   | <input type="checkbox"/> John Evans |
| <input type="checkbox"/> 14th Avenue/Maplewood  | <input type="checkbox"/> NE Greeley (N of 10th St; E of 23rd Ave)  | <input type="checkbox"/> City-wide  |
| <input type="checkbox"/> Sunrise Park   | <input checked="" type="checkbox"/> Other (describe) <u>80% must be expended in the Redevelopment District</u> |                                     |
| <input type="checkbox"/> South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass) |  |                                     |

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Single-family housing rehab          | <input type="checkbox"/> Multi-family housing rehab                      | <input type="checkbox"/> Homeownership assistance |
| <input type="checkbox"/> Public facilities <sup>(1)</sup>                | <input type="checkbox"/> Public improvements <sup>(1)</sup>              | <input type="checkbox"/> Code enforcement         |
| <input type="checkbox"/> Reconstruction of housing                       | <input type="checkbox"/> Accessibility/removal of architectural barriers |   |
| <input type="checkbox"/> Real property acquisition/clearance/disposition | <input type="checkbox"/> Relocation                                      | <input type="checkbox"/> Equipment purchase       |
| <input type="checkbox"/> Economic development                            | <input type="checkbox"/> Other: _____                                    |   |

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

- Presumed benefit groups:
- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Migrant farm worker                    | <input type="checkbox"/> Illiterate adult                   | <input type="checkbox"/> Abused children |
| <input type="checkbox"/> Battered spouses                       | <input type="checkbox"/> Elderly persons (>= 62)            | <input type="checkbox"/> Homeless person |
| <input type="checkbox"/> Severely disabled adult <sup>(1)</sup> | <input type="checkbox"/> Benefit is NOT to a presumed group |  |

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

- |   |
|---|
| <input type="checkbox"/> Area (at least 51% of households within the activity area are LMI)   |
| <input type="checkbox"/> Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.) |
| <input checked="" type="checkbox"/> All clientele to be served by this activity are LMI households.   |

If activity isn't a benefit to LMI households or clientele, check one of the following:

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Prevention of slum/blight (generally for acquisition activities):    | <input type="checkbox"/> Area slum/blight | <input type="checkbox"/> Spot slum/blight |
| <input type="checkbox"/> Jobs (at least 51% of jobs must be taken/retained by LMI households) | <input type="checkbox"/> Job creation     | <input type="checkbox"/> Job retention    |
| <input type="checkbox"/> Assistance during an emergency                                       |   |   |

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks, ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (NON-PUBLIC SERVICE ACTIVITIES ONLY)**

(Construction or rehab, public facilities, public improvements, etc.)

Activity readiness: Proposed start date: 1-Jan-18 Proposed end date: 1-Jan-19

Zoning status:  Not applicable  Zoning appropriate  Needs zoning change

Site control:  Owned  Option to purchase  Leased: Term \_\_\_\_\_  Not applicable

Identify other issues that could result in the activity not being ready to begin by May 1st:

Reason for rehab/construction/infrastructure funding need (check all that apply):

- Fix code issues  Aging building/infrastructure  Need replacement of something major
- Extreme use has caused issues  Increase in usage  Energy efficiency upgrades
- Normal wear and tear  Other \_\_\_\_\_

Request includes the following (check all that apply):

- Minor rehab  Major rehab  Purchase of equipment needed for operations  Purchase of furnishings
- Work on government building  Purchase of personal property other than furnishings

**Further Activity Description:** Provide a narrative discussing aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

*The rehab program has seen a substantial decrease in interest by home owners over the past 10 years or so. Suspected reasons for the disinterest include program policy changes (no more grants) and overall economic hardships for low- moderate-income homeowners who may struggle just to keep their house. The rehab program itself operates on revolving loan funds, of which there is currently about \$100,000 available and an emergency rehab program with a balance of \$13,700. Those funds are believed to be sufficient to address housing rehab applications in 2016-2017 and thus no additional program funds will be requested until those funds are nearly exhausted. (Repayment of loans helps sustain the program.) However, administration of the program is a separate activity and must be continually funded.*

Attach the following:  Photos of proposed activity areas

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$60,000 CDBG requested: \$60,000 CDBG %: 100%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

Funding sources:

	Source	Estimated Amount	Secured or Unsecured
1.	CDBG	\$60,000	unsecured
2.			
3.			
4.			
5.			
6.			
Total needs		\$60,000	Percent secured: <span style="float: right;">100%</span>

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.  
 If funding is not received, staff time would need to be charged to CDBG admin. With an admin cap of 20%, the city is already being asked to supplement the general admin activity for both 2017 and 2018 and cannot take on this added expense.

Identify any previous CDBG or other City funds and the use of those funds:

Fund source	Year received	Amount	Use of funds
<i>The rehab program has operated for more than 30 years. In the past, admin costs were expensed against the overall program. Recent HUD trainings indicated the need for a separate activity for rehab-administration.</i>			

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's **financial** capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded for the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

*GURA is a Division of the City Managers Department of the City of Greeley, Colorado. The City's General Fund does not have funds for housing rehab programs, and this program would not exist were it not for federal funding. GURA staff does some of the accounting for CDBG activities with the "official" books maintained by the City's Finance Department.*

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
Total activity budget		

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*Housing rehab is an expense that catches many home owners off-guard, particularly those that are low-moderate-income. Costs to replace a roof, rewire a house, or install energy efficient items (windows, insulation, etc.) are often too prohibitive for a homeowner and thus do not get improved until, for example, an insurance company cancels a policy. Rehab loans are provided to qualified homeowners interest-free and with affordable payments, which help to lessen the burden of housing. Nicley maintained houses help support neighborhood values and make them more desirable. Without CDBG funds, housing rehab would not be available by other than loans through a financial institution.*

Agency's fiscal year: From January To December

Is an outside audit completed annually?  Yes  No Generally completed by (date): June

**PART 4 - AGENCY CAPACITY**

Number of years in operation: \_\_\_\_\_  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: \_\_\_\_\_  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:  
*GURa staff has 30+ years working with the CDBG and HOME program requirements.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:  
*Staff has been bidding and overseeing funded programs for 30+ years.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:  
*Not applicable. Application is being submitted by GURA.*

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	<i>J.R. Salas</i>	<i>32</i>	<i>GURA Manager</i>
2.	<i>Carol Larsen</i>	<i>15</i>	<i>Grant Specialist</i>
3.	<i>Richard George</i>	<i>12</i>	<i>Rehab Specialist</i>
4.	<i>Paula Turner</i>	<i>10</i>	<i>Sr. Admin Specialist</i>
5.			
6.			
7.			
8.			
9.			
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in 2 CFR 200
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: \_\_\_\_\_ \$  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*GURA staff has annually managed the CDBG and HOME programs for the City of Greeley through a cooperation agreement. GURA oversight is by the Assistant City Manager. Program policy and programs are set by the GURA Board. Staff is knowledgeable of federal program requirements and responsible for compliance with regulations and reporting requirement. Staff provides GURA Board with updates on program status. GURA is governed by a board of seven members of the community. A Citizens Committee for Community Development meets during the year to provide public neighborhood comments on the federal grant programs.*

Executive Summary/Statement:

**OPTIONAL.** Provide any additional information. Limit to space provided.

Include the following documents with the application:

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Not applicable - City application     | <input type="checkbox"/> Proof of insurance                                  |
| <input type="checkbox"/> Resumes of key staff                             | <input type="checkbox"/> Organizational chart                                |
| <input type="checkbox"/> Board of Directors terms served, terms remaining | <input type="checkbox"/> DUNS number has been provided on Page 1             |
| <input type="checkbox"/> Articles of Incorporation                        | <input type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input type="checkbox"/> Bylaws   | <input type="checkbox"/> IRS non-profit status notice [501(c)3 letter]       |



**COMMUNITY DEVELOPMENT BLOCK GRANT**  
**2018 APPLICATION-for NON-public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant: City of Greeley, Public Works Department Address: 1001 9th Avenue, Greeley 80631  
 Contact person: Shane(Rick) Dorsey Title: Concrete Maintenance Coordinator/ Project Manager  
 Phone number: 970 336 4081 Fax number: 970 336 4141 Email: rick.dorsey@greeleygov.com  
 If different from above, person authorized to request funds: \_\_\_\_\_  
 Phone # \_\_\_\_\_ Email: \_\_\_\_\_ Agency website: \_\_\_\_\_

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:  
 Disabled  Elderly  Homeless  Other: Neighborhood residents  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)  
 Date of incorporation: Not Applicable Agency tax ID number: 84-6000593  
 DUNS number: 11-206-6225 Authorized signatory: Thomas Hellen  
 SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)  
 Agency operating budget: Not applicable # of paid staff: \_\_\_\_\_ # of volunteers yearly: \_\_\_\_\_

Agency's Mission Statement:  
*Greeley promotes a healthy, diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live and work.*

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:  
*City of Greeley's Community Development recently completed an inventory of sidewalks in the Billie Martinez, Sunrise, Central Greeley, UNC and John Evans neighborhoods and documented that there is an estimated 96,000 lf of missing sidewalks. This results in a discontinuous and piecemeal pedestrian infrastructure. This request for funding is intended to start installing that sidewalk and associated access ramps for the benefit and safety of the public. This will continue the work started this year in Central Greeley that received \$541,500 in CDBG funding.  
 At the same time, it is proposed to install street lights in those areas that are dark at night and cause unease among some of the neighborhood residents. Up to 30 locations have been identified to date.  
 This project has the support of the City, DDA and University District and will complement other related capital improvements.*

Funding request: CDBG request \_\_\_\_\_ \$500,000  
 Other funding - SECURED \_\_\_\_\_ \$0  
 Other funding - UNSECURED \_\_\_\_\_  
 Total estimated cost to complete the activity \_\_\_\_\_  
*Total project is \$5.8 million to install sidewalks a ramps over several years. This request can be considered a stand alone phase with annual req for additional funding as available.*

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.



**PART 2 - ACTIVITY INFORMATION**

Activity name: \_\_\_\_\_

Activity area (provide census tract and neighborhood information):

Census tracts: \_\_\_\_\_

- |  |  |  |
|--|--|--|
| <input checked="" type="checkbox"/> 10th Street corridor   | <input checked="" type="checkbox"/> Farr Par/Hillside                        | <input checked="" type="checkbox"/> John Evans |
| <input checked="" type="checkbox"/> 14th Avenue/Maplewood  | <input checked="" type="checkbox"/> NE Greeley (N of 10th St; E of 23rd Ave) | <input type="checkbox"/> City-wide             |
| <input checked="" type="checkbox"/> Sunrise Park   | <input checked="" type="checkbox"/> Other (describe) _____                   | Redevelopment District                         |
| <input checked="" type="checkbox"/> South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass) |  |  |

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Single-family housing rehab                     | <input type="checkbox"/> Multi-family housing rehab                                 | <input type="checkbox"/> Homeownership assistance |
| <input type="checkbox"/> Public facilities <sup>(1)</sup>                | <input checked="" type="checkbox"/> Public improvements <sup>(1)</sup>              | <input type="checkbox"/> Code enforcement         |
| <input type="checkbox"/> Reconstruction of housing                       | <input checked="" type="checkbox"/> Accessibility/removal of architectural barriers |   |
| <input type="checkbox"/> Real property acquisition/clearance/disposition | <input type="checkbox"/> Relocation   | <input type="checkbox"/> Equipment purchase       |
| <input type="checkbox"/> Economic development                            | <input type="checkbox"/> Other: _____   |   |

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

- Presumed benefit groups:
- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Migrant farm worker                    | <input type="checkbox"/> Illiterate adult                              | <input type="checkbox"/> Abused children |
| <input type="checkbox"/> Battered spouses                       | <input type="checkbox"/> Elderly persons (>= 62)                       | <input type="checkbox"/> Homeless person |
| <input type="checkbox"/> Severely disabled adult <sup>(1)</sup> | <input checked="" type="checkbox"/> Benefit is NOT to a presumed group |  |

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

- Area (at least 51% of households within the activity area are LMI)
- Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)
- All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Prevention of slum/blight (generally for acquisition activities):    | <input type="checkbox"/> Area slum/blight | <input type="checkbox"/> Spot slum/blight |
| <input type="checkbox"/> Jobs (at least 51% of jobs must be taken/retained by LMI households) | <input type="checkbox"/> Job creation     | <input type="checkbox"/> Job retention    |
| <input type="checkbox"/> Assistance during an emergency                                       |   |   |

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks,ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (NON-PUBLIC SERVICE ACTIVITIES ONLY)**

(Construction or rehab, public facilities, public improvements, etc.)

Activity readiness: Proposed start date: Summer 2018 Proposed end date: 31-Dec-18

Zoning status:  Not applicable  Zoning appropriate  Needs zoning change

Site control:  Owned  Option to purchase  Leased: Term \_\_\_\_\_  Not applicable

Identify other issues that could result in the activity not being ready to begin by May 1st:

*The activity is CDBG-funding dependent. The activity will not occur in 2018 without that funding. Delayed start would result in additional inflationary and staff costs.*

Reason for rehab/construction/infrastructure funding need (check all that apply):

- Fix code issues
- Aging building/infrastructure
- Need replacement of something major
- Extreme use has caused issues
- Increase in usage
- Energy efficiency upgrades
- Normal wear and tear
- Other provide safe pedestrian and improved handicap access

Request includes the following (check all that apply):

- Minor rehab
- Major rehab
- Purchase of equipment needed for operations
- Purchase of furnishings
- Work on government building
- Purchase of personal property other than furnishings

**Further Activity Description:** Provide a narrative discussing aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

*The inventory of sidewalks completed by Community Development documented that nearly forty miles of sidewalk are needed to provide a complete pedestrian system in the study area. About half of those miles are found along streets and roads awaiting possible widening and curb and gutter, and could be completed at that time. Likewise, there are many well established areas, where new sidewalk construction and the accompanying alteration to established neighborhood characters and ambiance may be unwelcome by the residents because mature landscaping, fences and driveways would be altered. Finally, there are many areas identified that simply do not have sufficient right of way available to install sidewalks. This project will be the second year of a multi-year endeavor begun in 2017 to construct those remaining areas deemed to be the most viable and pressing. Locations will be determined and prioritized with input from citizens, neighborhood groups, and various boards and commissions including the Commission on Disabilities and GURA.*

*The overall benefit of these improvements would be realized with the improved pedestrian and wheelchair accessibility in areas within walking distance of many centrally located amenities including employment centers, shopping, government offices, libraries, schools, parks and playgrounds. Neighborhood residents have indicated they liked to walk to local business when they have the opportunity and sidewalks are available. The project will require Davis Bacon wage rates; this should not significantly impact the project. The project would also be a HUD Section 3 project, potentially providing jobs, income and security to local residents.*

Attach the following:  Map of the study areas

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$500,000 CDBG requested: \$500,000 CDBG %: 100%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

*Not Applicable*

**Funding sources:**

	Source	Estimated Amount	Secured or Unsecured
1.	CDBG	\$500,000	unsecured
2.			
3.			
4.			
5.			
6.			
Total needs		\$500,000	Percent secured: 0%

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.

*Not applicable. CDBG is only unsecured funding source.*

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
CDBG	2017	\$541,500	2017 Infrastructure Improvements (central Greeley)
CDBG	2016	\$350,000	8th Avenue pedestrian improvements
CDBG	2015	\$350,000	8th Avenue pedestrian improvements
CDBG	2014	\$415,400	8th Avenue pedestrian improvements
CDBG	2014	\$192,000	Infrastructure Sunrise Park neighborhood
CDBG	2013	\$509,800	Infrastructure NE Greeley/Billie Martinez
CDBG	2013	\$480,000	8th Avenue pedestrian improvements
CDBG	2012	\$150,000	Infrastructure Redevelopment District
CDBG	2011	\$283,000	Infrastructure Sunrise Park neighborhood
CDBG	2006-2010	\$268,000	Infrastructure Billie Martinez/Scott Epples N'hoods

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's financial capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded from the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

*Public Works is a Department of the City of Greeley, Colorado. The City's General Fund is the typical funding source for Public Works projects. There are insufficient General Funds to complete the activity as described in a timely fashion.*

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
<i>Planning and Final engineering design</i>	<i>\$10,000.00</i>	<i>CDBG</i>
<i>Construction - Pedestrian related ramps, sidewalks and lighting</i>	<i>\$450,000.00</i>	<i>CDBG</i>
<i>Project Management</i>	<i>\$40,000.00</i>	<i>CDBG</i>
<b>Total activity budget</b>	<b>\$500,000.00</b>	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*The targeted neighborhoods are low- moderate income neighborhoods.*  
*If this current request is approved, these areas of town that have no, or have incomplete, sidewalk systems will benefit from the installation of new sidewalks, ramps, and street lighting. Many of the areas already have intermittent sidewalks, but with no continuity or ramps, they are not fully ADA accessible.*  
*Installation of all the missing sidewalks identified in Community Development's Sidewalk Assessment Study ideally can be completed as funds are available. CDBG funding is the only viable funding source seen available to complete this task. The recently approved Keep Greeley Moving tax funding is not available for this purpose, as those funds are for other repairs promised during the campaign to get the tax approved by the voters.*

Agency's fiscal year: From January To December

Is an outside audit completed annually?  Yes  No Generally completed by (date): June annually

**PART 4 - AGENCY CAPACITY**

Number of years in operation: .....  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: .....  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:  
*Public Works has partnered with GURA to use CDBG funds for many years. Public Works also makes use of Department of Transportation and other federal grants, when available.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:  
*Public Works works directly with the City's Purchasing Division on all city and CDBG projects. Both entities have a great deal of experience in procurement for Federal grants. They have been working with GURA to establish and implement Section 3 Policies and Procedures for the City since 2012.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:  
*See years of CDBG funds usage. Public Works and GURA partnered on all infrastructure projects listed.*

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	Joel Hemesath		Public Works Director
2.	Tom Hellen		City Engineer
3.	Shane (Rick) Dorsey		Concrete Maintenance Coordinator / Project Manager
4.	Mary Kendrick		Administrative Specialist
5.	Sheri Dern		Budget Analyst
6.	Fernando Martinez		Construction Inspector
7.			
8.			
9.			
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in 2 CFR 200
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: ..... \$  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*Greeley Public Works Engineering Division is responsible for, as part of its overall responsibilities, to provide for the design, construction, continuity, maintenance and operation of the City's infrastructure critical to the safe travel of pedestrians, accessible to all. City of Greeley Public Works is accredited by the American Public Works Association. The American Public Works Association is an international educational and professional association of public agencies, private sector companies and individuals dedicated to providing high quality public works goods and services. Greeley's Public Works Department is compliant with 375 applicable Best Management Practices established by the American Public Works Association. The City of Greeley Public Works Department, engineering department, would provide project management to design, provide specifications, Bid and Award the project to a qualified Contractor, and oversee construction with construction management and inspection. The City of Greeley has a complete specifications manual with regard to all subject infrastructure plus policy and procedure manuals for conducting the work.*

**Executive Summary/Statement:**

**OPTIONAL.** Provide any additional information. Limit to space provided.

*The City of Greeley operates with a Council-Manager form of government. There are a total of seven elected officials on the Council including the Mayor. The Council meets annually to evaluate the state of the City. Based on data, discussions with staff, and public input, the Council sets priorities which guide Greeley City government for the upcoming year. Council meets on the 1st and 3rd Tuesdays of every month. The meetings are broadcast live and rebroadcast on the City's government access channel, GTV8. Public input, without advance registration, is accepted at these meetings. Council Work Sessions are typically held on the 2nd and 4th Tuesdays of the month. Public input is generally not taken at these meetings. Council hears CDBG applications for the following year at the first Work Session of the month in October. A Public Hearing to approve the budget is held at the regular meeting the week following the Work Session.*

*The COG PW Dept. makes this request for \$500,000 recognizing that grant funds are limited. Funding for this project through completion has PW relying on similar annual grant requests being successful. Recognizing grant funds are limited, several desirable improvements are being held in reserve due to the uncertainty of receiving future grant funding. Should additional grant funds become available, PW would be ready to utilize those unexpected funds to advance some of those improvements currently thought to be unfunded.*

**Include the following documents with the application:**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Not applicable - City application     | <input type="checkbox"/> Proof of insurance                                  |
| <input type="checkbox"/> Resumes of key staff                             | <input type="checkbox"/> Organizational chart                                |
| <input type="checkbox"/> Board of Directors terms served, terms remaining | <input type="checkbox"/> DUNS number has been provided on Page 1             |
| <input type="checkbox"/> Articles of Incorporation                        | <input type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input type="checkbox"/> Bylaws   | <input type="checkbox"/> IRS non-profit status notice [501(c)3 letter]       |



**COMMUNITY DEVELOPMENT BLOCK GRANT  
2018 APPLICATION - for public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant:	<u>City of Greeley Public Works</u>	Address:	<u>1203 3rd Street</u>
Contact person:	<u>Jerry Pickett</u>	Title:	<u>Street Superintendent</u>
Phone number:	<u>350-9335</u>	Fax number:	<u>350-9268</u>
		Email:	<u>jerry.pickett@greeleygov.com</u>
<b>If different from above, person authorized to request funds:</b>			
Phone #		Email:	
		Agency website:	

Applicant Type:     Government/Public agency                       For-profit business/organization  
                           Faith-based organization     Other (specify) \_\_\_\_\_  
                           Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:

Disabled                       Elderly                       Homeless                       Other: Neighborhood residents  
 Domestic Violence                       Youth                       Persons needing transitional housing                       Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)

Date of incorporation:	_____	Agency tax ID number:	<u>84-6000593</u>
DUNS number:	<u>11-206-6225</u>	Authorized signatory:	<u>Jerry Pickett</u>
SAM.gov registered?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	(Application will not be reviewed without sam.gov registration.)	
Agency operating budget:	_____	# of paid staff:	_____
		# of volunteers yearly:	_____

Agency's Mission Statement:  
A City Achieving Community Excellence

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:  
43rd Annual Spring Clean Up Program

Funding request:	CDBG request	_____	<u>\$15,000</u>
	Other funding - SECURED	_____	<u>\$30,541</u>
	Other funding - UNSECURED	_____	<u>\$19,000</u>
	Total estimated cost to complete the activity	_____	<u>\$64,541</u>

Provide the following:     Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: Spring Clean Up Program

Activity area (provide census tract and neighborhood information): \_\_\_\_\_ Census tracts: \_\_\_\_\_

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> 10th Street corridor   | <input type="checkbox"/> Farr Par/Hillside                        | <input type="checkbox"/> John Evans           |
| <input type="checkbox"/> 14th Avenue/Maplewood  | <input type="checkbox"/> NE Greeley (N of 10th St; E of 23rd Ave) | <input checked="" type="checkbox"/> City-wide |
| <input type="checkbox"/> Sunrise Park   | <input type="checkbox"/> Other (describe) _____                   |   |
| <input type="checkbox"/> South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass) |   |   |

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Single-family housing rehab                     | <input type="checkbox"/> Multi-family housing rehab                      | <input checked="" type="checkbox"/> Homeownership assistance |
| <input type="checkbox"/> Public facilities <sup>(1)</sup>                | <input type="checkbox"/> Public improvements <sup>(1)</sup>              | <input type="checkbox"/> Code enforcement                    |
| <input type="checkbox"/> Reconstruction of housing                       | <input type="checkbox"/> Accessibility/removal of architectural barriers |  |
| <input type="checkbox"/> Real property acquisition/clearance/disposition | <input type="checkbox"/> Relocation                                      | <input type="checkbox"/> Equipment purchase                  |
| <input type="checkbox"/> Economic development                            | <input checked="" type="checkbox"/> Other: <u>Neighborhood Clean Up</u>  |  |

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

Presumed benefit groups:	<input type="checkbox"/> Migrant farm worker	<input type="checkbox"/> Illiterate adult	<input type="checkbox"/> Abused children
<input type="checkbox"/> Battered spouses	<input type="checkbox"/> Elderly persons (>= 62)	<input type="checkbox"/> Homeless person	<input type="checkbox"/> Person living with AIDS
<input type="checkbox"/> Severely disabled adult <sup>(1)</sup>	<input checked="" type="checkbox"/> Benefit is NOT to a presumed group		

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

Area (at least 51% of households within the activity area are LMI)

Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)

All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

<input type="checkbox"/> Prevention of slum/blight (generally for acquisition activities):	<input type="checkbox"/> Area slum/blight	<input type="checkbox"/> Spot slum/blight
<input type="checkbox"/> Jobs (at least 51% of jobs must be taken/retained by LMI households)	<input type="checkbox"/> Job creation	<input type="checkbox"/> Job retention
<input type="checkbox"/> Assistance during an emergency		

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks, ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.



**PART 2 - ACTIVITY INFORMATION - continued - (PUBLIC SERVICE ACTIVITIES ONLY)**

Proposed public service activity is (check one):

- Currently receiving CDBG funds       Proposed new services
- An increase in the service currently provided (estimate % of increase): \_\_\_\_\_ %

Estimate number of clients currently served annually:      1,369 (unduplicated)      \_\_\_\_\_ (duplicated)

Public service category (check the most appropriate box):

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Senior/Elderly                   | <input type="checkbox"/> Substance abuse                | <input type="checkbox"/> Fair Housing activities                        |
| <input type="checkbox"/> Youth                            | <input type="checkbox"/> Crime prevention/awareness     | <input type="checkbox"/> Housing counseling                             |
| <input type="checkbox"/> Child care                       | <input type="checkbox"/> Tenant/landlord counseling     | <input type="checkbox"/> Transportation                                 |
| <input type="checkbox"/> Legal                            | <input type="checkbox"/> Lead poisoning screening       | <input type="checkbox"/> Mental health                                  |
| <input type="checkbox"/> Health                           | <input type="checkbox"/> Battered/abused spouses        | <input type="checkbox"/> Employment/training                            |
| <input type="checkbox"/> Persons with disabilities        | <input type="checkbox"/> Battered/abused youth/children | <input checked="" type="checkbox"/> Other: <u>Neighborhood Clean Up</u> |
| <input type="checkbox"/> Equipment purchase without rehab |   |   |

Public service beneficiaries:       Low- moderate-income households/clientele       Low- moderate-income area

**Further Activity Description:** Provide a narrative discussing any aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, consequences of a activity not being funded, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

**2018 will be the 43rd Annual Spring Clean Up Program. The Program will be held at 11th Avenue and "H" Street. This program is for the entire community, however, intense efforts continue in the low-moderate-income neighborhoods, in order to reduce code violations and slum/blight by clean-up in these areas. In addition to participating in the clean-up efforts for compliance, code violations will continue to be monitored and volunteers will continue to distribute flyers and help residents in these low-moderate-income neighborhoods. This program allows low-moderate-income neighborhoods to clean their properties very economically, which helps beautify the City and reduce code violations**

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$64,500 CDBG requested: \$15,000 CDBG %: 23%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

*The funds received for residents using the drop-off site and selling scrap metal helps offset the cost to the City.*

**Funding sources:**

	Source	Estimated Amount	Secured or Unsecured
1.	<i>Drop Off Site Fees</i>	<i>\$14,000</i>	<i>unsecured</i>
2.	<i>Selling Scrap Metal</i>	<i>\$5,000</i>	<i>unsecured</i>
3.	<i>City Operating Budget</i>	<i>\$30,541</i>	<i>Secured</i>
4.			
5.			
6.			
Total needs		<i>\$49,541</i>	Percent secured: <i>51%</i>

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.

*The drop off fees and selling scrap metal is unsecured due to now knowing the volume of residents utilizing the Clean-Up Program. If the City does not receive the CDBG Funds, the program could possibly be reduced or eliminated due to available funding.*

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
<i>CDBG</i>	<i>2005-2017</i>	<i>\$15,000</i>	<i>Annually received for clean up weekend</i>
<i>CDBG</i>	<i>Pre-2005</i>	<i>\$15,000</i>	<i>Annually received \$10,000 or more at least back to '98</i>

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's financial capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded for the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

*The City's budget for the 2018 Spring Clean Up budget is \$30,541. The employees salaries are not budgeted under the Spring Clean Up Program. They are budgeted under the Street Maintenance operating budget. In addition, employees working on Saturday are encouraged to take comp time helping to reduce the expenses. This helps keep the cost of the program to a minimum.*

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
Employees Salaries and Benefits	\$25,000.00	City
Advertising	\$3,500.00	City
Landfill Charges	\$28,000.00	City
Tire Recycling	\$2,000.00	City
Trash Transportation Cost	\$6,000.00	City
<b>Total activity budget</b>	<b>\$64,500.00</b>	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*Without this program the cleanliness of the City would deteriorate with residents throwing their debris in alleys, ditches, right-of ways. In addition, code violations would increase.*

Agency's fiscal year: From January To December  
 Is an outside audit completed annually?  Yes  No Generally completed by (date): \_\_\_\_\_

**PART 4 - AGENCY CAPACITY**

Number of years in operation: \_\_\_\_\_  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: \_\_\_\_\_  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:  
*Only Spring Clean Up*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	<i>City Staff-Street Division</i>		
2.	<i>City Staff-Finance</i>		
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in OMB Circular A-122
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: \_\_\_\_\_ \$  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*2018 will be the 43rd Annual Spring Clean Up Program. The Program will be held at 11th Avenue and "H" Street. This program is for the entire community, however, intense efforts continue in the low-moderate-income neighborhoods, in order to reduce code violations and slum/blight by clean-up in this areas. In addition to participating in the clean-up efforts for compliance, code violations will continue to be monitored and volunteers will continue to distribute flyers and help residents in these low-moderate-income neighborhoods. This program allows low-moderate-income neighborhoods to clean their properties very economically, which helps beautify the City and reduce code violations*

**Executive Summary/Statement:**

**OPTIONAL.** Provide any additional information. Limit to space provided.

n/a

**Include the following documents with the application:**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Not applicable - City application     | <input type="checkbox"/> Proof of insurance                                  |
| <input type="checkbox"/> Resumes of key staff                             | <input type="checkbox"/> Organizational chart                                |
| <input type="checkbox"/> Board of Directors terms served, terms remaining | <input type="checkbox"/> DUNS number has been provided on Page 1             |
| <input type="checkbox"/> Articles of Incorporation                        | <input type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input type="checkbox"/> Bylaws   | <input type="checkbox"/> IRS non-profit status notice [501(c)3 letter]       |



# MEMO

## *STREET MAINTENANCE DIVISION*

---

DATE: May 15, 2017  
TO: Jerry Pickett, Street Division Superintendent  
FROM: Jerry Trujillo, Street Division Crew Supervisor  
RE: Spring Clean-Up 2017

---

The spring clean-up was held April 28<sup>th</sup> & 29<sup>th</sup>.

We hauled a total of 2,500 cubic yards to the landfill which is equivalent to 536 tons.

In addition, we recycled the following:

105 cubic yards of tree limbs and lumber were brought to the Spring Clean-Up site  
42 Tons of appliances, scrap metal, scrap aluminum  
86 Refrigerators & Air Conditioners  
965 Tires

The total cost for spring clean-up was \$50,938. The crew worked on the clean-up for four (5) days. The Division took 47 loads to Anderson's. The Division hired 100 yard trailers, and they hauled 25 loads to the landfill.

There were 40 coupons used at the landfill that were purchased for trucks over one ton and trailers with more than one axle.

1,369 vehicles and 100 double axle trailers that passed through the gate.

SPRING CLEAN-UP LABOR COSTS				
Division	Regular Hours	Overtime Hours	Total # of Hours	Labor Cost
Street Division	408	262	670	\$18,696
Finance Division	40	21	61	\$1,547
<b>Total</b>	<b>448</b>	<b>283</b>	<b>731</b>	<b>\$20,243</b>

SPRING CLEAN-UP EQUIPMENT COSTS	
Equipment Costs	<b>\$3,410</b>

VOLUNTEER LABOR AND EQUIPMENT			
Company	Number of Hours	Cost per Hours	Total Cost
<i>Bucklen Equipment</i>	18	\$180	\$3,240
<b>TOTAL</b>	<b>18</b>		<b>\$3,240</b>

This is the savings through use of volunteer labor and equipment. **\$3,240**

The following are donated services. The breakdown is as follows:

Landfill Inkind Contributions	\$9,420
Contractors Labor & Equipment	<u>\$3,240</u>
<b>Total Donations</b>	<b>\$12,660</b>

Spring Clean-up was successful. Without sponsors' donations, dump site fees and selling of scrap metal, the total cost would have been \$101,720.

The following are funds we received from other agencies: the \$10.00 per load fee per vehicle, \$30.00 coupons, selling of washers and selling of scrap metal.

Greeley Urban Renewal	\$15,000
Dumpsite Fees	\$15,281
Selling Scrap Metal	\$6,431
Coupon Fees	\$1,410
Fees for Tires Sold	\$0
<b>Total</b>	<b><u>\$38,122</u></b>

<b>SUMMARY OR CHARGES TO BE PAID BY THE CITY FOR SPRING CLEAN-UP</b>	
Labor cost (City Employees)	\$20,243
Equipment cost (City Equipment)	\$3,410
Greeley Organic Waste Center	\$0
Front Range Tire Recycle & Mares Tire Shop	\$1,770
Bucklen Dump Fees	\$0
Landfill	\$16,840
Transfer Trucks and Trailers (Renewable Fiber)	\$5,373
Advertising	\$3,000
Food	\$302
Donations from outside agencies	(\$15,000)
Dump fees from citizen	(\$15,281)
Coupon fees	(\$1,410)
Fees for selling washers	0
Selling of scrap metal	(\$6,431)
<b>TOTAL COST TO BE PAID BY THE CITY</b>	<b>\$12,816</b>

This years Spring Clean-up was very well organized and a huge success.

cc: Jerry Pickett, Streets  
 Jerry Trujillo, Streets  
 Karen Scopel , Natural Resources Planner  
 Aimee Freeland, CMO  
 Joy Meilinger Finance  
 Gabrielle Vergara, Weld County Health

S E R V I N G   O U R   C O M M U N I T Y   •   I T ' S   A   T R A D I T I O N

*We promise to preserve and improve the quality of life for Greeley through timely, courteous and cost effective service*



The following are comparisons from 2013-2017.

	2013	2014	2015	2016	2017	Difference Between 2016-2017
<b>Labor Hours</b>	623	852.5	740	607	731	124
<b>Labor Costs</b>	\$17,475	\$22,575	\$21,626	\$18,060	\$20,243	\$2,183
<b>Equipment Costs</b>	\$4,116	\$2,662	\$2,191	\$3,072	\$3,410	\$338
<b>Days Staff Working Clean-up</b>	4	5	5	5	5	0
<b>Total Costs</b>	\$41,248	\$50,653	\$53,897	\$48,261	\$50,938	\$2,677
<b>Contractor Donations</b>	\$9,132	\$5,296	\$6,496	\$11,538	\$12,660	\$1,122
<b>Total Cost with Sponsor Donations</b>	\$50,380	\$55,949	\$60,393	\$59,799	\$63,598	\$3,799
<b>Cubic Yards to Landfill</b>	2,200	2,900	3,000	2,600	2500	(100)
<b>Cost per Cubic Yards</b>	\$18.75	\$17.47	\$17.97	\$18.56	\$20.38	\$1.82
<b>Cubic Yards Mulched</b>	526	524	150	120	105	(15)
<b>Cubic Yards Organic Waste</b>	0	0	0	0		0
<b>Refrigerators Recycled</b>	78	71	90	80	86	6
<b>Tons Scrap Metal</b>	34	43	51	57	42	(15)
<b>Total Vehicles Using Dump Site</b>	1,415	1,568	1,631	1,293	1,369	76
<b>Coupons</b>	21	24	38	28	40	12
<b>Number of Tires</b>	1,056	1,290	1530	877	965	88

S:\Public Works\Street Div\Spring Clean-Up\2016 Spring Clean-Up Memo

S E R V I N G O U R C O M M U N I T Y • I T ' S A T R A D I T I O N

*We promise to preserve and improve the quality of life for Greeley through timely, courteous and cost effective service.*



**COMMUNITY DEVELOPMENT BLOCK GRANT  
2018 APPLICATION-for NON-public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant: City of Greeley, Forestry, Natural Areas & Trails Address: 2631 52nd Avenue Court, Greeley, CO 80634  
 Contact person: Shiloh Hatcher Title: Forestry, Natural Areas & Trails Manager  
 Phone number: 970-339-2436 Fax number: 970-339-2452 Email: shiloh.hatcher@greeleygov.com  
 If different from above, person authorized to request funds: \_\_\_\_\_  
 Phone # \_\_\_\_\_ Email: \_\_\_\_\_ Agency website: \_\_\_\_\_

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:

Disabled  Elderly  Homeless  Other: Neighborhood residents  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)

Date of incorporation: \_\_\_\_\_ Agency tax ID number: 84-600593  
 DUNS number: 11-206-6225 Authorized signatory: Shiloh Hatcher  
 SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)  
 Agency operating budget: \_\_\_\_\_ # of paid staff: 8 # of volunteers yearly: \_\_\_\_\_

Agency's Mission Statement:

A City Achieving Community Excellence (ACE)

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:

Within the Redevelopment District (in the older areas of Greeley), many mature trees that line the streets are rapidly declining and dying. In an effort to once again have appealing tree-lined streets in this area, we offer parkway trees to those property owners who commit to providing appropriate tree care in order to enhance their neighborhood.

Funding request:	CDBG request	_____	<u>\$15,000</u>
	Other funding - SECURED	_____	
	Other funding - UNSECURED	_____	<u>\$3,000</u>
	Total estimated cost to complete the activity	_____	<u>\$18,000</u>

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: Parkway Reforestation Program

Activity area (provide census tract and neighborhood information): \_\_\_\_\_ Census tracts: \_\_\_\_\_

- 10th Street corridor
- Farr Par/Hillside
- John Evans
- 14th Avenue/Maplewood
- NE Greeley (N of 10th St; E of 23rd Ave)
- City-wide
- Sunrise Park
- Other (describe) Urban Redevelopment District (per attached map)
- South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass)

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- Single-family housing rehab
- Multi-family housing rehab
- Homeownership assistance
- Public facilities <sup>(1)</sup>
- Public improvements <sup>(1)</sup>
- Code enforcement
- Reconstruction of housing
- Accessibility/removal of architectural barriers
- Real property acquisition/clearance/disposition
- Relocation
- Equipment purchase
- Economic development
- Other: Public improvements

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

Presumed benefit groups:

- Migrant farm worker
- Illiterate adult
- Abused children
- Battered spouses
- Elderly persons (>= 62)
- Homeless person
- Person living with AIDS
- Severely disabled adult <sup>(1)</sup>
- Benefit is NOT to a presumed group

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

- Area (at least 51% of households within the activity area are LMI)
- Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)
- All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

- Prevention of slum/blight (generally for acquisition activities):
- Area slum/blight
- Spot slum/blight
- Jobs (at least 51% of jobs must be taken/retained by LMI households)
- Job creation
- Job retention
- Assistance during an emergency

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks,ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (NON-PUBLIC SERVICE ACTIVITIES ONLY)**

(Construction or rehab, public facilities, public improvements, etc.)

Activity readiness: Proposed start date: 2-May-18 Proposed end date: 20-Oct-18

Zoning status:  Not applicable  Zoning appropriate  Needs zoning change

Site control:  Owned  Option to purchase  Leased: Term \_\_\_\_\_  Not applicable

Identify other issues that could result in the activity not being ready to begin by May 1st:  
*Inclement weather.*

Reason for rehab/construction/infrastructure funding need (check all that apply):

- Fix code issues
- Aging building/infrastructure
- Need replacement of something major
- Extreme use has caused issues
- Increase in usage
- Energy efficiency upgrades
- Normal wear and tear
- Other Drought, age, disease and insect damage

Request includes the following (check all that apply):

- Minor rehab
- Major rehab
- Purchase of equipment needed for operations
- Purchase of furnishings
- Work on government building
- Purchase of personal property other than furnishings

**Further Activity Description:** Provide a narrative discussing aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

*Our objective is to replace overly mature, declining, hazardous and/or dying trees that have been removed along the parkways with new trees. This will enhance not only the individual properties on which trees are planted, but entire neighborhoods.*

Attach the following:  Photos of proposed activity areas

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$18,000 CDBG requested: \$15,000 CDBG %: 83%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

**Funding sources:**

	Source	Estimated Amount	Secured or Unsecured
1.	City of Greeley, Forestry, Natural Areas & Trails	\$3,000	unsecured
2.	CDBG	15000	unsecured
3.			
4.			
5.			
6.			
Total needs		\$18,000	Percent secured: 0%

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.  
 Our portion of the unsecured funding, averaging \$3,000 per year, comes from permits we issue for parkway tree trimming and removals. This is not something that is applied for but, instead, is collected throughout the year through billing for those permits. If these funds are not received, we are unable to plant any parkway trees.

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
City of Greeley	2017	\$3,000	parkway reforestation
CDBG	2017	\$15,000	parkway reforestation
City of Greeley	2016	\$3,000	parkway reforestation
CDBG	2016	\$15,000	parkway reforestation
City of Greeley	2015	\$3,000	parkway reforestation
CDBG	2015	\$14,495	parkway reforestation
City of Greeley	2014	\$3,000	parkway reforestation
CDBG	2014	\$15,000	parkway reforestation
City of Greeley	2013	\$3,000	parkway reforestation
CDBG	2013	\$12,440	parkway reforestation

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's **financial** capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded for the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

*City of Greeley funds are generated by City tax income. We budget for as any parkway trees as possible, but we could do this project on a much larger scale with additional funding from CDBG for trees and contracted planting costs.*

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
<i>tree purchases</i>	<i>\$3,000.00</i>	<i>City of Greeley</i>
<i>tree purchases</i>	<i>\$7,500.00</i>	<i>CDBG</i>
<i>tree planting</i>	<i>\$7,500.00</i>	<i>CDBG</i>
<b>Total activity budget</b>	<b>\$18,000.00</b>	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*Benefits include:*

- 1) improved street appeal,*
- 2) increased property values,*
- 3) lower utility bills due to shading and protection from winds,*
- 4) reduced stress levels and crime rate,*
- 5) greater civic/neighborhood pride, and*
- 6) positive impression on visitors to our city.*

*Without CDBG funds, our reforestation program would be very limited and, therefore, the above-listed benefits would be far less conspicuous and have less of a positive impact.*

Agency's fiscal year: From 1/1/2018 To 12/31/2018  
 Is an outside audit completed annually?  Yes  No Generally completed by (date): \_\_\_\_\_

**PART 4 - AGENCY CAPACITY**

Number of years in operation: \_\_\_\_\_  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: \_\_\_\_\_  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:

*I have some experience with pavement and sidewalk projects involving federal dollars when trees have been impacted. I have also worked on previous parkway planting grant requests.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:

*In the past, we have relied on our Purchasing Division to bid out all supplies and services related to this grant. We are aware that the successful bidder must have a valid DUNS number and be currently registered on SAM.gov. We also advertise the bid in local media.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

*GURA helps us by providing guidance on application, timelines for benchmark requirements and proper execution of grant. We request review of purchasing documents through BURA so that all guidelines are met.*

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	Shiloh Hatcher	22	Forestry, Natural Areas & Trails Manager
2.	Doris Langham	18	Administrative Specialist II
3.	Josh Hurley	3	Forestry Code Compliance Inspector
4.	Karen Scopel	41	Natural Areas Coordinator
5.	Chris Scully	14	Parks Maintenance Technician II
6.	Dan Dewey	17	Forestry Technician II
7.	April Longoria	6	Forestry Technician I
8.	Josh Perry	4	Forestry Technician I
9.			
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in OMB Circular A-122
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: self-insured  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*We have the capacity to easily manage the funding and completion of the project. We have no specific Board requirements or specifications. Program is managed by the Forestry, Natural Areas & Trails Manager and the Forestry Code Compliance Inspector. Forestry staff is also responsible for watering and follow-up care for the first three (3) years. We currently have no gaps in our administrative systems.*

**Executive Summary/Statement:**

**OPTIONAL.** Provide any additional information. Limit to space provided.

**Include the following documents with the application:**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Not applicable - City application     | <input type="checkbox"/> Proof of insurance                                  |
| <input type="checkbox"/> Resumes of key staff                             | <input type="checkbox"/> Organizational chart                                |
| <input type="checkbox"/> Board of Directors terms served, terms remaining | <input type="checkbox"/> DUNS number has been provided on Page 1             |
| <input type="checkbox"/> Articles of Incorporation                        | <input type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input type="checkbox"/> Bylaws   | <input type="checkbox"/> IRS non-profit status notice [501(c)3 letter]       |



CDBG Application Attachment

Forestry – 2018

“Before” #1



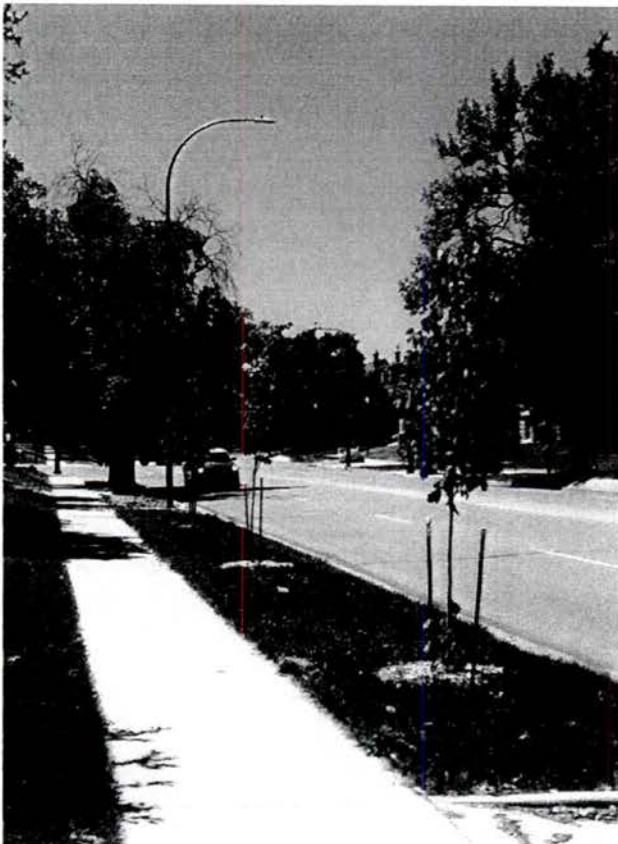
“After” - #1



"Before" #2



"After" #2





**COMMUNITY DEVELOPMENT BLOCK GRANT**  
2018 APPLICATION - for public service activities



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

*Colorado Visiting Nurse Association - Northern*

Applicant: CO Division Address: 2105 Clubhouse Drive, Greeley, CO 80634

Contact person: Tara Fitzgerald, RN Title: Community In-Home Support Services Manager

Phone number: 303-698-6337 Fax number: \_\_\_\_\_ Email: fitzgeraldt@vnacolorado.org

If different from above, person authorized to request funds: Jodie Deshmukh, Fund Development Manager

Phone # 303-698-6308 Email: deshmukhj@vnacolorado.org Agency website: www.vnacolorado.org

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:

Disabled  Elderly  Homeless  Other: Neighborhood residents  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)

Date of incorporation: Aug-79 Agency tax ID number: 84-1022003  
Chris Lee (CEO); Loretta (Lori) Follett,  
DUNS number: 149355406 Authorized signatory: VP/Chief Business Dev. Officer

SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)

Agency operating budget: 28,472,092 # of paid staff: 474 # of volunteers yearly: 125

Agency's Mission Statement:  
*Colorado Visiting Nurse Association (VNA) is a nonprofit, Medicare-certified home health organization originally founded in 1889. Its mission is to provide a continuum of health care in the home and community that supports optimal well-being, independence, and dignity.*

Provide a brief description of the proposed activity, including location (site address) if different from agency address:  
*Colorado VNA respectfully requests 18 months\* of support for its homemaking/personal care and medication management services. These services are provided for free to frail, low-income individuals, mostly older adults, to help them remain safe in their own homes and delay or prevent facility-based care, which costs communities substantially more. Personal care workers (PCWs) and homemakers perform light housework, bathing, meal preparation, and connect seniors to community resources such as nutrition and transportation services. Medication Management is conducted by Registered Nurses who educate clients about their medications and assist with developing a dosage schedule to enhance compliance (the share of hospital admissions related to medication nonadherence may be as high as 10 percent). (\*Note: Asking for 18 months of funding is to safeguard against possible delays in next year's receipt of funds.)*

Funding request:	CDBG request	_____	<u>\$60,000</u>
	Other funding - SECURED	_____	<u>\$51,885</u>
	Other funding - UNSECURED	_____	<u>\$17,260</u>
	Total estimated cost to complete the activity	_____	<u>\$129,145</u>

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: In-Home Support Services: Homemaking/Personal Care and Medication Management

Activity area (provide census tract and neighborhood information): Census tracts: \_\_\_\_\_

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> 10th Street corridor   | <input type="checkbox"/> Farr Par/Hillside                        | <input type="checkbox"/> John Evans           |
| <input type="checkbox"/> 14th Avenue/Maplewood  | <input type="checkbox"/> NE Greeley (N of 10th St; E of 23rd Ave) | <input checked="" type="checkbox"/> City-wide |
| <input type="checkbox"/> Sunrise Park   | <input type="checkbox"/> Other (describe) _____                   |   |
| <input type="checkbox"/> South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass) |   |   |

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Single-family housing rehab                     | <input type="checkbox"/> Multi-family housing rehab  | <input type="checkbox"/> Homeownership assistance |
| <input type="checkbox"/> Public facilities <sup>(1)</sup>                | <input type="checkbox"/> Public improvements <sup>(1)</sup>  | <input type="checkbox"/> Code enforcement         |
| <input type="checkbox"/> Reconstruction of housing                       | <input type="checkbox"/> Accessibility/removal of architectural barriers                                       |   |
| <input type="checkbox"/> Real property acquisition/clearance/disposition | <input type="checkbox"/> Relocation  | <input type="checkbox"/> Equipment purchase       |
| <input type="checkbox"/> Economic development                            | <input checked="" type="checkbox"/> Other: <u>Health Care: in-home medical and nonmedical support services</u> |   |

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

Presumed benefit groups:

<input type="checkbox"/> Migrant farm worker	<input type="checkbox"/> Illiterate adult	<input type="checkbox"/> Abused children
<input type="checkbox"/> Battered spouses	<input type="checkbox"/> Elderly persons (>= 62)	<input type="checkbox"/> Homeless person
<input type="checkbox"/> Severely disabled adult <sup>(1)</sup>	<input checked="" type="checkbox"/> Benefit is NOT to a presumed group	

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

Area (at least 51% of households within the activity area are LMI)

Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)

All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

<input type="checkbox"/> Prevention of slum/blight (generally for acquisition activities):	<input type="checkbox"/> Area slum/blight	<input type="checkbox"/> Spot slum/blight
<input type="checkbox"/> Jobs (at least 51% of jobs must be taken/retained by LMI households)	<input type="checkbox"/> Job creation	<input type="checkbox"/> Job retention
<input type="checkbox"/> Assistance during an emergency		

- Activity will meet the following Consolidated Plan priority(ies) (check all that apply):
- (H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)
- H  Create/maintain desirable & affordable housing.
  - H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
  - H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks,ramps, lights, landscape.
  - ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
  - ML  Neighborhood clean-up.
  - ML  Improvements to residential/commercial property conditions.
  - ML  Economic development.
  - L  Improvements to infrastructure, including tree planting in parks or park improvements.
  - L  Assistance for a public service or facility that addresses a non-essential need.
  - L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (PUBLIC SERVICE ACTIVITIES ONLY)**

Proposed public service activity is (check one):

Currently receiving CDBG funds       Proposed new servicee

An increase in the service currently provided (estimate % of increase):      111 % increase in hours

Estimate number of clients currently served annually:      47 (unduplicated)      90 (duplicated)

Public service category (check the most appropriate box):

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Senior/Elderly                   | <input type="checkbox"/> Substance abuse                | <input type="checkbox"/> Fair Housing activities |
| <input type="checkbox"/> Youth                            | <input type="checkbox"/> Crime prevention/awareness     | <input type="checkbox"/> Housing counseling      |
| <input type="checkbox"/> Child care                       | <input type="checkbox"/> Tenant/landlord counseling     | <input type="checkbox"/> Transportation          |
| <input type="checkbox"/> Legal                            | <input type="checkbox"/> Lead poisoning screening       | <input type="checkbox"/> Mental health           |
| <input checked="" type="checkbox"/> Health                | <input type="checkbox"/> Battered/abused spouses        | <input type="checkbox"/> Employment/training     |
| <input type="checkbox"/> Persons with disabilities        | <input type="checkbox"/> Battered/abused youth/children | <input type="checkbox"/> Other: _____            |
| <input type="checkbox"/> Equipment purchase without rehab |   |  |

Public service beneficiaries:       Low- moderate-income households/clientele       Low- moderate-income area

**Further Activity Description:** Provide a narrative discussing any aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, consequences of a activity not being funded, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

*Colorado's population is aging. In 2010 there were ~550,000 Coloradans over the age of 65; by 2030 there be will be 1.2 million individuals 65+ with the largest changes along the Front Range. In Weld County, it is anticipated that there will be a 160% increase in the older adult population. This population growth has vast implications for our community and economy. For example, chronic disease, which affects about 80% of older adults, is fueling much of the rising healthcare costs and chronic disease impedes abilities more so than other aging-related health changes such as weakening vision and reduced hearing. Despite the additional medical oversight required when living with chronic disease, the vast majority of older adults want to remain in their homes. Thus, receiving assistance with everyday household tasks is what often determines a person's ability to remain safe, independent, and self-confident. Colorado VNA's in-home support services - homemaking/personal care and medication management - are designed to help older adults remain safely in their homes and delay or prevent institutionalization and to do so in a cost-effective manner that improves health outcomes. According to Paying for Senior Care and Genworth, the annual cost of an assisted living facility in Greeley is around \$40,000 while a semi-private room in a nursing facility is over \$80,000. By contrast, the annual cost for 2-hr weekly homemaking visits is less than \$3,500 while monthly medication management visits cost approximately another \$1,500 annually. Further, a 2012 review of 42 studies for the Agency for Healthcare Research and Quality found better physical and mental functioning and less depression among older adults getting home and community based services than those in nursing homes. (These studies require more evidence to yield conclusive findings.) For years, Colorado VNA has provided in-home support services as part of a post-acute plan of care and as a standalone service. With support from community partners such as the City of Greeley, Area Agencies on Aging, and the Daniels Fund, Colorado VNA has also extended these critical health services, free-of-charge, to vulnerable individuals, mostly low-income older adults, the very people who can least afford self-pay options for support services yet who, like most elderly, desperately want to remain in their home and community. To complement household assistance, Colorado VNA provides medication management. Nonadherence to medication is a major cause of hospital readmissions. By educating clients and their families, as well as reconciling medicine, our nurses can improve health outcomes and lower healthcare costs. Within Greeley, the Weld County Area Agency on Aging covers approximately 71% of our homemaking costs for about 19 older adult clients who live within city limits. Support from the City of Greeley's CDBG program would help us cover our remaining expenses for those individuals, as well as continue to offer homemaking and medication management care for the current, ~24 Greeley CDBG grant clients, as well as an anticipated 10% turnover over the 18 month period, thereby increasing the total number of clients served: ~44 clients with homemaker services (approximately 3,263 hours) and 3 clients with medication management (approximately 125 hours).*

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$129,145 CDBG requested: \$60,000 CDBG %: 46%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:  
*Occasionally, clients donate directly to the program or to the organization. Total program restricted funding is typically less than \$300 per year and pooled with other program-specific support; it helps offset direct costs to provide these services to Greeley residents.*

**Funding sources:**

#	Source	Estimated Amount	Secured or Unsecured
1.	City of Greeley CDBG	\$60,000	This request
2.	Area Agency on Aging	\$52,125	Contracted for voucher payments
3.	Daniels Fund	\$ 15,000	Unsecured - planned renewal
4.	Allocations of unrestricted earned income	1020	Ongoing fee-for-service payments allocated to program
5.	Allocation of unrestricted philanthropic income	1000	Unsecured - planned fundraising campaigns
6.			
Total needs		\$129,145	Percent secured: 41%

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.  
*Colorado VNA's ability to provide nonreimbursable care, the very programs described in this request, is dependent firstly on our fundraising and secondly on allocations from our earned income (when resources permit). Currently, our voucher-based contract with the Area Agency on Aging for Weld County, which pays for homemaking at a rate of \$25/hr, was renewed for July 2017-June 2018 and about half the clients in this request are also AAA clients. We are actively seeking additional funds to ensure we can fully cover program costs including this application, an anticipated renewal request to the Daniels Fund in December 2017, and planned fundraising campaigns such as Colorado Gives Day and direct appeals. If adequate funding is not received, Colorado VNA will need to scale back, possibly even pause, its community services.*

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
City of Greeley CDBG	2016	\$25,000	medical & nonmedical services for low-income clients
City of Greeley CDBG	2015	\$15,000	medical & nonmedical services for low-income clients
City of Greeley CDBG	2012-14	\$25,000	medical & nonmedical services for low-income clients
City of Greeley CDBG	2011	\$20,000	medical & nonmedical services for low-income clients

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's financial capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded from the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

See attached

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
<i>Homemaking and Personal Care Visits - incl. travel time, mileage, benefits, and overhead = \$35/hr x ~3,236 hrs over 18-month period</i>	\$113,257.00	<i>Grants and allocations of earned and/or contributed income</i>
<i>Medication Management Visits - incl. travel time, mileage, benefits, and overhead = \$127/hr x 125.10 hrs over 18-month period.</i>	\$15,888.00	<i>Grants and allocations of earned and/or contributed income</i>
<b>Total activity budget</b>	<b>\$129,145.00</b>	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*The vast majority of older adults wish to age in their homes and communities. Aging-in-place means independence, access to friends and family, familiar routines, possessions and pets, and reduced risk of depression and illness like airborne illnesses. However, in order to keep older adults in familiar surroundings, seniors must be able to adequately and safely function in them. Colorado VNA promotes successful aging-in-place by offering a variety of preventive services that help seniors, especially those who are vulnerable, maintain their health and independence such as the homemaking and medication management programs described in this application. A continued partnership with the City of Greeley-CDBG program will ensure that low-income seniors - not solely those with enough disposable income to hire private homemaking services - have the opportunity to receive care services thereby extending their lives while also improving quality-of-life and fostering independence and doing so in a cost-effective manner to the individual and society at large. Collaborations such as this allow both parties to advance their missions and contribute to the creation of a vibrant, healthy Greeley.*

Agency's fiscal year: From Jan. 1 To Dec. 31

Is an outside audit completed annually?  Yes  No Generally completed by (date): 1-Jul  
343

**PART 4 - AGENCY CAPACITY**

Number of years in operation: 128  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: NoCO Div 1979  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:  
*Colorado VNA has been/is an administrator of direct and pass through federal funds including Community Development Block Grants, AAA/Older Americans Act Funds, and Veterans Administration dollars.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:  
*As a Medicare-certified agency, along with a recipient of diverse private, local, state, and federal grant funds, and home health partner of systems such as Kaiser Permanente, Colorado VNA is extremely experienced with procuring the services required to carry out contracts. We have an array of vetted health professionals who provide the home health, in-home support, and wellness and health promotion services for which we are contracted and/or patients prescribed.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:  
*The staff at Colorado VNA has had many years of experience administering the CDBG grants from Greeley, Fort Collins, and Loveland. In addition, Colorado VNA administers other public contracts and foundation awards totaling approximately \$1,000,000.*

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	Chris Lee	2.5	President and CEO
2.	Lora Daughtry, RN, BSN	7	Chief Nursing Officer
3.	Rosemary Gleason, RN, JD	1	Director of Nursing and Clinical Operations NoCO
4.	Tara Fitzgerald, RN	16	Paraprofessional Program Grants Manager
5.	Katherine Joyce	10	Officer Manager & Asst. Paraprofessional Manager NoCO
6.			
7.			
8.			
9.			
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in 2 CFR 200
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: \$1M/\$3M  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance



**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*Colorado VNA's overarching goal is to promote successful aging by offering a variety of value-based services, many in partnership with other health care facilities and organizations, that help seniors maintain their health and independence. Currently, Colorado VNA is focused on optimizing its recent merger to decrease redundancies, grow services, and achieve best practice clinical outcomes so that we are better positioned to negotiate more favorable contracts with commercial and public payers. In turn, these contracts will produce higher margin earnings which we can reinvest in critical community programs such as homemaking and medication management for low-income older adults. The merger has also fostered a Board that is representative of the diversity and cultures of the regions we serve. Additionally, we are actively building our Board and have launched Recruitment and Philanthropy Committees. Members are helping with our strategic plan update especially in the areas of growth, fundraising, and advocacy. Colorado VNA's leadership team is comprised of the CEO, CFO, VP/Chief Business Development Officer, Chief Nursing Officer, Hospice & Paraprofessional Director, and Human Resources Director. Program Management will be shared amongst the Paraprofessional Grants Managers and NoCO Director of Nursing & Clinical Operations since the project spans medical and nonmedical services. Colorado VNA's clinical and paraprofessional staff have all had criminal background checks prior to being hired. Each is licensed according to their specific discipline and is evaluated annually as to professional skills and agency required competencies. CDBG grant billing will remain at the Greeley office with support from the Finance Team based in Denver. Colorado VNA is a nationally accredited Home Health Care Agency, and is licensed by the State of Colorado. The agency follows the Visiting Nurse Association of America professional procedure manual for industry best clinical practice. Colorado VNA also maintains an agency policy and procedure manual which incorporates regulatory requirements and human resource guidelines for reference.*

**OPTIONAL.** Provide any additional information. Limit to space provided.

*Colorado VNA sincerely appreciates the steadfast partnerships of the City of Greeley and the staff of the Greeley Urban Renewal Authority for its support over the years. The funding has provided the resources necessary for Colorado VNA to provide critical, preventive health services to low-income individuals, namely older adults, that foster independence, and improve health outcomes and overall quality of life. Note on founding year v year tax exemption granted: For the purposes of this application, and to be consistent with past years' funding, Colorado VNA has used its Tax ID number that is associated with our Northern Colorado Division, formerly called RVNA. Colorado VNA the parent organization was founded in 1889, though it did not receive tax exempt status until 1989 due to its structure and association with other nonprofit and City of Denver divisions.*

Not applicable - City application

Resumes of key staff

Board of Directors terms served, terms remaining

Articles of Incorporation

Bylaws

Proof of insurance

Organizational chart

DUNS number has been provided on Page 1

Evidence of registration on the www.sam.gov website

IRS non-profit status notice [501(c)3 letter]

## **Colorado VNA Greeley CDBG Application Further Financial Description:**

Colorado VNA earns most of its revenue, about 95%, from insurers, both commercial and government. Like most community-based nonprofits, our margins on our earned income are not high enough to support our charitable endeavors, including those described in our application. The remaining revenue is comprised of philanthropic dollars contributed by a diverse group of private, public, corporate, and individual supporters who cover the costs to provide unreimbursable health and wellness services to the most vulnerable in our community, namely low-income older adults. In May 2016, RVNA merged with Colorado VNA and there was some disruption as RVNA employees transitioned to a new electronic medical records system, new payroll system, etc. and other procedural changes required to bring the organizations together and begin to synergize the operations. During this period of significant transition, the organization's financial performance declined from historical levels which then required the organization to access its line of credit more so than in the past. (Colorado VNA has \$0 operating reserves as we utilize a bank Line of Credit (LOC) to fund working capital.) This is due to the nature of medical receivables that historically take a long time to collect. We believe that the combined organization will realize the benefits of the merger and its synergies, and will return to profitability in 2017.

Colorado VNA's line of credit helps us fund working capital, due to the nature of medical receivables that take longer to recover. Our line of credit is a revolving line with Commerce Bank that is renewed annually and has a total capacity of \$3,000,000 with a floating rate of interest currently at 3.25%. It is secured by 75% of our claims Accounts Receivable. We can initiate draw down or repayment transactions at our discretion on a daily basis without any transaction fees.

Additionally, Colorado VNA is analyzing each of our business lines during a period of very tight operating margins. Based upon that analysis and the opportunities in the market, we may decide to concentrate our investments in certain business lines or geography which could affect the organizational finances. The evolution of our actual strategy may also be shaped by health care legislation at the national level.

## Additional Application Information

2018 CDBG – RVNA

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GURA staff asked how they arrived at the \$60,000 request. The response is noted below:

“As for the amount of our ask, it was based on the actual costs to our organization, over an 18-month period, to:

- 1) Cover the costs for a subset of Greeley-based homemaking clients whose services are *mostly, but not fully*, covered by our AAA Weld grant. Leveraging philanthropic dollars in this manner is a growing priority as it is the first step to ensure program sustainability.
- 2) Continue serving current CDBG Greeley clients for whom there are no other funds to tap into to provide services (save allocations of earned income if resources permit and/or unrestricted individual dollars we fundraise).

As we described in our application, over the last few months we have deeply examined each of our services to ensure we fully understand our costs and can attain sustainability for our community programs and potentially profitability for our commercial insurer fee-for-service programs (i.e., skilled home health). Within our free homemaking services in Northern Colorado, we realized that travel time and mileage costs were more significant and thus it has increased our hourly cost to around \$35. We anticipate achieving more efficiencies in the coming year and driving down the costs, which will then allow us to provide more care hours to our clients, or possibly take on additional clients.”



390 Grant Street  
 Denver, CO 80203  
 303-698-2121  
 www.VNAColorado.org

Colorado Visiting Nurse Association  
 2017 Consolidated Operating Budget

<b>REVENUE</b>	<b>External Budget</b>
NET PATIENT SERVICE REVENUE	\$ 26,684,879
PHILANTHROPIC REVENUE	
Corporations	\$ 9,600
Foundations	\$ 502,866
Individuals	\$ 69,280
In-Kind	\$ 120,000
Public Grants	\$ 902,488
Events	\$ 10,700
<b>TOTAL REVENUE</b>	<b>\$ 28,299,813</b>
<b>OPERATING EXPENSES</b>	
<b>Labor</b>	
SALARIES & BENEFITS	\$ 24,154,506
CONTRACT / TEMPORARY LABOR	\$ 392,600
<b>TOTAL LABOR EXPENSE</b>	<b>\$ 24,547,106</b>
<b>Other Expenses</b>	
MEDICAL SUPPLIES	\$ 904,929
CONTRACT SERVICES / PROFESSIONAL FEES	\$ 664,368
OTHER SUPPLIES	\$ 82,649
G & A EXPENSES	\$ 1,690,065
DEPRECIATION & AMORTIZATION	\$ 218,250
PROVISION FOR UNCOLLECTIBLE ACCTS	\$ 354,455
INTEREST / BOND EXPENSE	\$ 10,270
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 28,472,092</b>
<b>OTHER INCOME (EXPENSE)</b>	
INVESTMENT INCOME	\$ 54,992
OTHER INCOME (EXPENSE)	\$ 118,995
<b>TOTAL OTHER INCOME (EXPENSE)</b>	<b>\$ 173,987</b>
<b>CHANGE IN UNRESTRICTED NET ASSETS</b>	<b>\$ 1,708</b>



**COMMUNITY DEVELOPMENT BLOCK GRANT**  
**2018 APPLICATION - for public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant: North Colorado Health Alliance Address: 2930 11th Ave. Greeley, CO 80634  
 Contact person: Carlee Rosen Title: Director of Community Health Development  
 Phone number: 9704562505 Fax number: 9703504696 Email: crosen.alliance@nocoaha.org

If different from above, person authorized to request funds: \_\_\_\_\_  
 Phone # \_\_\_\_\_ Email: \_\_\_\_\_ Agency website: northcoloradohealthallia

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:  
 Disabled  Elderly  Homeless  Other: vulnerable population utilizing the 9-1-1 system  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)  
 Date of incorporation: 5/20/2003 Agency tax ID number: 65-1189617  
 DUNS number: 1414163670000 Authorized signatory: Mark Wallace  
 SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)  
 Agency operating budget: 4.3 million # of paid staff: 46 # of volunteers yearly: \_\_\_\_\_

Agency's Mission Statement:  
*The Alliance's mission is to develop and support a healthy population with 100% access to quality service and care at a sustainable cost.*

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:  
 The Community Action Lab is a collaborative of first responders, law enforcement, healthcare, behavioral health, and community agencies committed to the reduction of non-emergent 9-1-1 calls. This collaborative has completed a 100 day pilot which focused on prevention and diversion strategies, in order to get individuals connected to the appropriate resources needed. This is a community collaborative and the requested funds are to be assigned for the full-time coordinator position for the Community Action Lab. The coordinator position will work to support efforts of the collaborative group. This request is limited to the full-time coordinator position for five months, and does not include funding for additional staff members and administration costs.

As

Funding request:	CDBG request	_____	\$30,000
	Other funding - SECURED	_____	\$39,300
	Other funding - UNSECURED	_____	
	Total estimated cost to complete the activity	_____	\$69,300

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: Community Action Lab

Activity area (provide census tract and neighborhood information): \_\_\_\_\_ Census tracts: All Greeley

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> 10th Street corridor   | <input type="checkbox"/> Farr Par/Hillside                        | <input type="checkbox"/> John Evans           |
| <input type="checkbox"/> 14th Avenue/Maplewood  | <input type="checkbox"/> NE Greeley (N of 10th St; E of 23rd Ave) | <input checked="" type="checkbox"/> City-wide |
| <input type="checkbox"/> Sunrise Park   | <input type="checkbox"/> Other (describe) _____                   |   |
| <input type="checkbox"/> South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass) |   |   |

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Single-family housing rehab                     | <input type="checkbox"/> Multi-family housing rehab   | <input type="checkbox"/> Homeownership assistance |
| <input type="checkbox"/> Public facilities <sup>(1)</sup>                | <input type="checkbox"/> Public improvements <sup>(1)</sup>                                 | <input type="checkbox"/> Code enforcement         |
| <input type="checkbox"/> Reconstruction of housing                       | <input type="checkbox"/> Accessibility/removal of architectural barriers                    |   |
| <input type="checkbox"/> Real property acquisition/clearance/disposition | <input type="checkbox"/> Relocation   | <input type="checkbox"/> Equipment purchase       |
| <input type="checkbox"/> Economic development                            | <input checked="" type="checkbox"/> Other: <u>Community Action Lab Coordinator position</u> |   |

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

- |   |  |   |  |
|---|--|---|--|
| Presumed benefit groups:  | <input type="checkbox"/> Migrant farm worker                           | <input type="checkbox"/> Illiterate adult | <input type="checkbox"/> Abused children         |
| <input type="checkbox"/> Battered spouses                       | <input type="checkbox"/> Elderly persons (>= 62)                       | <input type="checkbox"/> Homeless person  | <input type="checkbox"/> Person living with AIDS |
| <input type="checkbox"/> Severely disabled adult <sup>(1)</sup> | <input checked="" type="checkbox"/> Benefit is NOT to a presumed group |   |  |

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

- Area (at least 51% of households within the activity area are LMI)
- Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)
- All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

- Prevention of slum/blight (generally for acquisition activities):  Area slum/blight  Spot slum/blight
- Jobs (at least 51% of jobs must be taken/retained by LMI households)  Job creation  Job retention
- Assistance during an emergency

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks,ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (PUBLIC SERVICE ACTIVITIES ONLY)**

Proposed public service activity is (check one):

- Currently receiving CDBG funds       Proposed new servicee
- An increase in the service currently provided (estimate % of increase): \_\_\_\_\_ %

Estimate number of clients currently served annually:      250 (unduplicated)      500,000 (duplicated)

Public service category (check the most appropriate box):

- |   |  |  |
|---|--|--|
| <input checked="" type="checkbox"/> Senior/Elderly            | <input checked="" type="checkbox"/> Substance abuse                | <input type="checkbox"/> Fair Housing activities                                     |
| <input checked="" type="checkbox"/> Youth                     | <input checked="" type="checkbox"/> Crime prevention/awareness     | <input checked="" type="checkbox"/> Housing counseling                               |
| <input type="checkbox"/> Child care                           | <input type="checkbox"/> Tenant/landlord counseling                | <input checked="" type="checkbox"/> Transportation                                   |
| <input type="checkbox"/> Legal                                | <input type="checkbox"/> Lead poisoning screening                  | <input checked="" type="checkbox"/> Mental health                                    |
| <input checked="" type="checkbox"/> Health                    | <input checked="" type="checkbox"/> Battered/abused spouses        | <input checked="" type="checkbox"/> Employment/training                              |
| <input checked="" type="checkbox"/> Persons with disabilities | <input checked="" type="checkbox"/> Battered/abused youth/children | <input checked="" type="checkbox"/> Other: <u>High utilizers of the 9-1-1 system</u> |
| <input type="checkbox"/> Equipment purchase without rehab     |  |  |

Public service beneficiaries:       Low- moderate-income households/clientele       Low- moderate-income area

**Further Activity Description:** Provide a narrative discussing any aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, consequences of a activity not being funded, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

The role of the coordinator position will be to facilitate the activities of the Community Action Collaborative. Responsibilities include establishing the foundational work with the partners, formalizing the activities between agencies, scheduling ride alongs, scheduling and facilitation of Community Action Lab (CAL) meetings, data collection and reporting, grant writing, training, assisting the agencies to establish activities to enhance the prevention and diversion strategies, and working with community partners to scale up the project to other municipalities. NCHA will be the sponsoring agency and the CFO will provide oversight of the funding. The reporting will be provided by the coordinator and the CFO. NCHA is a 501(c)3 is applying on behalf of the collaborative.

The population focus is low to moderate income. Currently, an assessment is completed for each person outreached. Thus far, all of the people we have outreached are either on Medicaid or are homeless. Low income status is verified when they qualify for Medicaid. Individuals that we have outreached that have Medicare are also low to moderate income level. We will add income as one of the demographic questions. With this project, all individuals are served without exclusion. However, the focus population is low to moderate income.

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$69,300 CDBG requested: \$30,000 CDBG %: 43%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

**Funding sources:**

Source	Estimated Amount	Secured or Unsecured
1. 2018 CDBG Funding	\$30,000	Secured
2. NCHA Core Funding	\$39,300	Secured
3. Remainder of 2017 CDBG grant	\$30,000	Unsecured
4. Remainder of 2017 NCHA matching funds	\$30,000	Unsecured
5.		
6.		
<b>Total needs</b>	<b>\$129,300</b>	<b>Percent secured: 30%</b>

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.  
*This grant will provide the needed funds to pay for the coordinator salary for July 2017-June 2018. In addition, the North Colorado Health Alliance, along with other partners are actively researching other funding opportunities, and exploring various funding models with the collaborative including private donors, other grants, in-kind support, county funds, and a shared funding model. The collaborative is working aggressively to establish sustainable funding for this project. This CDBG grant will provide the needed support for the project until other funding can be acquired.*

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
CDBG	2017	\$30,000	Program coordinator

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program



**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's financial capacity, including operating and maintenance reserves, reserves for large activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded for the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

*North Colorado Health Alliance (NCHA) is a non profit organization with a \$4.3M operating budget. NCHA is primarily funded through various state, local and foundation grants and contractual agreements. NCHA has been successful in generating operating margins over the last several years, primarily as a result of our contractual agreements. The organization does currently have over 120 days of operating reserves. To date, the organization has not had to utilize any of the reserves to support operations. NCHA also has a small reserve fund for maintenance of the organization's mobile medical van. All of the programs are funded directly from the grants and contracts previously mentioned. Membership dues assist in covering some of the administrative costs not covered by the grants. The remainder of the administrative costs are offset by the contractual agreements previously mentioned. NCHA and the community partners wish to continue one of the programs that is ending due to a lack of funding. The requested funding will allow the organization to continue with the program for a period 5 months while additional funding is obtained to fund this position, and to cover other project related expenses.*

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
Community Action Collaborative Coordinator Salary + fringe benefits (26%) for 12 months	\$39,300.00	NCHA
	\$30,000.00	CDBG
Total activity budget	\$69,300.00	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*This funding provides the opportunity to hire for the full-time coordinator position for the Community Action Lab and continue the foundational work to keep the momentum of the activities that have already been established. The prevention and diversion strategies are in place and the urgent responders and law enforcement have scheduled ride alongs. What is needed for sustainability and to strengthen this collaborative is to sustain the coordinator position. Without the structure provided by this role, the project will not have the continuity necessary to further develop this very important work. There are over 200 individuals that have been assisted by prevention and/or diversion and have been able to get the resources needed. For those that have been outreached for prevention or diversion when 9-1-1 is called, they have shown a reduction in calls, and in some cases the individual no longer utilizes the system. Instead, with education and support, they have alternatives when needing help. This has been a very effective method and the collaborative partners are encouraged by the outcomes so far. This project has already made an impact on the system, and we are striving for a systems change.*

Agency's fiscal year: From January To December

Is an outside audit completed annually?  Yes  No Generally completed by (date): June

**PART 4 - AGENCY CAPACITY**

Number of years in operation: 15  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: 2002  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:

*We completed a 5 year Federal SAMHSA grant, in additiona to Project LAUNCH.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:

*NCHA has a solid track record of raising and managing grant funding from state, federal, and private sources, and is currently managing grants from over 8 funders.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	<i>Mark Wallace</i>	<i>15</i>	<i>CEO</i>
	<i>Lesley Brooks</i>	<i>4</i>	<i>Assistant Medical Director</i>
2.	<i>Deirdre Pearson</i>	<i>2</i>	<i>COO</i>
3.	<i>Joanna Martinson</i>	<i>5</i>	<i>Director of Care Management</i>
4.	<i>Kim Fairley</i>	<i>3</i>	<i>Care Management Supervisor</i>
5.	<i>Carlee Rosen</i>	<i>4</i>	<i>Director of Community Health Development</i>
6.	<i>Meredith Munoz</i>	<i>4</i>	<i>Care Management Supervisor</i>
7.	<i>Josh Sherman</i>	<i>1</i>	<i>Community Health Care Manager</i>
8.	<i>Katie Tann</i>	<i>2</i>	<i>Community Health Care Manager</i>
9.	<i>Kevin Maddox</i>	<i>11</i>	<i>Chief Financial Officer</i>
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in 2 CFR 200
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures adressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: \$1,000,000  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*NCHA, incorporated as a 501(c)(3) non-profit organization in 2002, is a public/private joint venture dedicated to treating community health as a single complex phenomenon. Our work is mission driven and not bounded by governmental jurisdictions or taxing/hospital districts. Trusted and enduring partnerships characterize our organization, as we collaborate with over 72 regional entities.*

*For fifteen years, NCHA has worked with Weld County residents through community-based efforts. NCHA programs draw on staffing and resources from partners and individual community members in a coordinated effort to reach our community health objectives. NCHA has a solid track record of raising and managing grant funding from state, federal, and private sources, and is currently managing grants from over 8 funders.*

**Executive Summary/Statement:**

**OPTIONAL.** Provide any additional information. Limit to space provided.

Empty space for optional executive summary/statement.

**Include the following documents with the application:**

- |  |   |
|--|---|
| <input type="checkbox"/> Not applicable - City application                           | <input checked="" type="checkbox"/> Proof of insurance                                  |
| <input checked="" type="checkbox"/> Resumes of key staff                             | <input checked="" type="checkbox"/> Organizational chart                                |
| <input checked="" type="checkbox"/> Board of Directors terms served, terms remaining | <input checked="" type="checkbox"/> DUNS number has been provided on Page 1             |
| <input checked="" type="checkbox"/> Articles of Incorporation                        | <input checked="" type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input checked="" type="checkbox"/> Bylaws   | <input checked="" type="checkbox"/> IRS non-profit status notice                        |



**COMMUNITY DEVELOPMENT BLOCK GRANT**  
**2018 APPLICATION - for public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant: Catholic Charities Address: 1442 N. 11th Ave., Greeley CO 80631  
 Contact person: Enita Kearns-Hout Title: Regional Director  
 Phone number: 970-616-8604 Fax number: 970-353-3861 Email: ekearns-hout@ccdenver.org  
 If different from above, person authorized to request funds: Laurence Smith, President and CEO  
 Phone # 303-742-0828 Email: lsmith@ccdenver.org Agency website: www.ccdenvr.org

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:  
 Disabled  Elderly  Homeless  Other: Neighborhood residents  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)  
 Date of incorporation: 4/27/1928 Agency tax ID number: 84-0686679  
 DUNS number: 078342276 Authorized signatory: Laurence Smith or Wayne Wolberg  
 SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)  
 Agency operating budget: \$24,836,734 # of paid staff: 446 # of volunteers yearly: 4,554

Agency's Mission Statement:  
*"As the charitable arm of the Archdiocese of Denver, and inspired by God's love and compassion, Catholic Charities extends the healing ministry of Jesus Christ to the poor and those in need." Catholic Charities serves people of all faiths, backgrounds and cultures.*

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:  
*We are requesting funding for case management services at Guadalupe Community Center, a year-round general population shelter in Greeley that provides emergency overnight shelter for women and their children, and extended-stay shelter (up to 120 days) for men, women and families. Residents in extended-stay participate in the Levels program, where they work with a case manager to establish goals pertaining to employment, establishing income, building a savings, and permanent housing. Residents attend classes on computer skills, money management, parenting, life skills, etc., as case managers help empower them to address the root causes of homelessness and make positive changes in their lives. We operate the only shelter in Weld County that provides services to individuals as well as families living in poverty, including shelter and supportive services for the homeless, emergency rent and utility assistance, assistance for victims of crime, senior services, and family/kinship support.*

Funding request:	CDBG request	<u>\$20,000</u>
	Other funding - SECURED	<u>\$114,118</u>
	Other funding - UNSECURED	<u>\$1,007,067</u>
	Total estimated cost to complete the activity	<u>\$1,141,185</u>

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: Guadalupe Community Center Shelter Case Management Services

Activity area (provide census tract and neighborhood information): \_\_\_\_\_ Census tracts: \_\_\_\_\_

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> 10th Street corridor   | <input type="checkbox"/> Farr Par/Hillside   | <input type="checkbox"/> John Evans           |
| <input type="checkbox"/> 14th Avenue/Maplewood  | <input type="checkbox"/> NE Greeley (N of 10th St; E of 23rd Ave)  | <input checked="" type="checkbox"/> City-wide |
| <input type="checkbox"/> Sunrise Park   | <input checked="" type="checkbox"/> Other (describe) <u>People come to the shelter from various parts of the city.</u> |   |
| <input type="checkbox"/> South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass) |  |   |

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Single-family housing rehab                     | <input type="checkbox"/> Multi-family housing rehab                      | <input type="checkbox"/> Homeownership assistance |
| <input type="checkbox"/> Public facilities <sup>(1)</sup>                | <input type="checkbox"/> Public improvements <sup>(1)</sup>              | <input type="checkbox"/> Code enforcement         |
| <input type="checkbox"/> Reconstruction of housing                       | <input type="checkbox"/> Accessibility/removal of architectural barriers |   |
| <input type="checkbox"/> Real property acquisition/clearance/disposition | <input type="checkbox"/> Relocation                                      | <input type="checkbox"/> Equipment purchase       |
| <input type="checkbox"/> Economic development                            | <input checked="" type="checkbox"/> Other: <u>Public Service</u>         |   |

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

Presumed benefit groups:	<input type="checkbox"/> Migrant farm worker	<input type="checkbox"/> Illiterate adult	<input type="checkbox"/> Abused children
<input type="checkbox"/> Battered spouses	<input type="checkbox"/> Elderly persons (>= 62)	<input checked="" type="checkbox"/> Homeless person	<input type="checkbox"/> Person living with AIDS
<input type="checkbox"/> Severely disabled adult <sup>(1)</sup>	<input type="checkbox"/> Benefit is NOT to a presumed group		

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

Area (at least 51% of households within the activity area are LMI)

Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)

All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

<input type="checkbox"/> Prevention of slum/blight (generally for acquisition activities):	<input type="checkbox"/> Area slum/blight	<input type="checkbox"/> Spot slum/blight
<input type="checkbox"/> Jobs (at least 51% of jobs must be taken/retained by LMI households)	<input type="checkbox"/> Job creation	<input type="checkbox"/> Job retention
<input type="checkbox"/> Assistance during an emergency		

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks, ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (PUBLIC SERVICE ACTIVITIES ONLY)**

Proposed public service activity is (check one):

- Currently receiving CDBG funds     Proposed new servicee  
 An increase in the service currently provided (estimate % of increase):    5 %

Estimate number of clients currently served annually:    295 (unduplicated)    1350 (duplicated)

Public service category (check the most appropriate box):

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Senior/Elderly                   | <input type="checkbox"/> Substance abuse                | <input type="checkbox"/> Fair Housing activities                                  |
| <input type="checkbox"/> Youth                            | <input type="checkbox"/> Crime prevention/awareness     | <input type="checkbox"/> Housing counseling                                       |
| <input type="checkbox"/> Child care                       | <input type="checkbox"/> Tenant/landlord counseling     | <input type="checkbox"/> Transportation   |
| <input type="checkbox"/> Legal                            | <input type="checkbox"/> Lead poisoning screening       | <input type="checkbox"/> Mental health  |
| <input type="checkbox"/> Health                           | <input type="checkbox"/> Battered/abused spouses        | <input type="checkbox"/> Employment/training                                      |
| <input type="checkbox"/> Persons with disabilities        | <input type="checkbox"/> Battered/abused youth/children | <input checked="" type="checkbox"/> Other: <u>Shelter and Supportive Services</u> |
| <input type="checkbox"/> Equipment purchase without rehab |   |   |

Public service beneficiaries:     Low- moderate-income households/clientele     Low- moderate-income area

**Further Activity Description:** Provide a narrative discussing any aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, consequences of a activity not being funded, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

*Guadalupe Community Center (GCC) s a 13,000 square-foot, three-story facility which is the main office for Catholic Charities' Weld County programs. The first floor includes a dorm that is divided into six bedrooms that can accommodate 24 men. The third floor includes a dorm for six single women and six family rooms that can accommodate up to five people each. There is a designated Special Needs room, which has a hospital bed to accommodate patients discharged from the hospital with nowhere to live. Medical needs and services for those clients are coordinated by GCC staff, North Colorado Medical Center social workers, and other health care professionals. GCC served 281 unduplicated extended-stay clients last year, an increase of 9% over the previous year. The 2017 Weld County Point-In-Time Survey indicated that on January 25, 2017, 264 individuals (or 1 in every 1000 Weld County residents) were experiencing homelessness. GCC meets the national objective of providing assistance to LMI residents by providing the homeless with shelter and case management services that help them establish income and obtain permanent housing. Catholic Charities has the most comprehensive non-governmental social service program in Weld County. These wraparound services, provided by multiple programs within the agency, support homeless individuals and provide them with access to case management, housing counseling, life skills classes and job support services that can help them acquire or improve income and attain stable housing. All of the people served by GCC are considered low-income and most have barriers to success including mental or physical health issues, lack of education and employment, addiction, etc. Many of the children are behind their peers developmentally and educationally because of a lack of stability in their lives. Case managers assist families in identifying the root causes of homelessness and creating individualized plans for self-sufficiency, and provide critical emotional support along the way. A focus for our case managers in the upcoming year will be on forming relationships with area employers who might have available jobs suitable for GCC residents. These ongoing relationships, having case managers navigate the job market and advocate for clients, in addition to the employment support services (resume writing, job searches, onsite computer lab, life skills classes) offered as part of the case management plan, will be an important component in helping our clients find work and establish an income, a first step toward achieving self-sufficiency. During the 2017-18 fiscal year, we anticipate that 75% of shelter residents will transition to stable housing, and 75% will establish stable income through benefits and/or employment. It is expected that GCC will serve at least 5% more clients in the upcoming year due to the number of people in our community needing shelter. With so many people in the community who need help now, and countless others who may be at risk of homelessness and need assistance in the future, it is imperative that services like those offered at Guadalupe Community Center continue to be available to meet their needs.*

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$1,141,185 CDBG requested: \$20,000 CDBG %: 2%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

N/A

**Funding sources:**

	Source	Estimated Amount	Secured or Unsecured
1.	General Donations	\$618,665	secured/unsecured
2.	United Way	40,100	secured
3.	Public Grants	42,000	unsecured
4.	Private Grants	219,200	secured/unsecured
5.	Service Contracts	201,220	unsecured
6.	CDBG	20,000	unsecured
	Total needs	\$1,141,185	Percent secured: 10%

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.

Catholic Charities applies each year for funding from the State of Colorado's Emergency Solutions grant fund. The timeline for this grant varies from year to year, but it is anticipated that applications will be due in October 2017 with an estimated award date of January 2018. In addition, Catholic Charities submits multiple grant applications to private foundations throughout the year with various award dates. If unsecured funding is not received, the agency will attempt to increase private donations and may, if necessary, consider cutting services.

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
CDBG	2016	\$15,000	Guadalupe Case Management
CDBG	2014	\$10,000	Emergency Cold Weather Shelter
CDBG	2010	\$332,500	Guadalupe Community Center Construction
General City Funds	2009	\$6,300	Emergency Shelter and Meals
CDBG	2006	\$67,500	Guadalupe Community Center Engineering
CDBG	2005	\$267,500	Guadalupe Community Center Land Acquisition

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's financial capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded for the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

*Catholic Charities maintains one and one-half months of operating costs for reserves, which is approximately \$2,000,000. Funding for the general operation of the agency comes from a mix of individual donations, contributions from churches, public and private grants, United Way, and government contracts. Guadalupe Community Center is partially funded from the general operating account of the agency, but an increase in demand for services necessitates finding funding above and beyond what the agency can responsibly fund through general donations.*

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
Personnel	\$609,914.00	various
Occupancy	\$205,994.00	various
Employee Support	\$6,990.00	private donations
Food & Supplies	\$49,950.00	various
Contracted Services	\$2,500.00	various
Vehicle & Equipment	\$7,350.00	various
Direct Client Assistance	\$10,600.00	private grants
Postage, Printing & Adversiting	\$2,025.00	various
Other Expenses	\$9,300.00	various
Depreciation	\$8,557.00	N/A
Regional Oversight	\$110,248.00	various
Admin Allocation	\$117,757.00	various
<b>Total activity budget</b>	<b>\$1,141,185.00</b>	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

*Investing CDBG funds in Guadalupe Community Center benefits those experiencing homelessness by ensuring that the shelter operates at full capacity, especially as it relates to staffing and service provision. The key to moving people away from homelessness and toward self-sufficiency is the case management services they receive from Guadalupe Community Center staff. Without adequate funding from a variety of funding sources, Guadalupe Community Center would face the possibility of having to reduce staff or staff time, thereby reducing the critical support the residents need to successfully transition into the community. Without CDBG funding at the requested level, Guadalupe Community Center would continue to operate, but it may not be able to serve as many clients or provide all of the services needed to stabilize their lives and work toward a long-term, sustainable future.*

Agency's fiscal year: From 7/1/2017 To 6/30/2018

Is an outside audit completed annually?  Yes  No Generally completed by (date): 11/30/2018



**PART 4 - AGENCY CAPACITY**

Number of years in operation: 89  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: 1928  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:  
*Catholic Charities receives grants from the following federal agencies: Veterans Affairs, Homeland Security (Federal Emergency Management Agency), Health and Human Services, Housing and Urban Development, and Agriculture. The agency is reviewed through an OMB single audit on an annual basis.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:  
*Catholic Charities has managed federal grants for over 30 years and has consistently met reporting requirements without any major findings. The agency's accounting department is well-versed in federal accounting procedures, reimbursement of funds, purchase orders, etc., and has satisfactorily met all OMB requirements throughout the years.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  
 Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:  
*Catholic Charities was awarded \$15,000 for 2017 by the GURA Board to provide case management services. In the past, Catholic Charities has worked with GURA on providing cold weather shelter at Guadalupe Community Center to persons who are homeless. Catholic Charities also worked with GURA on the construction of Guadalupe Community Center.*

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	<i>Enita Kearns-Hout</i>	<i>18</i>	<i>Weld County Regional Director</i>
2.	<i>Ernest Cienfuegos-Baca</i>	<i>1.5</i>	<i>Shelter Operations Manager</i>
3.	<i>Cheri Anderson</i>	<i>20</i>	<i>Director of Case Management Services</i>
4.	<i>Stephanie Woods</i>	<i>5</i>	<i>Case Manager</i>
5.			
6.			
7.			
8.			
9.			
10.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in 2 CFR 200
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: \$1,750,000  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*Catholic Charities' executive staff consists of Larry Smith, President and CEO; Wayne Wolberg, Chief Financial Officer; Tom Wanzeck, VP of Business Services; Geoff Bennett, VP of Shelter and Community Outreach Services; Jan McIntosh, VP of Women's Services; and Alison Keough, VP of Family and Children's Services. They ultimately oversee the agency's programs and administrative functions. In addition to the main office in Denver, Catholic Charities has an office in Fort Collins that serves Larimer County; an office in Greeley that serves Weld County; and another on the Western Slope that serves Eagle, Garfield and Pitkin counties. Each office has its own regional director. Catholic Charities' board members are selected based on their skills, experience, geographic representation, and fundraising ability. Catholic Charities is accredited through the Council on Accreditation, which encourages the use of systematic and agency-wide program performance and quality improvement standards. Catholic Charities adheres to these standards, by which it measures and monitors program outcomes on a monthly, quarterly and yearly basis. Catholic Charities analyzes these findings on an ongoing basis in order to determine how best to improve service delivery where needed. Catholic Charities is also approved by the Better Business Bureau, meeting the standards for charitable accountability.*

**Executive Summary/Statement:**

**OPTIONAL.** Provide any additional information. Limit to space provided.

*Because Catholic Charities in Weld County is not a separate organization, the organizational financial information provided with this application is for Catholic Charities as a whole. It is important to note, however, that Catholic Charities' Weld County office does have a separate budget under which it operates.*

**Include the following documents with the application:**

- |  |   |
|--|---|
| <input type="checkbox"/> Not applicable - City application                           | <input checked="" type="checkbox"/> Proof of insurance                                  |
| <input checked="" type="checkbox"/> Resumes of key staff                             | <input checked="" type="checkbox"/> Organizational chart                                |
| <input checked="" type="checkbox"/> Board of Directors terms served, terms remaining | <input checked="" type="checkbox"/> DUNS number has been provided on Page 1             |
| <input checked="" type="checkbox"/> Articles of Incorporation                        | <input checked="" type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input checked="" type="checkbox"/> Bylaws   | <input checked="" type="checkbox"/> IRS non-profit status notice [501(c)3 letter]       |

**Catholic Charities**  
**Case Management Expenses**  
**For the Period Ending June 30, 2018**

**Expenses:**

Personnel Expenses	112,643
Occupancy	27,905
Employee Support Costs	2,880
Food & Supplies	1,180
Direct Assistance	7,950
Postage, Printing & Advertising	500
Other Expenses	1,840
Depreciation & Amortization	1,711
Allocations (Admin and Regional)	39,166
<hr/>	
Total Operating Expenses	<hr/> 195,775

**Catholic Charities**  
**Weld County Budget**  
For the Period Ending June 30, 2018

<b>Revenue, Gains and Support:</b>	<b>Budget</b>
<i>Public Support:</i>	
Direct Contributions	567,856
Parish Donations	61,942
Archbishop's Catholic Appeal	175,000
Contributed Materials	-
United Way & Combined Federal	229,600
Public Grants	85,368
Private Grants	361,050
Service Contracts	366,220
<b>Total Public Support</b>	<b>1,847,036</b>
<i>Revenue:</i>	
Rental Income & Subsidy	
Miscellaneous Income	2,000
<b>Total Revenue</b>	<b>2,000</b>
<b>Total Revenue, Gains, Support &amp; Carryovers</b>	<b>1,849,036</b>
<b>Expenses:</b>	
Personnel Expenses	1,079,289
Occupancy	83,560
Employee Support Costs	21,694
Food & Supplies	58,925
Contract Services	6,950
Equipment Costs	13,150
Contributed Materials	-
Direct Assistance	262,800
Postage, Printing & Advertising	3,185
Other Expenses	10,425
<b>Total Operating Expenses</b>	<b>1,539,978</b>
<b>Operating Surplus (Deficit)</b>	<b>309,058</b>
Depreciation & Amortization	119,132
<b>Total Expenses</b>	<b>1,659,110</b>
<b>Net Change in Assets</b>	<b>189,926</b>



**COMMUNITY DEVELOPMENT BLOCK GRANT**  
**2017 APPLICATION - for public service activities**



**PART 1 - APPLICANT INFORMATION and BRIEF OVERVIEW OF REQUEST**

Applicant: Greeley Transitional House Address: 1206 10th Street, Greeley, CO 80631  
 Contact person: Jodi Hartmann Title: Executive Director  
 Phone number: (970) 352-3215 Fax number: (970) 352-0130 Email: jodi@greeleytransitionalhouse.org  
 If different from above, person authorized to request funds: \_\_\_\_\_  
 Phone # \_\_\_\_\_ Email: \_\_\_\_\_ Agency website: \_\_\_\_\_

Applicant Type:  Government/Public agency  For-profit business/organization  
 Faith-based organization  Other (specify) \_\_\_\_\_  
 Non-profit 501(c)(3)

Mark agency focus (type of clientele served) - mark as many as apply:  
 Disabled  Elderly  Homeless  Other: Neighborhood residents  
 Domestic Violence  Youth  Persons needing transitional housing  Low-mod income persons

Applicant description: (Applicant must have a DUNS number and an "active" registration at www.sam.gov to apply.)  
 Date of incorporation: 1985 Agency tax ID number: 84-1045958  
 DUNS number: 168654606 Authorized signatory: Jodi Hartmann  
 SAM.gov registered?  Yes  No (Application will not be reviewed without sam.gov registration.)  
 Agency operating budget: \$470,000.00 # of paid staff: 10 # of volunteers yearly: 75

Agency's Mission Statement:  
To provide safety, stability, and opportunities for families in crisis through emergency shelter and comprehensive support services.

Provide a **brief** description of the proposed activity, including location (site address) if different from agency address:  
*In the 2016/2017 CDBG grant cycles, GTH was awarded \$10,000/year to provide seed funding to develop a new Landlord Recruitment Program in order to improve the lengths of stays of families utilizing the emergency shelter and to be able to serve more homeless families. The funds paid partial costs for a part-time case manager to develop and coordinate this new program. To date, we have received the initial \$10,000 in funding which has allowed us to hire the case manager and develop the program. We began fully implementing the new program in early 2017 and we are seeing positive outcomes. For example, we are now requiring the completion of the Tenant Education Classes for all emergency shelter, Camfield Corner Apartments, and Rapid Rehousing program participants (approximately 110 families each year). We have developed six new landlord relationships and continue to develop new landlord relationships. During the 2nd Calendar Quarter of 2017, we began to see a surge in numbers of emergency shelter families finding housing through these relationships, and we continue to see a marked improvement in the reduction of average length of stays in the emergency shelter. In summary, the proposed activity for this 2018 application is to continue building this program thereby increasing the numbers of families served by the shelter. We will also continue increasing the tenant education of all GTH clients so that they will become better tenants and prevent a return to homelessness while building solid landlord relationships.*

Funding request:	CDBG request	<u>\$10,000</u>
	Other funding - SECURED	<u>\$12,150</u>
	Other funding - UNSECURED	_____
	Total estimated cost to complete the activity	<u>\$22,150</u>

Provide the following:  Documentation indicating signatory authority to apply for/receive grants and sign for agency.

**PART 2 - ACTIVITY INFORMATION**

Activity name: GTH Emergency Shelter Services

Activity area (provide census tract and neighborhood information): Census tracts: 1, 2, 3, 4, 5, 4.01, 4.02, 5, 6, 7, 07, 9, 10.01, 10.02, 11, 12.01, 12.02, 13, 14.01, 14.02, 14.03

- 10th Street corridor
- Farr Par/Hillside
- John Evans
- 14th Avenue/Maplewood
- NE Greeley (N of 10th St; E of 23rd Ave)
- City-wide
- Sunrise Park
- Other (describe) \_\_\_\_\_
- South Sunrise/East UNC (13th Street to 25th Street; 11th Avenue to Hwy. 85 Bypass)

Activity type (check all that are applicable to this activity): <sup>(1)</sup> See NOFA/Instructions for definitions

- Single-family housing rehab
- Multi-family housing rehab
- Homeownership assistance
- Public facilities <sup>(1)</sup>
- Public improvements <sup>(1)</sup>
- Code enforcement
- Reconstruction of housing
- Accessibility/removal of architectural barriers
- Real property acquisition/clearance/disposition
- Relocation
- Equipment purchase
- Economic development
- Other: Public Services

Will at least 51% of the beneficiaries of this activity be low- moderate-income households?  Yes  No

If yes, will benefit be to a presumed benefit group? (Check one box only.)

- Presumed benefit groups:
- Migrant farm worker
  - Illiterate adult
  - Abused children
  - Battered spouses
  - Elderly persons (>= 62)
  - Homeless person
  - Person living with AIDS
  - Severely disabled adult <sup>(1)</sup>
  - Benefit is NOT to a presumed group

If this benefits LMI households but not a presumed group, will low- moderate-income (LMI) benefit be to:

- Area (at least 51% of households within the activity area are LMI)
- Clientele (at least 51% of the clientele served by the activity are LMI households. Income verification required.)
- All clientele to be served by this activity are LMI households.

If activity isn't a benefit to LMI households or clientele, check one of the following:

- Prevention of slum/blight (generally for acquisition activities):
- Area slum/blight
- Spot slum/blight
- Jobs (at least 51% of jobs must be taken/retained by LMI households)
- Job creation
- Job retention
- Assistance during an emergency

Activity will meet the following Consolidated Plan priority(ies) (check all that apply):

(H=HIGH priority ranking; M=MEDIUM priority ranking; L=LOW priority ranking)

- H  Create/maintain desirable & affordable housing.
- H  Acquisition of property for blight clearance, safety, or redevelopment (for housing or community development).
- H  Improvements to infrastructure, including pedestrian access, curb and gutter, sidewalks,ramps, lights, landscape.
- ML  Assistance for a public service or facility that addresses an essential need (food, clothing, shelter, transportation).
- ML  Neighborhood clean-up.
- ML  Improvements to residential/commercial property conditions.
- ML  Economic development.
- L  Improvements to infrastructure, including tree planting in parks or park improvements.
- L  Assistance for a public service or facility that addresses a non-essential need.
- L  Rent/utility/deposit assistance for low- moderate-income households.

**PART 2 - ACTIVITY INFORMATION - continued - (PUBLIC SERVICE ACTIVITIES ONLY)**

Proposed public service activity is (check one):

Currently receiving CDBG funds       Proposed new servicee

An increase in the service currently provided (estimate % of increase): \_\_\_\_\_ %

Estimate number of clients currently served annually: \_\_\_\_\_ 375 (unduplicated) \_\_\_\_\_ (duplicated)

Public service category (check the most appropriate box):

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Senior/Elderly                   | <input type="checkbox"/> Substance abuse                | <input type="checkbox"/> Fair Housing activities                                      |
| <input type="checkbox"/> Youth                            | <input type="checkbox"/> Crime prevention/awareness     | <input type="checkbox"/> Housing counseling   |
| <input type="checkbox"/> Child care                       | <input type="checkbox"/> Tenant/landlord counseling     | <input type="checkbox"/> Transportation   |
| <input type="checkbox"/> Legal                            | <input type="checkbox"/> Lead poisoning screening       | <input type="checkbox"/> Mental health  |
| <input type="checkbox"/> Health                           | <input type="checkbox"/> Battered/abused spouses        | <input type="checkbox"/> Employment/training  |
| <input type="checkbox"/> Persons with disabilities        | <input type="checkbox"/> Battered/abused youth/children | <input checked="" type="checkbox"/> Other: <u>Emergency Shelter Homeless Families</u> |
| <input type="checkbox"/> Equipment purchase without rehab |   |   |

Public service beneficiaries:       Low- moderate-income households/clientele       Low- moderate-income area

**Further Activity Description:** Provide a narrative discussing any aspects of the activity **not already provided**, including the need or problem to be addressed, how the activity will address the need, how it addresses a national objective (assistance to LMI residents, slum/blight, or economic development), the number of persons or households expected to benefit or how it will benefit or impact a LMI neighborhood, consequences of a activity not being funded, how the activity will be staffed, etc. **Limit your description to the remainder of this page.** For economic development activities, please talk to GURA prior to completion. **Provide a description of the activity proposed first.**

*GTH first applied for funding to develop a new Landlord Recruitment Program (LRP) through the 2016 CDBG Grant process. For the past few years, GTH has been experiencing long waiting lists, extensive stays at the shelter (90 days and more), and difficulty in finding affordable housing opportunities for families. In calendar year 2016, GTH provided almost 16,000 individual nights of shelter (as compared to 13,488 in 2015), and served 75 families. This means that families were staying longer than ever and that the shelter stayed full. Much of this "bottleneck" in the emergency shelter system is due to the lack of affordable housing in the community. Increasingly high rent prices and a very low vacancy rate is literally shutting very low income families out of the rental housing market, thus creating homelessness and an inappropriate use of emergency shelter as transitional housing. Further, families on our waiting list are unable to receive services for weeks at a time and many simply move on and try to survive doubled-up with other families. The systemic lack of affordable housing for low/mod families in the community is a large problem that needs to be addressed on a number of different levels (new construction, higher paying jobs, increased job training, etc.). However, GTH believes that by building our relationships with existing landlords and providing support and education to the families leaving the shelter, that we can begin to find affordable housing opportunities more proactively. After receiving the 2016 CDBG grant award in August, 2016, we hired a case manager to coordinate the LRP. Developing a Tenant Education Curriculum and meeting with local landlords to explain the new program was the focus of the first several months of the program. In the spring/early summer of 2017 we began to see shorter stays and more landlords willing to work with our families through this effort. In short, we have been actively implementing the LRP program since March, 2017, and we believe it is beginning to provide results. From March through June, eight families exited to housing, with an average length of stay of 35 days. We are offering effective Tenant Education Classes to both our emergency shelter and follow-up program families (28 adults have completed the classes to date), and we have a growing list of landlords who are willing to work with this program because we provide support and guidance to families they would not ordinarily be willing to work with (we currently have 15 landlords that we are actively working with). As we continue to build this program we anticipate serving even more low/mod families in crisis in the 2018 grant period and continuing to reduce the average length of stay. We are requesting continued funding of the LRC program in order to continue building the outcomes and serving more families.*

**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS**

Estimated cost of activity: \$22,150 CDBG requested: \$10,000 CDBG %: 45%

CDBG funds requested as a  Loan  Grant  Request exceeds \$25,000-silent/forgivable loan required  
 Improvements are under \$25,000 but improve facility substantially-silent/forgivable loan may be required by GURA

Activity will generate program income:  Yes  No  Yes, and request retention of program income

If yes and requesting retention of program income, describe how it will be used to continue to meet a CDBG National Objective and eligible CDBG activity:

.....

**Funding sources:**

	Source	Estimated Amount	Secured or Unsecured
1.	<i>Individual and Business Donations</i>	<i>\$12,150</i>	<i>Secured</i>
2.			
3.			
4.			
5.			
6.			
	<b>Total needs</b>	<b>\$12,150</b>	<b>Percent secured: 100%</b>

Discuss unsecured funding. Has it been applied for? What is the timeframe for application and award? What happens if the unsecured funding is not received? Limit your response to the space below.

.....

**Identify any previous CDBG or other City funds and the use of those funds:**

Fund source	Year received	Amount	Use of funds
<i>CDBG Funds</i>	<i>2016 (awarded)</i>	<i>\$10,000</i>	<i>Emergency Shelter Public Service Activities</i>
<i>CDBG Funds</i>	<i>2015</i>	<i>\$10,000</i>	<i>Emergency Shelter Public Service Activities</i>
<i>CDBG Funds</i>	<i>2015</i>	<i>\$15,000</i>	<i>HVAC Systems Replacement</i>
<i>City General Funds</i>	<i>2015</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>
<i>City General Funds</i>	<i>2014</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>
<i>CDBG Funds</i>	<i>2013</i>	<i>\$16,865</i>	<i>Roof Replacement</i>
<i>City General Funds</i>	<i>2013</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>
<i>City General Funds</i>	<i>2012</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>
<i>City General Funds</i>	<i>2011</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>
<i>CDBG Funds</i>	<i>2010</i>	<i>\$14,750</i>	<i>Equipment</i>
<i>City General Funds</i>	<i>2010</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>
<i>City General Funds</i>	<i>2009</i>	<i>\$7,000</i>	<i>Emergency Shelter</i>

Attach the following:  Most recent audit and audit letter  Organization's current operating budget  
 If available, five year budget plan  Not applicable - City department/division/program



**PART 3 - FINANCIAL COMMITMENT/ACTIVITY BUDGET/SOURCES AND USES OF FUNDS - continued**

**Further Financial Description:** In the space below, describe your agency's financial capacity, including operating and maintenance reserves, reserves for large activities, how budgeting is done for large property rehabilitation activities, what fund sources are used for the general operation of the agency, problems with funding, why this request isn't being funded from the general operating account of the agency, etc. Limit your description to the space provided or provide the entire description as an attachment and note that here.

See GTH Financial Capacity Attachment

Provide the estimated line item budget below. (Price quotes for the estimate are not acceptable as bids for the activity. Bids must be secured after entering into the CDBG Subrecipient agreement with the City/GURA.)

Line item/type of expenditure	Funding amount	Funding source
Case Manager Wages (20 hours per week)	\$17,500.00	CDBG & Matching
Employee Benefits	\$1,400.00	CDBG & Matching
Shelter Overhead (utilities, telephone, equipment)	\$2,500.00	Matching
Supplies (operating, office, educational)	\$500.00	Matching
Training/Curriculum	\$250.00	Matching
<b>Total activity budget</b>	<b>\$22,150.00</b>	

**Describe the benefit of investing CDBG funds in this activity** to the neighborhood or clientele served. What would be the impact of not receiving the funds. Limit the description to the space provided or provide the entire description as an attachment and note here.

Emergency shelters are intended to provide emergency shelter for a limited period of time (30 days), with the community providing coordinated access to rapid rehousing, transitional housing, or permanent housing in order to get families experiencing homelessness back into housing as quickly as possible. Currently there is not enough affordable housing for the low/moderate income population in Greeley which is forcing families who become homeless to live doubled up until that situation is no longer an option, and then they become literally homeless and in need of emergency shelter. For years GTH has had long waiting lists and been continuously full due to the inability of the families who do enter the emergency shelter to exit timely. The benefit to the community of assisting GTH with CDBG public service funds to continue the Landlord Recruitment Program will be that homeless low/moderate income families will have increased opportunities for affordable housing, thereby insuring that their stay at the emergency shelter is as short as possible. GTH will continue to develop relationships with landlords and offer the services provided by the LRP including tenant education classes and a relationship and accountability with the tenant through GTH case management of these families. We also believe that having this active LRP in place that the agency will be able to attract more direct financial assistance in the form of Emergency Solutions Grant (ESG) Rapid Rehousing Assistance, and Homeless Prevention Activities Program (HPAP) funding. By having an organized and professional process in place to work with landlords, these funders will recognize the benefit of providing maximum rental assistance funding to assist with moving the families into affordable housing. The impact of not receiving the funding will be the risk of maintaining the current emergency shelter "status quo" which is a bottle-necked system that leaves many unserved, very low income families struggling with homelessness and housing instability. The community's resources are further impacted due to the consequences of the children in these families suffering from significant educational, health, and development risk factors by continuing to live in precarious housing.

Agency's fiscal year: From 1-Jan To 31-Dec

Is an outside audit completed annually?  Yes  No Generally completed by (date): 31-Jul

**PART 4 - AGENCY CAPACITY**

Number of years in operation: 32  Not applicable, City application

If a 501(c)(3), year non-profit status obtained: 1985  Not a 501(c)(3)

Experience with Federal grants, in general:  None  Minimal  Average  Significant, highly experienced

Briefly describe your general experience with Federal grants:

*Jodi Hartmann has over 32 years' experience applying for, administering, and closing out federally funded projects. She has worked with HUD (ESG, CoC, HOME programs) grants, FEMA and HRSA funding.*

Experience with procurement and Federal funds/grants:  None  Minimal  Average  Significant, highly experienced

Briefly describe your experience with procurement responsibilities for Federal funds/grants:

*We are familiar with the federal procurement rule applicable to not only CDBG but also other federal funding sources. The agency receives Emergency Solutions Grant funds and CoC Rapid Rehousing funds from HUD with require similar procurement responsibilities.*

Experience with GURA as CDBG Administrator:  None  Minimal  Average  Significant, highly experienced

Briefly describe your experience with GURA as CDBG administrator:

*In 2009 GTH received a \$60,000 CDBG grant to complete extensive improvements to the exterior of our facility. In 2010 we again received CDBG funding (\$14,450) to make interior renovations. In 2013, GTH received \$16,865 to replace the roof on the shelter. In 2015 and 2016, GTH was approved for both equipment renovations (\$15,000 in 2015) and public services funding (\$10,000 each year). GTH has successfully completed the reporting and close-out procedures for all of these CDBG grants.*

List staff, years with organization, and title - or "volunteer"

	Name	Years	Title or primary job responsibilities
1.	Jodi Hartmann	12 years	Executive Director
2.	Teddy Sanchez	15 years	Office Manager/Grant Reporting/HMIS Reporting
3.	Maria Sanchez	17 years	Case Manager
4.	Claire Dobson	1 year	Case Manager
5.	The remainder of our employees are part-time House Manager (five employees) with varying years of experience (1-10		
6.	years) and a part-time Children's Program Coordinator.		
7.			
8.			
9.			

Respond to the following (A box checked is an affirmative response.)

- Read "Playing by the Rules, a Handbook for CDGB Subrecipients on Administrative Systems"
- Familiar with the Cost Principles in 2 CFR 200
- Written policies and procedures of a general/administrative/hiring nature
- Written policies and procedures addressing financial management requirements in Chapter 2 of "Playing by the Rules"
- Written procurement policies and procedures consistent with "Playing by the Rules"
- Written policies and procedures for maintenance of CDBG activity records
- Liability insurance in this amount: \$1,000,000.00  Written policies for bond requirements
- Pays payroll taxes  Has Workman's Compensation insurance

**PART 4 - AGENCY CAPACITY - continued**

**Further Agency Capacity Description:** Provide any additional information with regard to your agency's capacity, such as: Board requirements, configuration; who is responsible for program management, particularly those funded with CDBG; any current gaps in your agency's administrative systems and how they will be addressed, etc. Limit your description to the space provided.

*GTH is governed by a 12 member Board of Directors who serve for up to two consecutive three year terms. The Board is responsible for reviewing and approving the organization's mission, strategic direction, annual budget, key financial transactions, compensation practices and policies, fundraising, and evaluation of the Executive Director. Members are recruited from throughout the community, and current members bring diverse backgrounds from banking, to business, to healthcare, to education, to community organizing and volunteering. The board meets monthly for a formal board meeting and each board member is asked to participate on one of three subcommittees of the board that work on Finance, Public Relations/Marketing, and Governance. In 2016, 100% of the board participated in fundraising activities and 100% of the Board made a direct financial contribution. The Executive Director, Jodi Hartmann, is responsible for administration, financial management, personnel, program management, public relations, and fundraising activities. Jodi will be responsible for the CDBG program activities assisted by Teddy Sanchez, Office Manager. Teddy is responsible for all data management and assists with grant documentation and reporting. A new program case manager will be hired for the CDBG activities requested in this application, and will be supervised by Jodi Hartmann.*

**Executive Summary/Statement:**

**OPTIONAL.** Provide any additional information. Limit to space provided.

*We appreciate the Greeley Urban Renewal Authority Advisory Board's review of our request for continuation funding for this project which is intended to alleviate the impact of homelessness on low/moderate income families by reducing their stay in our emergency shelter and increasing our capacity to serve more families. We believe the Landlord Recruitment Program is a realistic and achievable approach to meeting our goal of increasing affordable housing opportunities for these families in an era when federal and private funding to build new affordable housing units is scarce and inadequate. Thank you for your consideration of this proposal.*

**Include the following documents with the application:**

- |  |   |
|--|---|
| <input type="checkbox"/> Not applicable - City application                           | <input checked="" type="checkbox"/> Proof of insurance                                  |
| <input checked="" type="checkbox"/> Resumes of key staff                             | <input checked="" type="checkbox"/> Organizational chart                                |
| <input checked="" type="checkbox"/> Board of Directors terms served, terms remaining | <input checked="" type="checkbox"/> DUNS number has been provided on Page 1             |
| <input checked="" type="checkbox"/> Articles of Incorporation                        | <input checked="" type="checkbox"/> Evidence of registration on the www.sam.gov website |
| <input checked="" type="checkbox"/> Bylaws   | <input checked="" type="checkbox"/> IRS non-profit status notice [501(c)3 letter]       |

Greeley Transitional House

**2017 Operating Budget**

(approved by GTH Board of Directors on 12/15/16)

		<b>Amount</b>	
<b>Revenue</b>			
1	Private Foundation Funding	\$ 100,000	21%
2	Emergency Food & Shelter Program (FEMA)	\$ 15,000	3%
3	Federal Supportive Grant (CCH)	\$ 52,000	11%
4	Emergency Solutions Grant (HUD)	\$ 24,000	5%
5	Colorado HPAP Grant (Div of Housing)	\$ 4,000	1%
6	Weld County CSBG Funding	\$ 15,000	3%
7	City of Greeley (CDBG Grant)	\$ 10,000	2%
8	United Way of Weld County	\$ 28,000	6%
9	Camfield Corner - Prop. Mgmt.	\$ 7,800	2%
10	Donations: Churches	\$ 4,000	1%
11	Individuals	\$ 20,000	4%
12	Board Members	\$ 5,000	1%
13	Corporations	\$ 5,000	1%
14	SummerFest Fundraiser	\$ 160,000	34%
15	Other Special Events	\$ 17,000	4%
16	Other Income (Interest)	\$ 3,200	1%
	<b>Total Revenue</b>	<b>\$ 470,000</b>	<b>100%</b>
<b>Expenses</b>			
17	Salaries	\$ 277,000	
18	Benefits	\$ 37,000	
19	Accounting	\$ 4,500	
20	Audit	\$ 9,300	
21	Advertising/Marketing	\$ 700	
22	Bank Charges	\$ 300	
23	Client Assistance - General	\$ 1,000	
24	Client Assistance - CCH Grant	\$ 32,500	
25	Dues/Subscriptions	\$ 1,000	
26	Employee Appreciation	\$ 2,000	
27	Fundraising	\$ 50,000	
28	Insurance/Shelter	\$ 6,500	
29	Insurance/Directors & Officers	\$ 1,000	
30	Interest Payments - Line of Credit	\$ 1,500	
31	Mortgage Payments	\$ 2,100	
32	Mileage Reimbursement	\$ 600	
33	Miscellaneous Expenses	\$ 500	
34	Office Supplies	\$ 2,500	
35	Operating Supplies	\$ 2,500	
36	Postage	\$ 500	
37	Property Taxes	\$ 300	
38	Repairs & Maintenance	\$ 6,000	
39	Telephone	\$ 3,500	
40	Training/Planning	\$ 1,500	
41	Utilities & Trash - 1206 10th Street	\$ 17,000	
42	Volunteer Recognition	\$ 750	
43	Workmen's Comp.	\$ 2,900	
	<b>Total Expenses</b>	<b>\$ 464,950</b>	
	Difference	\$ 5,050	

*Expenses by Program Activities, Fundraising & Administration:*

Total Projected Program Services Expenses	\$ 367,311	79%
Total Projected Fundraising Expenses	\$ 51,145	11%
Total Projected Administrative Expenses	\$ 46,495	10%



# COMMUNITY DEVELOPMENT BLOCK GRANT

Proposed Budget 2018  
4<sup>th</sup> Year of 2015-2019  
Consolidated Plan



## CDBG NATIONAL OBJECTIVES

- Assistance to low- moderate-income residents
  - 70% of grant, minimum
- Elimination of slum-blight conditions
- Assistance during an emergency

## PLAN PRIORITIES–2015-2019

### HIGH

- Property acquisition
- Infrastructure improvements (mainly curb, gutter, sidewalks, ramps, street lighting, parkway trees)
- Affordable housing

### MEDIUM/LOW

- Public facilities and services that address an essential need
- Neighborhood clean-up
- Improvements to property conditions
- Economic development

## PLAN PRIORITIES–2015-2019

### LOW continued

- Other infrastructure activities (tree planting in low-moderate-income area (LMA) parks or LMA park improvements)
- Public facilities and services that address non-essential needs
- Rent/utility/deposit assistance

# CDBG AT WORK IN GREELEY

2017 ACTIVITIES

## INFRASTRUCTURE IMPROVEMENTS

- **Improvements in Redevelopment District-Phase I**

- Work underway – multi-year
  - \$561,500 2017 funds
  - \$5.8 million project in total when complete
- Curb, gutter, sidewalks, ramps (ADA compliancy); could include new lighting, bus benches/pads; landscape to return to pre-work condition



## INFRASTRUCTURE IMPROVEMENTS

- **Parkway tree planting**

- Approximately 125 properties; more than 185 trees planted
- \$15,000 each year – 2012-2017

Before



After



## CLEAN-UP EVENTS

- **Annual clean-up weekend**

- In 2017 - 2,500 cubic yards hauled to landfill = 536 tons - \$15,000 provided by CDBG
  - 105 CY of tree limbs and lumber brought to site
  - 42 Tons of appliances, scrap metal, scrap aluminum
  - 86 Refrigerators & air conditioners
  - 965 Tires
- Funded since at least 1998





## NON-PROFIT SUPPORT

- **RVNA**

- In-home care (medical and non-medical assistance)
  - Grant funds from 2016 provided in-home care for 27 persons (most have multiple visits).
  - 2015 grant – 23 people
  - 2014 grant – 31 people
  - 2013 grant – 23 people



## ASSISTANCE TO SHELTERS

- **United Way – Cold Weather Shelter**
  - Open November 1, 2016-April 15, 2017 – served 369 persons
- **Guadalupe Community Center – Catholic Charities**
  - Awarded \$15,000 to assist with case management at the Center – 2017 CDBG grant not yet received; activity on hold
- **Greeley Transitional House – Housing Manager**
  - Awarded \$10,000 – 2017 CDBG grant not yet received; activity on hold
  - 2016 grant – housing case management for 50 families (\$10,000 award)

## PUBLIC FACILITY REHAB

- **Sexual Assault Victims Advocacy Center (SAVA)**

- ADA Compliancy
- Two play therapy rooms for children
- One adult therapy room
- \$56,088



- **Greeley Center for Independence**

- Replacement and installation of 28 windows and screens in one of the residential units
- Complete overlayment and restriping of park lot
- \$42,990



## CDBG 2018

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### APPLICATIONS

## ADMINISTRATION

- **City Department – CMO – GURA**

- Grant administration, planning, neighborhood studies
- Maximum 20% of grant;
- Balance supported through HOME funds (10% of grant)



### Requested

- \$160,000 (20%)

### Recommend

- \$160,000 (20%)



## HOUSING REHAB ADMINISTRATION

- **City Department – CMO – GURA**

- Administration of housing rehab loans and grants
  - Costs not associated with specific job (loan management, requests that don't materialize, etc.)



### Requested

- \$50,000

### Recommend

- \$50,000



## INFRASTRUCTURE IMPROVEMENTS

- **City Department – Public Works**

- Installation of missing sidewalks, ramps, street lights, and other eligible infrastructure as needed in Redevelopment District neighborhoods. Locations will be determined in 2018.



**Requested**

- \$500,000

**Recommend**

- \$431,900



## CLEAN-UP WEEKEND

- **City Department – Public Works**

- Annual clean-up weekend; 2018 would be 43<sup>rd</sup> annual event
- Available to all city residents; special efforts to reach residents of low-moderate-income neighborhoods



**Requested**

- \$15,000

**Recommend**

- \$15,000



## PARKWAY TREE PLANTING

- **City Department – CP&R – Forestry Program**
  - Redevelopment District Neighborhoods
  - Offered to property owners who commit to providing appropriate tree care



### Requested

• \$15,000

### Recommend

• \$15,000



## HOME CARE

- **Colorado Visiting Nurse Association**
  - Home care scholarships to low- moderate-income residents to support in-home residency
  - Medical assistance and housekeeping services provided
  - Request is for 18 months of service



### Requested

• \$60,000

### Recommend

• \$47,000



## ACTION LAB COORDINATOR

- **North Colorado Health Alliance**

- Community Action Lab
  - Collaborative effort – Health Alliance, North Range Behavioral Health, Police, Fire...
- Assists callers using the 9-1-1 system for non-emergency needs
- Alternative response (small vehicle vs fire truck)



**Requested**

• \$30,000

**Recommend**

• \$30,000



## SHELTER SERVICES

- **Catholic Charities at Guadalupe Community Center**

- Provide assistance for the case-management operations of Guadalupe Community Shelter
  - Move people away from homelessness and toward self-sufficiency
  - Goals pertaining to employment, establishing income, building a savings, and permanent housing. Classes include computer skills, money management, parenting, life skills, etc.



**Requested**

• \$20,000

**Recommend**

• \$15,000



## SHELTER SERVICES

- **Greeley Transitional House**

- Continue to support a part-time staff person to assist with shelter and services, including case management and life skills training pertaining to tenant education, housing information and referrals to housing
- First funded in 2016



### Requested

- \$10,000

### Recommend

- \$10,000



## 2018 SUMMARY

Applicant/Request	Request	Recommend	Proj. Mgt.	Total Funding
Grant Administration	\$ 160,000	\$160,000		\$ 160,000
City-Housing Rehab Program Administration	60,000	60,000		60,000
City-Public Works-Infrastructure-Redevelopment District	500,000	431,900	19,600	451,500
City-Public Works - Clean-up weekend**	15,000	15,000	500	15,500
City-Forestry - Parkway tree plantings in Redevelopment District	15,000	15,000	1,000	16,000
RVNA**	60,000	42,000		42,000
North Colorado Health Alliance**	30,000	30,000		30,000
Catholic Charities - Shelter services**	20,000	15,000		15,000
Greeley Transitional House - Shelter services**	10,000	10,000		10,000
<b>PROJECTED TOTAL</b>	<b>969,078</b>	<b>\$778,900</b>	<b>21,100*</b>	<b>800,000</b>
<b>ANTICIPATED GRANT</b>				<b>800,000</b>

NOTES:

\*Project management noted with activities may float where most needed.

\*\*Public Service percentage - 14.5% (maximum allowed under grant = 15%).

Actual grant </> \$800,000 - Adjust infrastructure.

Pre-award expenditures up to \$300,000 may be incurred for activities that need start dates before HUD grants are received.

# Worksession Agenda Summary

September 26, 2017 (7:00 – 7:30 p.m.)

## **Agenda Item Number 6**

Key Staff Contact: Brad Mueller, Director Community Development, 350-9786

### Title

Trash & Recycling Public Opinion

### Background

#### **Summary**

The City of Greeley has not historically provided municipal trash or recycling pick-up service, leaving such services to the six or so waste collection companies active in the area. In 2005 the City opened the Greeley Organic Waste (GROW) Center, which is in operation on East 8th Street. In 2008 the City sponsored the downtown recycling center at the corner of 11th Avenue and 3rd Street; it was closed in 2014, when the most recent contractor indicated they could no longer be profitable.

Following its closure, the City explored operating the downtown site as a City function; annual costs were calculated to be \$198,000/year (more with any on-site labor). During this same time, the world demand for recycled materials dropped significantly. Where collectors used to be able to sell recycled material, in most cases they now had to actually pay for the material to be taken by end-market users.

Staff has researched a range of options since closure of the downtown facility in 2014. Council considered options ranging from private partnerships, to a city-run facility, to subsidizing, to pilot projects. A mixture of these were considered and discussed throughout 2014 and 2015. (See attached Worksession reports.)

Council ultimately suggested it would be beneficial to understand citizens' attitudes about trash collection and recycling in Greeley, and to attempt a pilot project with a homeowners' association ("HOA") neighborhood.

Skumatz Economic Research Associates, Inc. was retained to understand the current services available and to understand the community's attitudes and interest in waste and recycling services.

For a pilot project, staff tried to recruit a neighborhood, contacting 15 or more HOAs, sending them information about the potential benefits and way to participate, and following-up. The goal of the pilot was to see how satisfied residents would be with service if the entire neighborhood was using the same service, and how their recycling habits might change. Ultimately, we not able to get any neighborhoods to participate.

However, the city-wide survey and resulting report from Skumatz provided good news about Greeley residents' current recycling habits.



The results discussed in detail below indicate 80% of citizens (single-family, curbside pick-up) are satisfied with their trash service. Of the 50% who recycle curbside, almost 80% are satisfied with the service.

Recycling is valued by a significant number of Greeley citizens, as reflected by the survey and, more anecdotally, in feedback at public forums. (Almost two-thirds want the City to have waste diversion goals.) Given the long-term challenges of creating landfills and the eventual increase in the cost of consumption materials, it is likely that waste management programs will continue to grow at some point in the future.

However, with all of these factors in mind, staff is recommending that there not be any changes in the city's current activities or policies regarding trash collection and recycling at this time. Because citizen satisfaction is high with existing conditions, and due to the current unpredictable nature of the industry, it does not seem prudent to consider any major policy initiatives at this time. In particular, any ordinances that would mandate companies adding recycling might have the unintended effect of less citizen satisfaction.

One suggestion, noted below, would be for the City to comprehensively revisit all trash and recycling policies in three (3) years, when the recycling market might be more stable, and there could be more clear goals towards waste diversion. Another simple suggestion is that staff offer technical assistance to resident groups/HOAs in exploring common trash pick-up and recycling options that they independently arrange, since it appears to be more cost-effective for HOA residents to "buy in bulk" in the current market.

### **Findings**

The survey report is attached. Without repeating the Executive Summary findings in the report (see Page 1), here is a collection of findings that are perhaps most relevant for Greeley at this time:

#### *Survey basics*

- Response rate was strong, and therefore statistically reliable
- Only single-family households were surveyed
- About half the respondents were over 65 years old, so data was split to check against bias
- About half the respondents live in an homeowners' association (HOA)
- "Pay-As-You-Throw" is a business model that charges a tiered rate for trash as an incentive to recycle – unlimited recycling is allowed, but the resident pays more for larger quantities of trash

#### *Notable findings*

- One hauler provides service to over half the respondents (Northern Colorado Disposal)
- At least two-thirds (2/3) of all respondents recycle regularly
- Almost 50% of all respondents recycle curbside (33% pay separately for the service, for the remaining it is included in a single bill)
- Of recyclers, almost 25% recycle at a drop-off center (usually at Northern Colorado Disposal)

- A small number receive trash/recycling service through their HOA (13%), but those who do appear to have significantly lower bills (\$13/month vs. \$23/month)

*Citizen options about current service*

- A majority of citizens are satisfied with trash service (80%)
- Of those who do recycle, a majority of citizens are satisfied with their recycling service (about 80% of the half who recycle curbside)

*Citizen attitudes about alternatives*

- Many support including recycling costs in the trash fee (79%), but only 30% would add this service if it cost a separate fee
- One-third (1/3) indicate they recycle all they can, and would not do more if there was a Pay-As-You-Throw service
- One-third (1/3) indicate they would recycle more, if there was a Pay-As-You-Throw service
- Citizens like the potential benefits of a single trash hauler in the city (or by large districts) – lower bills, fewer trash trucks, etc. – but, in contrast, they are concerned about less choice (63%)

*Room to grow in the future*

- About half can put out unlimited amounts of trash (50%), so there is no incentive for these to recycle
- While a large majority recycle, the 30% who do not represent growth opportunity
- Many people put lawn clippings in the trash (33%), which is bulky and often consider an easier product to divert from landfills

**Future Considerations**

*Plan to revisit City policies in 3 years.* The downward price trend in recyclable commodities was dramatic. There are small signs this may improve in the future, but it is too soon to know. It would be more timely for the City to review any major policy options once trends have stabilized, and there are reliable models of how to cost-effectively manage a municipal recycling plan. The City could plan a major review of policy in three years, designating staff and funding resources for a major initiative.

*Continue current GROW operations.* The GROW Center offers the only in-town organic waste drop-off service. Although used by only a small number of residents directly, it is also an important facility for commercial lawn and tree service providers. The site is currently operated through contract services, but preliminary research suggests it could be run as a for-fee service by the city in the future without much subsidy, if contract service is no longer viable in the future. It may be beneficial to move the GROW Center to central Greeley to provide more direct access to more people.

*Promote existing options for HOA neighborhoods.* Given that HOAs that collectively offer service appear to have significantly lower monthly rates, the City could actively educate

and encourage neighborhoods to utilize a single collection service. This would also reduce the times and frequency of trucks in those neighborhoods.

*Mandatory curbside recycling.* As what would be a fairly dramatic policy change, the City could pass an Ordinance requiring all residential trash hauling companies to offer curbside recycling, as one way to ensure that there is a maximum opportunity for all single-family residences to have access to recycling. Staff does not recommend this.

*Mandatory bundled-cost curbside recycling.* Also dramatic, a variation on requiring access to recycling would be an Ordinance requiring that curbside recycling be offered "free," with the costs imbedded in a single trash/recycling fee on consumers' bills. Among survey respondents, there was strong support for this concept, but that support dropped to 30% if it cost an additional amount. This is also not recommended.

*Mandatory Pay-As-You-Throw services.* Another variation on mandated service would be to require variable pricing based on the amount of trash. Over half the residents would support this (and even more so, if it resulted in a lower bill). It would also require retrofitting of at least some operators' trucks to accommodate variable trash container sizes. Again, the timing of this does not seem appropriate.

*City trash franchise service option.* Somewhat independent from the value of recycling, trash collection is often a noisy activity in neighborhoods that puts heavy trucks on neighborhood streets and alleys. In part because of this, some cities run a single municipal trash collection service (ex. Loveland) or contract to have one city-wide collection service (ex. Evans). Given the presence of over six operators in Greeley, it is unlikely that Greeley could offer (or bid) a service at a lower cost at this time. However, conceptually citizens like the potential benefits of a single hauler (or by large district), though almost two-thirds think it would be disadvantageous to have less choices for hauler services.

## **Resources**

"Why the US recycling industry is feeling down in the dumps." The Gaurdian. <https://www.theguardian.com/environment/2015/jun/27/recycling-unprofitable-oil-china-dollar>

www.WasteDive.com . Recycling industry resource and news site.

## Council Direction Requested

This item is a report back to Council on citizen opinions regarding waste collection and recycling. It is for general discussion. Staff is recommending no action at this time.

## Decision Options

Item is for discussion. Staff is recommending no policy changes at this time.

Attachments

Greeley City Council Worksession reports: January 2014, July 2014, June 2015, and August 2015.

"Residential Trash & Recycling Survey: Greeley, CO." Skumatz Economic Research Associates, Inc. Survey results and survey instrument.

City of Greeley, Colorado  
**COUNCIL WORKSESSION REPORT**  
 August 25, 2015

The meeting was called to order at 5:07 p.m. by Mayor Tom Norton, in the City Council Chambers of the Lincoln Park Annex, 919 7<sup>th</sup> Street.

Those present were Mayor Norton and Councilmembers Charles Archibeque, Robb Casseday, Sandi Elder, and John Gates. Councilmember Michael Finn was excused.

Councilmember Randy Sleight arrive at 5:08 p.m.

Mayor Norton led the Pledge of Allegiance to the American Flag.

**1. 2016 GENERAL FUND REVENUE REVIEW WITH JULY FINANCIAL REPORT INCLUDED**

Victoria Runkle, Assistant City Manager, reviewed 2016 revenue estimates including the 2016 budget schedule and 2016 sources of revenue. Council requested that staff check the percentages regarding the 2016 sources of revenue slide.

Ms. Runkle went on to review the General Fund revenue, sales tax, property tax, and auto use. Mayor Norton asked that staff look into the number of cars compared to the number of licensed drivers for more information about the auto use tax numbers.

Ms. Runkle continued to review building use, general use, building permits, Federal Transit Administration (FTA) grants, franchise fees, severance taxes, and provided a summary of her presentation.

**2. PRESENTATION OF THE 2016 WATER AND SEWER BUDGETS, CAPITAL PLANS AND RATE RECOMMENDATIONS**

Burt Knight, Water & Sewer Director, reviewed the mission of City Council for the Water & Sewer Department, provided an overview of his presentation, and reported on model information.

He introduced Erik Dial, Budget Analyst, who spoke of proposed water rate changes noting that there is an overall 3.0% increase, water expenditure projections, water revenue drivers, and proposed Sewer rate changes which have an overall 0% change. He reviewed Sewer expenditure projections, sewer revenue drivers, 2016 residential rate impacts, and discussion ensued regarding plant investment fees in which Mayor Norton requested a better illustration to explain the fees.

Mr. Knight reviewed the Departmental achievements, and Mayor Norton asked staff to look at replacing sewer mains that need it and cleaning 30% of them every year, rather than cleaning all of the sewer mains every year.

Mr. Knight reported on 2016 operating budget changes, water capital, sewer capital, and the recommended comprehensive plan projects and rate impacts for water and sewer.

### ~~3. PRESENTATION OF THE 2016 STORM WATER BUDGETS, CAPITAL PLANS AND RATE RECOMMENDATION~~

~~Joel Hemesath, Public Works Director, reported on the Stormwater 2016 Operating Budget & 5 year Capital Improvement Projects (CIP), Stormwater CIP overview, 2016-2020 model assumptions, reserves and debt requirements, 2016-2020 revenue projections, 2016-2020 expenditure projections, 2016-2020 CIP summary, 2016 capital project funding, unfunded projects, 5 year capital project funding, residential survey, and commercial rate increases.~~

### 4. RECYCLING OPTIONS OVERVIEW

Brad Mueller, Community Development Director, provided an update on the options for the Greeley recycling programs, recapped Council's request from the June 9<sup>th</sup> Worksession, and spoke of the options available to reopen the recycling center. He discussed revenue scenarios, a Pay as You Throw (PAYT) service, and curbside recycling including pros and cons to this model.


Councilmember Gates inquired about the number of calls that staff receives from citizens regarding recycling sites, and Karen Scopel, Natural Resources Manager, reported that the Department receives 10-15 calls a week. Discussion ensued amongst Council and staff regarding the options presented.

It was the consensus of Council to start a pilot program in a small area of the City with an established Homeowner's Association to see how this would work on a neighborhood scale and do a follow-up survey with that area to help determine the needs of the community and to pull a grant application that had been submitted to subsidize re-opening the Downtown Recycling Center..

### 5. SCHEDULING OF MEETINGS AND OTHER EVENTS

No additional meetings or events were scheduled.

There being no further business to come before the Council, Mayor Norton adjourned the Worksession at 7:14 p.m.

  
 \_\_\_\_\_  
 Jessica Diagona, Assistant City Clerk

# Worksession Agenda Summary

August 25, 2015

## **Agenda Item Number**

Key Staff Contact: Brad Mueller, Director Community Development  
970-350-9786

### Title

Recycling options overview

### Background

#### **Council Request**

Since the closing of the Downtown Recycling Drop-Off Center in January 2014, staff has researched various options and presented these to Council on 1/28/14, 7/22/14, and most recently again on 6/9/15. As a result, Council authorized for the 2015-16 budget funding of \$100,000 plus existing operating funding of \$2,486, which is also used to support and promote the unrelated Greeley Organic Waste ("GROW") site.

The central goal in having convenient recycling, as voiced in the 2060 Comprehensive Plan, is to divert recyclable waste out of landfills.

To briefly recap, the Downtown Recycling Center was opened in 2008 with grant support and ran until January 2014 under two private operators. It closed due to the last operator indicating he could no longer make a profit. The city issued a request for proposals ("RFP") last year, offering a subsidy to would-be operators, but it received no bids. Since late 2014, the commodities market for recycling has collapsed, so that operators who used to get paid for the materials now typically have to pay to have them taken. Several peer communities in Colorado continue to operate drop-off centers to meet their waste diversion goals.

At its worksession on 6/9/14, Council requested follow-up on three matters:

- 1) Partnership with Northern Colorado Disposal (NCD)
- 2) Re-opening the Downtown Recycling Drop-Off Center as a paid service
- 3) Requiring all curbside waste haulers to offer recycling, used in conjunction with "Pay-As-You-Throw"

The city manager, Roy Otto, has requested that the \$100,000 previously budgeted for 2016 be placed in a contingency fund as part of the 2016 budget, which will be discussed with Council later in the year.

The City submitted a state SEP grant in July that, if awarded in September, would provide funding of \$498,000 for a downtown recycling program. The city is not obliged to take the grant, if awarded.

### **1) Partnership options with NCD**

Since the last discussion with Council, NCD is considering closing its drop-off center. NCD owner Don Frei provided a service proposal to provide hauling and disposal service from the downtown recycling center that would cost the city approximately \$188,000 year for just those services (see below).

### **2) Re-opening the Downtown Recycling Center as a paid service**

The main cost involved in operating a drop-off center, and the one that has increased most dramatically, is that of hauling and disposing the materials. The failed bid process showed this to be very volatile, but a reasonable projection, based on a June proposal received from NCD, is that the city would be charged about \$188,000 for hauling and disposing.

As shown in the attached spreadsheet, after the initial year, yearly operating costs would be between \$210,000 for part-time staffing, and \$260,000 a year for 60-hour weekly staffing (would need to be adjusted yearly for inflation).

A huge uncertainty exists in the potential for recovering costs. Staff has concerns that most Greeley citizens will think it is unacceptable to have to pay to drop off recycling. Several generations have been raised with the expectation that "donating" recyclables is the responsible thing to do; having to pay to drop of recycling is counter-intuitive to many.

Accordingly, it is difficult to predict revenue potential. The attached spreadsheet shows several Revenue Scenarios, which range from a low of \$4,680 yearly (a 2% cost recovery), to other scenarios that could reach 9%, 27% or 60% cost recovery.

### **3) Require curbside recycling & "pay-as-you-throw"**

Many communities around the country have taken regulatory steps to increase recycling rates through volume-based trash collection ordinances. "Pay-as-you-throw" ("PAYT") regulations require trash collectors to charge for trash disposal based on quantity. In other words, the less trash you throw away, the less you pay. In most instances the size of the trash container is limited by regulation.

In conjunction with this, the collectors are required to provide curbside recycling, usually at no additional charge to the customer. The intent is to incentivize residential recycling by lowering the cost of trash disposal. Residents are then more likely to place recyclable materials in their recycling bin.

As an example, a residential property would subscribe for a 32 gallon trash container and a 64 gallon recycling container. Most of their "waste" would be placed in the recycling bin and they would pay the monthly fee for the 32 gallon volume.

Pros:

- Provides greater control over costs and waste diversion rates for customers
- A sense of community involvement and responsibility can be fostered among all Greeley residents.



- Recycling prevents materials that have potentially infinite economic value from going to waste, as well as reduces the use of non-renewable resources.
- Recycling is an important way for citizens to express commitment to their community and the environment through adjustments to their daily trash disposal habits, shopping choices, and product consumption.
- Most Greeley haulers also have experience providing waste-collection services in communities with Pay-As-You-Throw, so they are familiar with what the system entails.

Cons:

- May require two collection trips, increasing traffic in neighborhoods. (However, most ordinances require that both the trash and recycling be collected on the same day of the week, but allow the recyclable collection to be every two weeks).
- Allowing all recyclables to be placed in one container may result in contamination of some materials (e.g., paper products get wet; glass breaks and contaminates the entire load), rendering them unrecyclable, so they could end up being discarded instead.
- Haulers may be resistant to the PAYT system due to potential increased costs/reduced revenues and administrative tasks (tracking, reporting).

If the option of a PAYT ordinance is of interest to council, staff would undertake a public outreach process, contacting trash collection companies for input and reactions.

As an option to implementing city-wide ordinances for PAYT, city staff could attempt a pilot program in a defined neighborhood. This would require voluntary adoption of a single service provider, but may be possible with the assistance of a homeowners' association.

Note that the regulatory approach of a PAYT ordinance could be adopted with or without re-opening the downtown recycling center.

### **Additional Details & Considerations**

- While Northern Colorado Disposal (NCD) is considering closing its drop-off center, the owner did suggest a modest subsidy might help him keep it open. Staff did not support that idea, because of uncertain costs and the potential challenges of directly subsidizing a single private company.
- The cost recovery information provided in the attached budget is specific to Council's request for how a paid drop-off center would function. Not included is an option for a utility fee that could be added to all water bills. Under this concept, used by some cities in the county, the city could charge a utility fee of approximately \$7.50 a year (\$0.62 a month), which would cover all costs of operating a drop-off recycling facility downtown.
- Windsor, Loveland and Fort Collins operate drop-off centers, as well as others in Colorado. Staff has comprehensive comparison data for full waste management

programs in sample cities nationwide, as recently compiled by a consultant for Fort Collins, which is in the middle of a significant recycling master planning process. (See <http://www.fcgov.com/recycling/update.php> .) In light of changes in the recycling market, Fort Collins has delayed the construction of a larger facility that would accept a wider array of materials. However, it is not considering any changes in services at its current center. Windsor is still operating its center, and recent contact with them indicates no changes are anticipated.

- Greeley staff submitted a state Supplemental Environmental Project (SEP) grant in July that, if awarded, would provide funding of \$498,000 for a downtown recycling program. The grant funds would provide for fully equipping the site, partial coverage of hauling/tipping costs, and site staffing over a three-year project period, but it would also require matching funds from the City in the amount of \$413,000 over three years. Awards are expected to be announced in mid- to late September. The grant was submitted along with two others by the city as a way to take advantage of this unique grant opportunity and maintain options for council. The city is not obliged to take the grant, if awarded, and staff would not recommend accepting the grant unless council wants to commit to full funding after the initial three years.

#### Council Direction Requested

Council can provide direction on the various topics above. Staff is recommending:

- 1) That partnership efforts with Northern Colorado Disposal no longer be pursued;
- 2) That the city not re-open the downtown recycling center as a paid service at this time;
- 3) That the city pursue a pilot PAYT program

#### Decision Options

Direction to staff about if and how to pursue meeting waste diversion goals

#### Attachments

Additional PAYT Information

Spreadsheet of Downtown Recycling Center projected costs & revenues

Fort Collins 2015 Community Recycling Ordinance project FAQs

## **Attachment – Additional PAYT Information**

Background information on issues surrounding household recycling and Pay-As-You-Throw (PAYT):

- In regards to illegal dumping, there is not usually a long-term problem after PAYT programs are implemented. The most common household items that get illegally dumped are bulky items such as sofas and appliances. It is recommended that PAYT programs include convenient methods for citizens to get rid of bulky items (tags, fees, appointments, coupons for one free dump, etc.) to avoid illegal dumping issues.
- In regards to the potential negative impacts that PAYT might have on small, private haulers, the system could be implemented under ordinance in an “open” system where citizens can choose from multiple haulers. The “open” system provides a platform for all haulers to compete in the marketplace.
- With unlimited trash disposal, which most Greeley haulers currently offer, a small generator of trash subsidizes services for a large generator of trash. PAYT has the opportunity to equalize that. PAYT has been adopted by over 7,1000 communities nationwide according to Freeman Skumatz’s *Pay-As-You-Throw in the US: 2006 Update and Analysis*.
- Although the city of Loveland provides its own recycling services, its high diversion rate suggests that the municipality could be used as a resource for Greeley’s own work in the sector.
- By providing recycling for all citizens, the cost of providing the services could be reduced through economies of scale.
- The Colorado Municipal League supports local governments’ legal authority to be a stakeholder in local solid waste management for residences up to 7 units.
- Recycling in Greeley presents an opportunity for the community to be a part of Colorado’s work towards improving its waste diversion rates and economic development. In 2009, more than 960,000 tons of recyclable materials were used to manufacture new materials in Colorado.
- The city’s citizens will create increasing amounts of waste as population increases, creating more need for active waste management. A growing recycling industry could create jobs in Greeley and Weld County, and local institutions like the University of Northern Colorado and Aims Community College both provide potential young employees looking for employment in the waste management sector.

REVISED 2016 BUDGET (projected out)

City-operated, using NCD proposal for haul service

\* note that this is illustrative, showing capital costs in 2016 and fixed costs in following years; actual budget in 2017 - 18 would be adjusted for inflation

	2016	2017	2018
<b>Purchased Equipment/Improvements</b>			
Site signage	\$ 1,000	\$ 300	\$ 300
Electric service line from meter to bldg	\$ 3,000	\$ -	\$ -
Fence per bids including auto gate	\$ 30,000	\$ -	\$ -
<b>Sub-Total Equipment Purchased</b>	<b>\$ 34,000</b>	<b>\$ 300</b>	<b>\$ 300</b>
<b>Leased Equipment</b>			
5 30-yard gable tops @ \$100/mo ea	included from operator	included	included
<b>Sub-Total Leased Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>			
Site Maintenance & Utilities	\$ 5,600	\$ 5,600	\$ 5,600
Cost of Hauling 2016	\$ 156,000	\$ 156,000	\$ 156,000
Cost of Disposal 2016	\$ 32,400	\$ 32,400	\$ 32,400
3 yd trsh container @ \$100/mo	\$ 1,200	\$ 1,200	\$ 1,200
Advertising	\$ 2,000	\$ 2,000	\$ 2,000
Outside Printing	\$ 400	\$ 400	\$ 400
In-house copying	\$ 500	\$ 500	\$ 500
<b>Sub-Total Operations (no labor)</b>	<b>\$ 198,100</b>	<b>\$ 198,100</b>	<b>\$ 198,100</b>
<b>Total - No Labor</b>	<b>\$ 232,100</b>	<b>\$ 198,400</b>	<b>\$ 198,400</b>
<b>Labor site management (2 options)</b>			
Part-time labor (15 hrs/wk)	\$ 11,700	\$ 11,700	\$ 11,700
<b>Total with part-time labor</b>	<b>\$ 277,800</b>	<b>\$ 210,400</b>	<b>\$ 210,400</b>
Full-time staffing (60 hrs/wk)	\$ 62,244	\$ 62,244	\$ 62,244
<b>Total with 60 hrs/wk labor</b>	<b>\$ 328,344</b>	<b>\$ 260,944</b>	<b>\$ 260,944</b>

REVENUE SCENARIOS

At 60-hour staffing level, 6 day/wk, starting in 2017 after initial year

User Fees at Site	\$5/load	% of cost recovery	\$3/load	% of cost recovery
5 loads/day	\$ 7,800	3%	\$ 4,680	2%
10 loads/day	\$ 15,600	6%	\$ 9,360	4%
25 loads/day	\$ 39,000	15%	\$ 23,400	9%
50 loads/day	\$ 78,000	30%	\$ 46,800	18%
75 loads/day	\$ 117,000	45%	\$ 70,200	27%
100 loads/day	\$ 156,000	60%	\$ 93,600	36%

# 2015 Community Recycling Ordinance project FAQs

## **Background:** Existing recycling programs

Trash service in Fort Collins is provided by the private sector. Twenty years ago, the City passed a Pay-As-You-Throw (PAYT) ordinance which applies to single-family home residents and requires the following:

- Unlimited recycling is included with trash service for no additional charge
- Trash bills are based on the size of the trash container resident chooses (32, 64 or 96 gallons)
- Additional service fees such as an environmental fee or fuel fee cannot be charged

Fort Collins also has passed ordinances that ban the landfill disposal of cardboard (passed in 2013) and electronics (passed in 2007).

The City of Fort Collins offers the Waste Reduction and Recycling Assistance Program (WRAP), which works with businesses and apartment complexes to start or improve recycling programs.

## **Community Recycling Ordinance Project**

### Why now?

In 2013, Fort Collins City Council passed a goal of recycling or composting 75% of the community's waste by 2020, 90% by 2025, and working toward zero waste by 2030. An accompanying plan called *The Road to Zero Waste* included steps to achieve these goals.

One of the important projects called for in that plan was to update and expand the PAYT ordinance into a Community Recycling Ordinance.<sup>1</sup> The updates to the PAYT ordinance and inclusion of the business and multi-family sectors of our community are important steps toward meeting community waste reduction goals.

### What is being considered?

- Including multi-family customers in the ordinance for parity with single-family-residential customers.
- Including commercial customers in the ordinance to incentivize recycling.
- Considering curbside yard waste collection options for residents of single-family homes.
- Updating the ordinance for single-family homes to continue to incentivize waste diversion, but also to take into account recycling market volatility and stability of the program as we recycle and compost more materials.

### Why these topics?

These topics were identified in *The Road to Zero Waste* plan as important next steps to meeting community goals.

Additionally, these are topics citizens regularly highlight as being important. In the 2011 Air Quality and Recycling survey, 81% of respondents strongly or somewhat agreed that "single family residents should have options for yard waste recycling." In that same survey, 80% of respondents strongly or somewhat agreed that "multi-family apartments should be required to recycle," and 77% that "residents of single family homes should be required to recycle." 21% of respondents strongly, and 57% somewhat agreed that "all businesses should be required to recycle."

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<sup>1</sup> *The Road to Zero Waste* plan used the terminology "Universal Recycling Ordinance" for the project now called the Community Recycling Ordinance

How can I share my thoughts and keep in the loop?

**Join us for Community Conversation events.**

*Learn about best practices elsewhere in the U.S. and share input for project design:*

June 30  
6:30-8:30pm  
215 N. Mason St.  
Community Room

July 1  
11:30am-1:30pm  
Fort Collins Senior Center  
1200 Raintree Dr.  
Foxtail 2

*Hear draft recommendations and share your thoughts:*

August 11  
6:30-8:30pm  
Council Tree Library  
2711 Council Tree Ave.

August 12  
11:30am-1:30pm  
Fort Collins Area Chamber of Commerce  
225 S. Meldrum St.

Additional information is available at [www.fcgov.com/recycling/update.php](http://www.fcgov.com/recycling/update.php), where you can also sign up to receive updates about the project, complete a survey and fill in a comment form to share your opinions.

**Project timeline:**

June: request public input, research about best practices in other communities nation-wide, form recommendations

July & August: conduct public outreach to solicit ideas and opinions about the recommendations


September: draft final recommendations

October 13: share recommendations with Fort Collins City Council at work session

**Impact of recent changes in recycling markets**

The timing of this project coincides with changes that have impacted trash and recycling haulers that service Fort Collins. Due to changes in the contract for operations at the Larimer County Recycling Center (the destination for recyclables from Fort Collins) as well as poor international markets for recycling at the moment, trash haulers started having to pay to deliver recyclables, when they were paid for these materials prior to 2015. One of the goals of the project is to address the fluctuations of the recycling markets' impact on the community's trash and recycling haulers.

# Fort Collins recycling upgrade put on hold

 [Kevin Duggan, kevinduggan@coloradoan.com](mailto:kevinduggan@coloradoan.com) 10:57 p.m. MST February 14, 2016



(Photo: Austin Humphreys/The Coloradoan)

Plans to increase recycling in Fort Collins by upping requirements on trash-hauling companies are not yet ready to roll.

City officials had expected to bring a variety of regulatory changes to City Council for formal consideration in February after months of research, public outreach and discussions with trash-haulers about recycling.

But an unenthusiastic reception from some council members to elements of the proposed changes — such as requiring haulers to pick up food scraps from residential customers for composting — left city staff with more work to do.

From the perspective of one major hauler, the delay is welcomed. More thought needs to go into how the city can follow its "road to zero waste" goals and the time frame for implementing changes, said Mark Glorioso, general manager of Gallegos Sanitation Inc., or GSI.

"Nothing done right is done quickly," Glorioso said during a recent interview.

**WASTE:** [Where will trash go when Larimer Co. Landfill is full? \(/story/news/2016/01/28/where-trash-go-when-larimer-co-landfill-full/79414768/\)](http://www.coloradoan.com/story/news/2016/01/28/where-trash-go-when-larimer-co-landfill-full/79414768/)

Fort Collins has a goal of diverting 75 percent of waste materials generated by the community from landfills by 2020. The goal increases to recycling or composting 90 percent of the community's discards by 2025 and achieving minimal or "zero" waste by 2030.

The overall community diversion rate for 2014 was 68.1 percent. To reach higher numbers, the city should go after the "low-hanging fruit" targeted by the proposed Community Recycling Ordinance, said Caroline Mitchell, environmental planner with the city.

"Organics from single-family homes, organics from restaurants and grocery stores and recycling from multi-family complexes all yield significant amounts of diversion," Mitchell said in an interview.

Staff recommendations on the ordinance presented to City Council during a Jan. 26 work session included:

- Requiring recycling for multi-family buildings 18 months after adoption
- Organics collection for single-family residences within two years
- Collection of food scraps from grocery stores and restaurants within three years
- Full commercial recycling by 2020, with 25 percent of businesses added each year

Implementing the programs over a number of years would give haulers time to acquire needed equipment to provide the services, city officials said. But council members worried about the cost haulers would have to bear over a relatively short time period.

Councilmember Gino Campana said during the work session there appears to be a "disconnect" between city staff and the haulers on how to increase community recycling.

"If they're not on our team, I don't know how we are going to get there," Campana said.

The city's current "pay-as-you-throw" ordinance regulating trash services requires haulers to offer curbside recycling to residential customers at no addition cost.

The cost for handling recyclables must be "bundled" with trash collection, for which a hauler may charge whatever it chooses.

## By the numbers

For recycling in Fort Collins in 2014, the last year for which data has been analyzed:

- 264,065 tons – Recyclables collected
- 31,291 tons – Organics composted
- 138,416 tons – Materials placed in landfills
- 68.1 percent – Overall community diversion rate
- 32.3 percent – Residential diversion rate
- 75 percent – Diversion rate goal by 2020

Source: City of Fort Collins

The ordinance also requires haulers to charge based on the size of receptacles provided to customers using a 100 percent "incline rate."



For example, if a small, or 32-gallon cart, costs \$15 a month, a medium-sized 64-gallon cart must cost \$30. A large 96-gallon cart must cost \$45 a month.

City officials would be willing to compromise on the incline rate, perhaps cutting it to 80 percent or 50 percent even though research indicates those rates could result in 2 percent and 4 percent less recycling respectively, Mitchell said.

The city might not be telling the haulers what to charge for their services, but its pay-as-you-throw rules results in customers with large trash carts subsidizing those with small cans because of the true cost of hauling materials, Campana told council members.

"I really do think we are putting these guys in a really awkward spot for how they can run their business," Campana said.

**MORE:** [City, hauler disagree on best way to trash food, leaves](http://www.coloradoan.com/story/news/2015/12/14/city-hauler-disagree-best-way-trash-food-leaves/77155668/) (/story/news/2015/12/14/city-hauler-disagree-best-way-trash-food-leaves/77155668/)

Upping the recycling rules on haulers would result in substantially higher business costs with the need for more trucks, carts and personnel, Glorioso said. Those costs would be passed on to customers.

The haulers are already facing financial challenges with the collapse of the market for recyclable materials. Where haulers used to be paid for materials dropped at the recycling center at the Larimer County Landfill, for the last year haulers have had to pay to drop loads of paper, cardboard, plastics and glass.

Haulers pay \$17 a ton to dump trash in the landfill and \$45 a ton to drop materials at the recycling center, officials said.

Some local haulers met individually with council members prior to the work session on the Community Recycling Ordinance.

"We wanted to be able to share the business side of things with them," Glorioso said. "There is a tremendous cost in accomplishing zero-waste goals."

Some changes to the city's 20-year-old pay-as-you-throw ordinance are needed to take market forces into consideration, said Sid Doering, who works on special projects for GSI.

The community has already demonstrated its support for recycling, he said. Increasing consumer education combined with easing up on regulations, such as the incline rate, would result in "cleaner" curbside collection and less contamination with materials that cannot be recycled, Doering said.

Cleaner recycling would allow haulers to broker materials directly to recycling mills, just as GSI does with cardboard now. And that would mean lower costs, Doering said.

"Every time you touch trash, it raises the price," he said. "Every time you touch recycling, it raises the price."



Direct brokering also would be more sustainable through few vehicle-miles traveled, meaning less wear and tear on roads and less pollution, he said.

**ENVIRONMENT:** [Coal plant's future conflicts with city's climate goals \(/story/news/2015/12/05/coal-plants-future-conflicts-citys-climate-goals/76741490/\)](#)

City Manager Darin Atteberry plans to meet with haulers working in Fort Collins to see if they are aligned with the city's zero-waste goal.

The city's Climate Action Plan also calls for substantial reductions in greenhouse gases, with [Fort Collins being carbon neutral by 2050 \(/story/news/2015/11/29/clock-ticks-fort-collins-bold-climate-action-goals/76522074/\)](#). Recycling would play a role in meeting that goal, city officials said.

After those meetings and direction from Atteberry, city staff will figure out what to do next to address concerns about the Community Recycling Ordinance and bring it back for council consideration, Mitchell said.

Potential options include boosting community education on recycling, allowing [haulers to charge a fee for recycling services \(/story/news/2015/07/02/hauler-seeks-recycling-fee/29648887/\)](#) based on market conditions, conducting research into the materials residents are setting out for curbside recycling and performing a full waste-stream analysis.

Whatever happens, more conversations with the haulers would be needed, Mitchell said.

"We value them for the important role they play in the community as service providers," she said. "Our goal is to work with them to meet the council's adopted goals for the community."

The haulers recognize and support the city's goals for zero waste, said Kari Gallegos-Doering, marketing and public relations manager with GSI.

The company has been "ahead of the curve" in providing recycling and yard-waste pickup services for many years, she said. But it cannot ignore economic realities.

"We have those goals of making our community better," she said. "We have the goals of more reduction and waste solutions ... But what's important is that our customers and our community meet them while operating as efficiently and economically as possible."

*Kevin Duggan is a Coloradoan senior reporter covering local government. Follow him on Twitter, @coloradoan\_dugg, and on Facebook at Coloradoan Kevin Duggan.*

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# Worksession Agenda Summary

June 9, 2015

## **Agenda Item Number**

Key Staff Contact: Brad Mueller, Community Development Director  
970-350-9786

### Title

Household drop-off recycling program update

### Background

After discussion last year through the budgeting process, Council supported efforts to re-open the downtown recycling center with allocation of approximately \$100,000. The downtown center had closed in early 2014 because the contractor, Gallegos Sanitation, Inc., reported an inability to profitably operate the facility.

Through staff's analysis, we believed that a higher subsidized amount as budgeted would support an operator, so subsequently an RFP (request for proposals) was issued late last year. Only a couple of companies submitted, and both did so under terms that essentially resulted in the City managing the site, with the operator making periodic pick-ups. One company, Rocky Mountain Recycling out of Denver, had rates consistent with funding and was chosen to provide service.

The site was scheduled to re-open by early March this year. After hearing very little from Rocky Mountain Recycling in January and February, they finally disclosed late February that they were not going to complete a contract with the city after all and withdrew plans to serve, citing changes in the recycling market.

Based on the RFP process that resulted in only what were essentially service contracts, staff re-focused the overall program effort in March and issued a bid request, specifically after talking with a couple of other area operators to gage their interest in bidding for service. Though seeming to have support, by the time of the deadline in May, no companies had bid.

The challenge of operating a drop-off recycling center such as those in our neighboring cities of Loveland and Windsor seems to be based in the current state of the recycling commodities market. (See attached articles.) Where operators had historically been getting paid to bring recyclables to collection and processing sites, they now are having to pay such sites for the ability to drop off recyclables.

In this economic environment, the City probably cannot successfully re-open the downtown site without significantly more subsidization (which we do not recommend). Despite the situation described above, staff would like to continue with one other recycling support option. We have recently had discussions with Don Frei, the owner of Northern Colorado Disposal (NCD), which currently has a drop-off site and commercial collection facility at "O" Street and 59<sup>th</sup> Avenue. NCD may have to begin charging for

drop-off service. However, there may be opportunities to partner with them. One partnership option might be for the city to financially support NCD to remain a “free” drop-off site, while in turn getting the opportunity to receive reports about the level of recycling activity, do customer surveys, and test different configurations of collections bins. All of this information could help the city in re-opening the downtown site some day in the longer future, if the commodities markets change. We recognize that any partnership with NCD should be at a lower cost than the budgeted funds, since it would serve a narrower interest than the original plan to re-open the self-standing downtown recycling center.

In the current recyclables market environment, it seems unlikely that the city will be able to successfully re-open the downtown site anytime soon. In light of this, Community Development would like the flexibility to reserve the budgeted funds and potentially re-direct them to other needs in the department related to increased development activity and strategic staffing needs.

It may be prudent, for example, to focus on succession planning in the Building Inspections Division, which is faced with a couple of upcoming retirements in positions that are proving to be difficult fill in the market. (Both Evans and Weld County have advertised for several months for advanced building inspectors without success, and similar staffing challenges are presenting themselves state-wide.) Succession management and maintaining “depth in the bench” could become very important in the next two years, particularly if development continues at its current rate.

Other potential needs in the Department that are related to increased development include consulting or contract help for projects. Staff would like to work with the City Manager’s office to determine how best to use these funds, on the increasing expectation that they will not be able to be used for the downtown recycling center as originally envisioned.

Council Direction Requested

None, informational for discussion.

Decision Options

None, informational for discussion.

Attachments

Various related newspaper articles

## Recycler: City ordinance is trashing our business

by [Steve Lynn](http://bizwest.com/author/slynn/) (<http://bizwest.com/author/slynn/>) on April 17, 2015

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**E-mail**

FORT COLLINS — Gallegos Sanitation Inc., the largest single-stream recycling company in Fort Collins, says it stands to lose hundreds of thousands of dollars this year because of a new contract under which it is charged to drop off and process the recyclables it collects. Formerly, Gallegos actually was paid for the recyclables it delivered to the county processing facility.

The losses have Gallegos pleading with the city to change a decades-old ordinance that prohibits it from charging customers a separate fee for recycling, company officials said.

Waste Management operates the Larimer County Recycling Facility. The new contract lets Waste Management tie the price it charges to process and ship recyclables to international commodities prices for recycled materials. That market has softened considerably in recent months due to low demand from China and the West Coast port strikes.

Waste Management, which was the sole bidder on the county contract, processes the recyclables and hauls the bales in semi-trucks to the Denver metro area for shipment.

Waste Management said the new contract's pricing structure is critical to maintaining an economically viable processing operation.

"As markets have shifted downward in the last few years, WM has subsidized the cost of recycling in the area, due to our prior contract with Larimer County," said Waste Management spokeswoman Lara Rezzarday in an email.

"The recycling commodities market is down due to low demand and WM has to offset the cost of collecting and processing recyclables that are bringing in lower value," Rezzarday said. "Recycling is a global business and is impacted by events like the price of oil dropping and the strikes that recently ended on the Western ports."

But haulers said the new pricing structure is increasing their costs dramatically. In December, for instance, Gallegos earned \$18 per ton in rebates from Waste Management. Now it being charged \$34 per ton for the recyclables it drops off to be processed and shipped.

Gallegos drops off about 1,000 tons of waste per month for processing by Waste Management at the facility, and as a result it lost \$34,000 in April. At that rate, Gallegos could lose more than \$400,000 within a year, company executives say. Gallegos has gone as far as to encourage customers in its newsletter to reuse certain recyclables instead of immediately recycling that waste.

"It is really a damaging situation to us as a local, privately owned business," said Matt Gallegos, controller for Gallegos Sanitation.

Gallegos says it cannot simply raise its rates to recover its recycling costs because a 1996 city ordinance requires the company to provide free recycling.

However, the city says it cannot prevent Gallegos from raising its trash rates.

"There's nothing in the ordinance that prevents the haulers from raising their rates," said Susie Gordon, senior environmental planner for the city of Fort Collins. "But the way (the ordinance) is designed is that as part of your trash service in Fort Collins, recycling is provided at no additional charge."

The ordinance, developed to encourage residents to recycle, requires haulers to offer a range of trash can sizes to all residents who live in single-family homes or apartments. Haulers such as Gallegos also must provide curbside recycling to these customers at no additional charge.

Gallegos said the city should let the company add a surcharge for recycling.

"We need to be able to encourage (the city) to change some of the ordinance to reflect... the real cost of picking up people's trash and recycling," owner and vice president Art Gallegos said.

Gordon said the city plans a comprehensive review of the ordinance over the next few months.

"We'll be asking for a lot of participation from the community as well as the trash haulers and other stakeholders who have important perspectives to provide to that process," she said.

Other companies in the region pay much less for recycling and in some cases continue to receive payment for recyclables. In Boulder County, Western Disposal receives \$2.50 per ton to drop off residential recycling at the Boulder County Recycling Center, said Bryce Isaacson, vice president for sales and marketing. The company received \$5 per residential ton of recycling last year.

That situation could change based on the declining market for recyclables, resulting in Western Disposal receiving no pay for the materials it drops off at the Boulder County facility. Western Disposal, however, does not budget to receive any revenue from recycling although, at the same time, it includes recycling in its trash service rates.

"If we were like Gallegos, we'd have to look at readjusting our rates," Isaacson said. "If all the sudden you're being charged, then your costs are higher because you're having to pay to drop it off."

Other organizations also lose money. In fact, Larimer County has subsidized recycling to the tune of \$5 million over the past 24 years since the county built the recycling center in 1990, said Stephen Gillette, the county's solid waste director. From 1990 to 2014, recycling facility revenue totaled \$18.9 million, while expenses exceeded \$23.9 million.

The county offsets the loss with revenue from the overall solid waste budget, much of it funded by fees charged to landfill users.

"Recycling is not free: never has, never will be," Gillette said. Waste Management has "not been making money. You cannot stay in business if you're not making money: That is why this contract is based on market indices."

Similarly, Gallegos says it has never made money from recycling, although now it has gone from in the red to bright red on recycling operations.

"These are huge impacts," Matt Gallegos said. "It hurts us to see what's ahead."

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**Tips to Help Recycling Recover From Hitting a Rough Patch**  
**City of Fort Collins**  
**January 15, 2015**

Changes across the globe are tossing and turning the recycling industry, which has begun to impact local recyclers. Recent headlines announced falling prices in Larimer County for commodities like paper and plastic containers. While the basic economic reason is fairly straightforward - the biggest buyer of American recyclables, China, has lowered its demand – there are other contributing factors.

We know from past experience that our community’s residents get it about market impacts and demonstrate it by placing only designated items in the recycling bin, rinsing and emptying containers, and bringing glass to local recycling centers to be collected separately from “single-stream” materials (this helps glass retain value). The processing plant in Denver reports our contamination rate is the lowest in the state.

One of the biggest impacts is that the materials and products in peoples’ daily lives have changed. Most peanut butter jars are now made of plastic instead of a glass container with a metal lid. You may buy your laundry detergent in a flexible film pouch these days instead of a high-density plastic jug. Your plastic soda or water bottle weighs 25% less than it did five years ago. Newspaper used to make up 60% of the recyclables collected; now only half as many newspapers are sold - as a result, newsprint mills all over North America have closed down.

For the recycling industry, so much is quickly happening that mills and processors are struggling to keep up with the changes – and stay solvent. It would help if we had better domestic markets to buy the plastic containers, mixed paper, tin cans, and glass that American consumers generate. Unfortunately, our reliance on exporting to China for the past 10-15 years has weakened US manufacturing’s capability to use recycled materials.

To help get recycling to stabilize, local recyclers can fine-tune their efforts to keep materials clean and free of contamination. In other words, “When in Doubt, Keep it Out.” Film plastic is the single biggest processing problem at recycling plants, causing equipment breakdowns and driving up costs. Glass is another problem in the curbside recycling program because it breaks easily in small pieces that are difficult to screen out. Take your separated glass to a local recycling center (in Fort Collins, the Rivendell Recycling Center at 1702 Riverside is open seven days a week), where it gets directly supplied to a bottle-making company in Wheat Ridge.

Make it your New Year’s resolution to get back to the basics of good recycling - and encourage others to do the same.

# Larimer County landfill to charge for recycling

Nick Coltrain, The Coloradoan 10:11 p.m. MST December 24, 2014



(Photo: Coloradoan library)

Those who haul single-stream recycling to the Larimer County landfill will soon be subject to the ebbs and flows of the free market.

A new contract with Waste Management of Colorado, which operates the Larimer County Recycling Center at the landfill, starts Jan. 1 and pegs pricing to the commodities market for recyclables. If it were in effect this past November, haulers would have paid \$11.84 per ton to drop off single-stream recycling instead of being paid cash for their load.

Emily Wilmsen, a spokeswoman for the city of Fort Collins, said the city is aware of the change but doesn't know just yet what it will mean for residents who use the city's curbside recycling program.

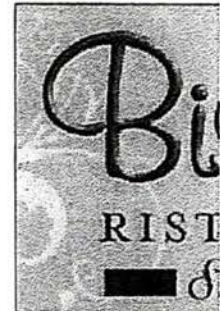
"We're evaluating the impact," she said.

Larimer County Solid Waste Director Stephen Gillette said that while he's a "huge supporter of recycling," it's always carried a cost. In the past, that cost was outweighed by the value of the recyclables.

Gillette called the upcoming fee a symptom of over-supply, now that recycling is so commonplace.

"(The free market is) not a static thing," Gillette said. "It's something that can change, like the wind. I can tell you the wind will stop blowing. I can't tell you exactly when or for how long, but I can tell you it will stop blowing."

When the last contract was negotiated for the recycling center operations, the value of recyclables was near the top of its life cycle, allowing the county to set a guaranteed rebate for those who drop off their recyclables at the landfill. With recyclable values reaching "one of its lowest points in a long time," Waste Management — the only bidder for the contract — wanted recycling fees or rebates assessed at the county recycling center tied to market values.



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Gillette noted haulers could get rebates again if the market picks up.

"At least we based it on market conditions in case the roller coaster starts going up again," Gillette said.

He also encouraged people to keep recycling, for ecological reasons if nothing else.

"Recycling is the right thing to do," he said. "There's still only a finite amount of materials. We cannot continue to bury resources."

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# Cost of recycling increasing, but costs of not recycling even greater

By Pamela Johnson

Reporter-Herald Staff Writer

POSTED: 12/21/2014 06:58:23 PM MST



[\(portal/article/html/imageDisplay.jsp?contentItemRelationshipId=8469501\)](#)  
A Waste Management employee uses a front end loader Tuesday, Dec. 16, 2014, to pick up single stream recycling to load into a compactor at the Larimer County Landfill in Fort Collins. (Jerry Sparks / Loveland Reporter-Herald)

The cost of recycling has grown, but local officials warn about the even greater costs associated with not recycling.

## Did you know?

- The year the Rocky Mountain News closed, the Larimer County Recycling Center saw a drop in total volume of recycled materials of nearly 3,000 tons.
- This year, Larimer County's recycling center will process 36,143 tons of recycled materials. About 7,200 tons are from Loveland households via the city recycling program.
- The first year Loveland rolled out its recycling program, 50 percent of the total waste picked up was diverted from the landfill. Now, 60 percent of the volume is recycled, including yard waste, and 40 percent sent to the landfill.
- Larimer County's recycling program has brought in \$15.76 million since it was launched in 1990 and has cost a total of \$18.18 million during the same time.
- Many different items, including electronics, paints and cooking oil, can be recycled as well as the traditional paper, plastic and metals. For details, visit: [larimer.org/solidwaste/recycling.htm](http://www.larimer.org/solidwaste/recycling.htm) (<http://www.larimer.org/solidwaste/recycling.htm>) or [cityofloveland.org/recycling](http://www.cityofloveland.org/recycling) (<http://www.cityofloveland.org/recycling>).

The money made from turning recycled goods into new items has been decreasing due to changing markets, and local entities are expecting to bring in even less money for recycled materials in the near future.

The dollar cost, however, is balanced with the bigger-picture cost to resources and the environment as well as the dollar cost of filling up the current landfill and having to build another, more expensive facility, officials said.

"It behooves us even more to keep the good stuff out of the landfill because it is going to cost us even more," said Mick Mercer, Loveland's director of solid waste.

When the current Larimer County landfill in south Fort Collins is full (estimated 10 years from now), a new landfill with its engineering and other costs could more than double the price to dump trash in the landfill, said Tyler Bandemer, the city's solid waste superintendent.

So, the longer residents can keep the current landfill alive by dumping less, the more money they will save in the long run, he said.

"It's just smart business to save resources and not treat everything as a one-time resource," added Mercer.

There, too, is the cost of eating up resources by not reusing and recycling, explained Stephen Gillette, Larimer County's director of solid waste.

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<http://portal/article/html/imageDisplay.jsp?contentItemRelationshipId=6469502>  
 Stephen Gillette, Larimer County's director of solid waste, puts a wasp trap from the glass bin in the recycling area Tuesday, Dec. 16, 2014, at the Larimer County Landfill in Fort Collins as he talks about costs and problems associated with recycling. (Jenny Sparks / Loveland Reporter-Herald)

"There's finite resources in this world," said Gillette, comparing the dangers of not recycling to the effects of settling the frontier.

"We settled the East Coast, and we used up the land, and then we moved on. There's only so much aluminum and steel in this world, and we can't keep buying it. There's people who would give their eyeteeth for these materials."

Education is a key factor to reducing what goes into the waste stream and the landfill, and Larimer County's Garbage Garage is dedicated to that education. The thousands who visit there each year learn creative ways to reuse goods.

"Recycling is the third R," said Gillette. "It's not the first R. It is 'reduce, reuse, then recycle.' We forget the first two."

**The Hard Costs**

Larimer County opened its recycling center at the landfill in 1990 when officials made the decision that it was best to divert products that can be recycled.

The recycling program runs alongside trash disposal, with the entire Solid Waste Department operated solely on money from fees and investments, and no tax dollars.

Nearly every year since the recycling program started, it has operated at a deficit, with trash fees subsidizing the difference.

During the first full year, 1991, the recycling program brought in \$5,450 and cost \$116,348.

The gap fluctuated over the next 22 years, and the only two years the program brought in more than it cost were in 2012 and 2013 due to a large wildfire and the 2013 floods, according to information from Gillette.

Over its lifetime, the program has pulled in \$15.76 million and cost \$18.18 million — a difference of \$2.42 million.

That deficit is expected to increase next year with a new contract with recycling provider Waste Management — a contract that more accurately reflects the current market.

Waste Management processes and markets all the materials that come through the Larimer County Recycling Center at the landfill, including those from haulers such as the city of Loveland. Their contract with the county dictates how much they will pay the providers for those recycled materials.

The new contract, signed Tuesday, will guarantee that Waste Management's costs are covered before paying out rebates to providers. This will staunch the recycling company's losses but hit the budgets of Larimer County, Loveland and other entities and private companies that use the facility.

In many cases, there will be no rebate unless the market turns around, Gillette said. Mercer is expecting that to be the case for Loveland.

This year, the city will bring in about \$300,000 in recycling rebates — a small portion of the \$1.5 million recycling budget but still a large amount of money that will have to be made up somehow, possibly from increased fees. The bulk of the budget is from fees to the residents for curbside recycling.

Gillette hopes the market will turn around in the near future and rebates will rise accordingly.

"It is all part of supply and demand," he said. "This roller coaster is at a low point, or lower point than it has been. We don't know if it's going to drop lower or start to climb back up."

**A Global Market**

Mark Snedecor compares the market for recycled materials to the market for crude oil, which also fluctuates based on supply and demand.

"It's very much a global commodities situation," said Snedecor, area director of recycling for Waste Management for Colorado, Arizona, Nevada and Utah.

For recycling, the factors include what is being recycled as well as where it is being shipped for final processing.

Over the past 20 years, many paper mills and factories that made items from recycled materials in America closed because the manufacturing costs were lower in China and other countries in the Far East.

But as these foreign mills cornered the market, they became more selective about what they would accept and began turning away loads that were contaminated with dirty or nonrecyclable materials — at the cost of the sender.

Residents can affect this part of the cost by making sure to recycle clean materials and to put them in the correct places. No more pizza boxes crusted with cheese in the bins, and no more cellphones tossed in with aluminum cans.

Another factor is what items are being recycled. With the increase in electronic media, fewer newspapers are being recycled. These are some of the cheaper materials to repurpose into something new.

Plastic, which is more expensive, is increasing.

Waste Management reports that plastic made up 12.7 percent of the waste stream in 2011, up from 10.5 percent the year before. However, the volume of that plastic was 25 percent of the waste stream.

And it takes more plastic bottles to reach a ton, and each ton is more expensive to process, according to Waste Management.

Like any global market, the recycling costs and demand could change in the future. While Mercer can't see the future, he believes that some of the production of recycled goods might move back to America as the cost of shipping them to China increases and the profits decrease.

"I don't know for sure that it will or when," Mercer said. "But it may make sense to do it here again."

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# Loveland launches recycling app

Recyclebank program canceled, but new social media application to help residents with recycling efforts

By Saja Hindi

Reporter-Herald Staff Writer

POSTED: 01/11/2015 07:11:38 PM MST



[\(portal/article/html/imageDisplay.jsp?contentItemRelationshipId=8522189\)](#)  
 Brock Waddell, 13, left, and Logan Harrison, 13, put cardboard into a bin Friday at the city of Loveland's Recycling Center, 400 N. Wilson Ave. The city hopes to increase recycling in 2015 through use of a new app that will let residents check on how or whether to recycle items they're disposing of and when their trash and recycling will be picked up, including holiday interruptions. (Steve Stoner / Loveland Reporter-Herald)

After a year of what officials called disappointing results from the city's recycling program partnership, the city is launching a new recycling initiative to encourage residents to recycle more. Although both the partnership program that ended in September, Recyclebank, and the new program, a mobile application and website called Loveland Recycling and Trash, are both social media-based, one is not a replacement for the other, according to Business Services Coordinator Brenda Browning.

Recyclebank is a social media company that allowed residents to earn rewards for their recycling efforts that they could use toward deals at local businesses. The city's partnership cost was roughly \$100,000 — 35 cents per eligible household per month — per year, with a \$47,000 cost to end the yearly contract based on upfront costs the company spent.

"It didn't give us the return on our investment that we wanted," said Mick Mercer, the city's streets, solid waste and stormwater maintenance manager.

The city's benchmark goals for the first year were to increase recycling tons by 11 percent, reduce trash in landfills by 2.8 percent and for 20 percent of households in Loveland to sign up for the program. But both the recycling tons increase and reduction of trash fell short of the goals, with 4.2 percent and 0.1 percent increases, respectively. The amount of eligible households who signed up, however, exceeded the goal at 28.4 percent.

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Mercer said staff members put in a lot of work to enhance the program with more of a focus on "home-grown" local businesses, offering these businesses free advertising on the city's website and on the side of garbage trucks if they became premiere businesses and offered better rewards than nationwide businesses. He said Recyclebank officials liked the efforts so much, they hope other cities will follow suit.

Residents will still be able to redeem any points they've received and can still use the Recyclebank website, though they won't be able to gain points through their blue cart recycling.

The switch to the new application is a partnership with a company called ReCollect. Browning said while there aren't set goals for this program, she does anticipate it will increase recycling significantly.

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The application, which can be found at [www.cityofloveland.org/solidwaste](http://www.cityofloveland.org/solidwaste) (<http://www.cityofloveland.org/solidwaste>) or can be downloaded on any Android or iPhone device, will cost the city \$9,000 per year.

Residents will have the ability to see a calendar with recycling and trash pickup dates as well as be able to search any item on the application or website and find out if it's recyclable and where to put it. Users can set up reminders to receive by email, text or phone — including landlines — for pickup dates and times and service interruptions, which Browning said can especially be helpful on holidays.

"I just think residents are going to love this," Browning said.

With the Recyclebank program, Mercer said city staff members felt like they were "preaching to the choir," but with the new program, residents will be able to educate themselves on where to divert their waste. City staff will also be able to set up notifications when necessary, such as reminding residents during the holidays that wrapping paper is recyclable.

"We just spend a fortune to move something that (residents) thought was recyclable that wasn't," Mercer said.

Browning said the application will also provide the city with analytics, allowing staff members to see which areas they need to provide more education about.

An additional benefit Mercer said will be fewer phone calls from residents who missed taking out their trash or recycling and having drivers rerun routes, which is not cheap. Browning said they receive as many as 20 calls per week, which tends to increase during holidays and bad weather.

Browning also reminds residents that they can recycle more than what fits in their cart. Additional carts can be requested from the city and are free, unlike additional trash carts.

*Saja Hindi: 970-669-5050, ext. 521, [hindis@reporter-herald.com](mailto:hindis@reporter-herald.com) (<mailto:hindis@reporter-herald.com>) or [www.twitter.com/SajaHindiRH](http://www.twitter.com/SajaHindiRH) (<http://www.twitter.com/SajaHindiRH>)*

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## CITY COUNCIL WORKSESSION

City of Greeley

July 22, 2014

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### Item Number

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Title Drop-Off Recycling Center Options Update  
City Manager's Work Program Item #47

Contact Brad Mueller, Community Development Director  
350-9786

*BM*

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### Background

Earlier this year, on January 28, Council discussed the closing of the Downtown Recycling Center and the economics and options surrounding that closure. Council directed staff to further research options, provide additional funding analysis, contact Weld County about possible partnerships, and then meet again.

Staff has concluded these efforts, with decision options listed at the end of this Summary. The most costly of these options has also preliminarily been included in budget materials so that it can be evaluated in the context of other city priorities through the budgeting process. (Not included here; will come with budget reports.)

Fundamentally, information about the types of programs and associated costs in other communities remains the same as discussed in January (see January 28 worksession attachment). The additional options that staff researched are found in the attached report ("Household Recycling Options Report").

Our meeting with Weld County on April 16 did not result in any new information, and the County declined to participate in any drop-off programs.

### Summary of Reports & Options

Council's request for costs associated with options concerning the downtown site resulted in developing two basic scenarios. First would be to again attempt to attract a private operator by issuing a Request for Proposals (RFP) based on an annual city subsidy of approximately \$20,000; this could be \$15,000 in direct contributions, and \$5,000 in advertising and utility support.

The estimate of \$20,000 is based on an analysis of the costs for other peer jurisdictions (as discussed in the January 28 report) and the recognition that Greeley is a greater distance from the nearest Materials Recovery Facility ("MRF"). A challenge in the past has been the inability of the operators to operate at a sufficient profit, according to both National

Recycling, Inc., the original operator, and its successor, Gallegos Sanitation. We do not know exactly what an acceptable margin to operators might be, and attempts to get costs or estimations from potential operators were unsuccessful because they would only discuss a specific, approved opportunity. Waste Management provided the only response (see attached April 4 letter.) The proposed subsidy, then, is a best effort at addressing a potential operator's needs.

Secondly, it is a challenge that Weld County does not have, within the region, a MRF. Other regional governments have provided facilities to overcome this market barrier to entry. For example, Larimer County owns a facility at the county landfill, financed by a municipal lease. There is a mixture of private and public facilities throughout the state.

The second basic scenario and associated costs relative to the Downtown Recycling Center would be to operate it as a City service. This would cost approximately \$80,000 a year, which includes labor (one FTE), hiring for service pulls and trucking to the MRF, utilities, maintenance, and promotion. [Estimate is conservatively high; labor cost may be lower.] See Attachment B of the Household Recycling Options Report, July 2014 for a breakdown of costs.

There are several variations to this second scenario. First would be to purchase the compacting/collection containers, a one-time expense of approximately \$105,000. Another option would be to provide minimal labor for the site management, a once-a-day check of the site. Labor costs would be about \$3,600 a year in this case. Staff does not recommend this option, however, since a major challenge in the past has been to ensure the orderliness of the site, particularly in making sure that trash is not dumped into the recycling bins, and that recyclables are correctly separated.

#### Future Reporting & Measures of Success

If Council decides on either option to re-open the Downtown Recycling Center, several measures would be maintained to determine success. First would be establishing collection quantity goals and then increasing those over time; this would measure the success in participation. Secondly would be a measure of participants' addresses, to determine whether a target percentage of citizens are from Greeley and, possibly from targeted neighborhoods. (Note that this measure would only be possible if the site was fully staffed.) Third would be awareness measures, to determine the success of outreach efforts; these might be from participation in city-wide surveys or other methods yet to be determined.

#### Other Issues Surround Recycling - Household Waste Collection

Offering a drop-off recycling option is just one component of a larger objective to promote the efficient and appropriate disposal of waste products. (See 2060 Comprehensive Goals as Attachment A of the attached Household Recycling Options Report, July 2014.)

Because of this, staff felt it appropriate to provide Council with additional information about the broader topic of waste collection. Ultimately, a comprehensive and coordinated waste collection system provides the highest participation in recycling, and can help with other related goals such as limiting the number of trash trucks and trash receptacles in neighborhoods, reducing incidental trash dumping (in alleys, empty lots, etc.), and simply limiting the amount of trash material going directly to area landfills.

Long-term considerations generally would require new regulations, legislative options discussed in the attached report. It is common, for example, for cities to either coordinate and contract city-wide trash collection (sometimes by district), or to even operate the collection service. (Evans and Loveland are examples.) Such options allow recycling to be provided to all citizens and can make general trash collection mandatory for all residences.

One way to explore Greeley citizens' interest in, and tolerance of, the City providing this type of utility service would be to initiate a pilot program in a neighborhood. This would involve soliciting a potential neighborhood (perhaps through a Homeowners' Association) that would participate, and working with them to bid for a single waste hauler. A Municipal Ordinance might be needed for the situation where, for example, only 90% agree to participate, to ensure all households in the neighborhood participate. Council should be aware that, in the late 1990's, there were efforts at districting the city for single-hauler service, and this was met by resistance from operators and some citizens; part of a pilot project would be determining current attitudes about these potential measures.

#### Council Direction Requested

Council is asked to provide direction on whether or not to re-initiate a drop-off recycling center downtown, using either or any of the models discussed. In addition, there is a relationship between recycling and waste collection in general, so if Councilmembers would like staff to pursue or research broader policy and legislative options, direction for that is also requested.

#### Decisions Options

Decisions for the Downtown Recycling Center include:

- 1) Attempting private operation of a drop-off center at the existing site by issuing a Request for Proposals (RFP) that includes \$15,000/year direct support, plus approximately \$5,000 a year in indirect support (city pays for utilities, some capital improvements, some advertising).
- 2) Assume public operations of a drop-off center at the existing site at a cost of approximately \$80,000 for staff, operations and maintenance, plus an additional one-time cost of \$105,000 to purchase compacting equipment. (If this is decided, we would analyze more the options of leasing equipment versus purchasing it.)



- 3) Do nothing. Do not re-open the site. Do not commit to annual costs for either subsidy or operations, but use available city funds for other city priorities.

Decision options for related waste/recycling collection include:

- 1) Initiate a pilot project within a neighborhood to contract with a single trash collection company that would be required to also provide curbside recycling. Budget \$5,000 for incentives to the neighborhood. (Would require code amendments, as noted above.)
- 2) Attempt to initiate the same pilot project, but without incentive funding. (Staff would attempt to just facilitate a pilot, without incentives.)
- 3) Explore and/or implement a variety of policy options legislatively, including mandatory curbside collection, a single hauler (by district) requirement, etc. Staff would be able to provide more specific options based on general direction about this from Council.

Attachments

Household Recycling Options Report, July 2014

January 28, 2014 Worksession Report on the Downtown Recycling Center

Waste Management letter dated April 4, 2014

**Household Recycling Options Report**  
**Community Development Department – Natural Resources Division**  
**July 2014**

History

Six months ago, in January 2014, the Downtown Recycling Center closed when the private operator could no longer support the operations, citing financial constraints. This report takes this opportunity to examine all of the considerations that can go into meeting City goals concerning the reduction of waste and diverting solid waste from landfills. (See Attachment A: 2060 Comprehensive Plan Goal EN5.)

Options

There are a range of options that can help reduce solid waste in local landfills. They vary in the amount and type of involvement from the City. In general, the range of options is as follows; each is discussed in detail below:

- Do nothing
- Adopt legislative (legal) requirements/restrictions
  - Mandatory curbside collection for recyclables
  - Volume-Based trash collection
  - Single Provider Services
  - Single Provider Service as a pilot program
- Facilitate commercial operation of a household recycling drop-off center
- Operate a city-run household recycling drop-off center
- Combination of any of the above

Do Nothing

Under this option, the former Downtown Recycling Center would not be reopened. Greeley residents' options would therefore be limited to:

- No recycling of household materials (i.e., landfill all waste materials)
- Subscribe for curbside recycling from a private hauler (monthly fees)
- Utilize the drop-off site operated by Northern Colorado Disposal northwest of town

Pros:

- No budgeted costs for City
- Allows for private sector solutions, when possible

Cons:

- Some residents cannot afford the costs for curbside collection (monthly \$25 trash & \$10 recycling)
- Residents in multi-family complexes generally do not have on-site recycling services
- Operational hours and location for the Northern Colorado Disposal site are not convenient for some residents, especially in east Greeley
- Does not proactively address city waste and image goals (including those in comp plan)

Legislative

There are a number of options, all of which would entail passing ordinances related to refuse collection. In addition, an alternative to first passing regulations might be to conduct a pilot test, depending on the situation.

In general terms, the legislative options could include:

- Requiring haulers to provide curbside collection of recyclable materials, *and/or*
- Requiring haulers to provide volume-based trash collection (pay-as-you-throw/PAYT)
- Single hauler services city-wide
- Single hauler services by districting the city

Pros:

- Increases landfill diversion through monetary incentives (reduced/avoided costs) and convenience
- Reduces household costs (more users should reduce per household charges)
- Normalizes opportunity for recycling for most residents
- Promotes resource-conscience community values and image
- Eliminates properties that do not voluntarily subscribe to a service, and the trash accumulation on the property that results (under mandatory participation scenario).

Cons:

- May not provide recycling to multi-family unit residents (generally property owners can't or won't successfully manage separate recycling facilities at apartment complexes)
- Haulers may have to re-tool operations
- May require two collection trips per house (one for trash/one for recyclables)
- There are limited sorting facilities in this region (Materials Recovery Facility - MRF) for single-stream collection; current capacity may not handle increased volumes
  - Larimer County Landfill is an Intermediate Processing Center (IPC) that handles pre-sorted recyclables (two streams – mixed containers and paper)
  - Recycle America may have capacity to truck single-stream collected material to their MRF in Denver for sorting
- It is a long distance to available MRFs (increased costs because of Greeley geography)
- Mandatory single-service programs may be objectionable to citizens, who have loyalty to a specific hauling company or want the freedom of choosing an operator

#### Detail of Legislative Options

##### *Mandatory Curbside Collection for Recyclables*

- Licensed trash haulers would be required to offer curbside collection of designated materials as part of their normal service.
- Customers would not have to opt in for the service and would be provided separate containers for trash and recyclables.
- Generally, curbside collection is done as a "single-stream," meaning that the recyclables do not have to be sorted by type but are all placed in the designated container. Sorting is done at the facility that receives the materials.
- This type of facility is called a Materials Recovery Facility (MRF). The nearest MRF is at the Larimer Landfill near Fort Collins. (Northern Colorado Disposal does sort their own collected materials, but apparently does not operate fully as a MRF.)
- In some parts of the country all materials are collected (trash and recyclables) in one container and are sorted at a dirty-MRF. The northern Colorado region does not have a dirty-MRF.

#### *Volume-Based Trash Collection*

- Volume-based collection ("Pay As You Throw", or "PAYT") is a system where customers pay for trash service based on the amount they generate. The more waste, the more a household pays.
- Usually managed through the size of container the customer subscribes for, with a surcharge for any extra amounts.
- PAYT programs are usually coupled with mandatory curbside recycling. Service providers can only charge the customer for the trash volume not including the recycling. The result is that customers are incentivized to place recyclables in the designated container because they will pay less per month for their trash. This increases the diversion rate for recyclables and reduces the volume going to a landfill.
- In this region, both Fort Collins and Loveland have PAYT programs coupled with curbside collection. Fort Collins' program is by ordinance for private haulers, whereas the City of Loveland provides their service. Many of the trash collection services in Greeley also operate in Fort Collins.

#### *Single Provider Services*

- Utilized to reduce the number of large trash trucks that frequent a neighborhood, the number of days that trash is placed at the curb for collection, and (potentially) the fees paid by the residents.
- Should provide economies of scale benefits to the operator (and to the neighborhood in the form of reduced traffic and noise).
- Implementing would require either: 1) the City offering the service (as Loveland does), or, 2) the City managing the service (as Evans does).
- A city-operated program would entail establishing a department program with staff and equipment.
- A city-managed program would entail taking over trash collection but bidding out the service to private operators. Operators could be contracted city-wide, or separately bid for different districts, to allow multiple operators. Trash collection fees could either be billed and collected through the City utility system and paid to the contractor, or the contractor could bill customers directly.
- This could be tested as a pilot program.

#### Facilitate Commercial Operation of a Downtown Drop-Off Recycling Collection Center

This option would entail reopening the Downtown Recycling Center (and/or other collection sites), under private management. Based on past experience, it is assumed that this would only be possible with a city subsidy, proposed at \$20,000 (\$15,000 directly to the operator, \$5000 in the form of utility and advertising support).

##### Pros:

- Available to all residents, including multi-family occupants
- Relatively low annual operating cost (equivalent to \$0.55 per Greeley household)
- Operational hours and location is convenient for many residents

##### Cons:

- Would represent an on-going commitment (\$20,000/year)

City-Provided Downtown Drop-Off Recycling Collection Center (see also Attachment B)

This option would entail reopening the Downtown Recycling Center (and/or other collection sites).

Pros:

- Available to all residents, including multi-family occupants
- Relatively low annual operating cost (equivalent to \$1.37 per Greeley household)
- Operational hours and location is convenient for many residents

Cons:

- One-time capital purchases for equipment are significant (around \$105,000)
- Would represent an on-going commitment (about \$80,000/year O & M, after the initial capital outlay)

Legislative and City Provided Drop-Off Collection

In addition to the above listed pros and cons this option would:

Pros:

- Provides menu of options for residents
- Potentially reduce household expenses (if economies of scale and negotiated rates are successful)

Cons:

- Gets the city in the waste collection and/or recycling business (when it may not want to be)

## ATTACHMENT A

City of Greeley adopted 2060 Comprehensive Plan, Waste Planning Goals & Policies

### GOAL “EN5” (“Environment 5”): DEVELOPMENT & RESOURCE CONSIDERATIONS

Objective F: Promote the efficient and appropriate disposal and/or recycling of waste products

1. Reduce solid waste through measures which emphasize precycling, recycling, reuse, and proper disposal
  - a. Encourage productive reuse of yard waste through composting and mulching which does not create or result in offensive outdoor odors
  - b. Pursue programs which encourage the creative treatment of wastewater and composted wastewater sludge
  - c. Encourage programs which provide precycling and source separation recycling programs, such as curbside recycling for households and businesses, additional community recycling centers, and recycling centers at multi-family residences and institutional uses
    - a. Promote the use of energy conscious products when such alternatives exist
  - d. Encourage a shift from land fill disposal to alternatives that more effectively conserve energy and natural resources, including diverting organic material to the City’s Greencycle site for composting
    - a. Encourage recycling of construction and demolition waste
  - e. Continue partnerships with other governmental entities and private operations to reduce solid waste and emphasize precycling, recycling and reuse through incentive programs and waste disposal fee structures
  - f. Explore options to limit the number of waste haulers servicing a single neighborhood area to reduce the impact of large trucks in local streets and limit the amount of curbside trash that is present at a time
    - a. Facilitate the option by homeowners associations and similar neighborhood organizations to voluntarily contract for one trash hauling company to serve the neighborhood

## ATTACHMENT B

### Downtown Recycling Center Operations – City-Run Service Option

- Daily hours: 7 a.m. – dark (closing varies by season)
  - Site controlled by automatic gate timer
- Site monitored by security camera
- Site staffed full-time (other duties would be assigned to the person to fully utilize their time, including documentation, possible assistance with Public Works and/or CPR projects, etc.)
- Site Equipment
  - 3 30 yard compactor bins (cardboard, paperboard, plastics)
  - 3 30 yard gable top bins (newspaper, office paper, co-mingle containers)
  - 1 20 yard open top bin (glass only)
  - 1 55-gallon trash drum
- Snow Removal – contracted; or, perimeter sidewalks – Parks; interior – Streets (to be determined)
- Landscape maintenance – contract or pay another department for services
  - Landscape designed to be a xeric demonstration garden
  - Maintenance includes weed control, drip system maintenance
- Marketing/Community Education – Community Development/Natural Resources
  - On-site container signs
  - On-site kiosk
  - GTV8
  - Web page
  - Presentations/events
- Alternate operations
  - Staffed site
  - 7 a.m. – 4 p.m
- Tuesday - Sunday Site checked twice daily by Public Works (Streets Div) staff (Under Option 1 labor option)
  - Pick up loose trash
  - Empty trash barrel
  - Check collection bins and order hauls as needed



**Downtown Recycling Center Operations – City-Run Service Option Draft Budget**

(\*Note: Totals do not exactly equal those found in the Supplemental Budget Request due to some line items serving both the GROW site and, last year, the recycling center.

<b>Annual Operating Budget</b>		<b>Monthly</b>	<b>Yearly</b>
Service/Pulls	3 pulls/week * 4.3 weeks/mo	\$ 1,290	\$ 15,480
Electric	avg = \$75/mo	\$ 75	\$ 900
Water/Sewer	avg = \$75/mo	\$ 75	\$ 900
Misc Mtn Cost		\$ 98	\$ 1,170
Public Outreach (Education/Promotion)		\$ 167	\$ 2,000
<b>Total Purchased Services</b>		<b>\$ 1,704</b>	<b>\$ 20,450</b>
<b>Labor</b>			
Option 1	1 hr/day site insp/cleanup	\$ 300	\$ 3,600
Option 2	staffed site 8 hours/day (Tues – Sat) at \$21/hr		\$ 41,578
	LTD		\$ 170
	Health		\$ 11,591
	Life		\$ 73
	Dental		\$ 350
	Workers Comp		\$ 112
	Reg Pension		\$ 1,663
	401K		\$ 832
	FICA		\$ 2,578
	Medicare		\$ 603
			<b>\$ 59,550</b>
<b>Total Operations</b>			
	with Labor Option 1		\$ 24,050
	with Labor Option 2		<b>\$ 80,000</b>
<b>One-time Equipment Purchase</b>			
			<b>\$ 105,000</b>
<b>Total Year 1 (2015) Outlay</b>			
	with Labor Option 1		\$ 108,600
	with Labor Option 2		<b>\$ 185,000</b>
<b>Total Year 2 (2016) Outlay</b>			
	with Labor Option 1		\$ 24,050
	with Labor Option 2		<b>\$ 80,000</b>
<b>Annual Revenue Estimate*</b>	(* variable due to volume, market price)		\$ 5,400



## CITY COUNCIL WORKSESSION

City of Greeley  
January 28, 2014

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Item Number 4

6:30 – 7:00 p.m.

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<u>Title</u>	Downtown Recycling Center Review of Options
<u>Contact</u>	Brad Mueller, Community Development Director 350-9786

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### Summary

The Greeley Downtown Recycling Center, located on 11<sup>th</sup> Avenue at 3<sup>rd</sup> Street, was closed this month after the contractor of two years gave notice to withdraw from the contract with the city. The City's experience with a consumer recycling center, since its opening in 2008, has demonstrated a fairly high level of interest among citizens, but with the trade-offs of operational challenges and profitability difficulties typical of the industry. The following report provides a history of the site, information about recycling in other peer communities, analysis of the community value, and budgeting/economic information so that staff can have a beginning conversation with Council about where consumer recycling fits, if at all, in the list of services the City provides.

### History

In 2008, the City of Greeley was approached by National Recycling, Inc. with interest in developing a drop-off recycling facility. In mid-2008, National Recycling received a grant from the State Recycling Resources Economic Opportunity (RREO) fund to develop a recycling drop-off facility in Greeley. Following the grant award, National Recycling approached the City to find a suitable location. In the fall of 2008, the site at 228 11<sup>th</sup> Avenue, owned by Greeley Urban Renewal Authority, was selected. A lease was negotiated for a \$10/year fee. National agreed in the lease to pay the City \$10 for each ton of cardboard, newspaper and other paper products collected at the site. National was also responsible for utility costs at the site. Functionally, this was a private enterprise leasing a GURA property to operate a program open to the public. However, because the City supported and assisted with its development, and it promoted the use of the facility, many residents thought it was actually a City-operated program.

Site design was completed in Fall 2008, and construction occurred during the late winter and early spring. The site was opened to the public in early April 2009. A ribbon-cutting was held on Earth Day, April 22, 2009. The company struggled throughout their time in operation, never fulfilling the terms of their lease, and they were delinquent in paying the water bill and in maintaining the premises. The share-back payments required per the lease were never paid. City staff met with company representatives on several occasions to

## CITY COUNCIL WORKSESSION

City of Greeley  
January 28, 2014

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### Item Number

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#### Title

Downtown Recycling Center Review of Options

#### Contact

Brad Mueller, Community Development Director *BPM*  
350-9786

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#### Summary

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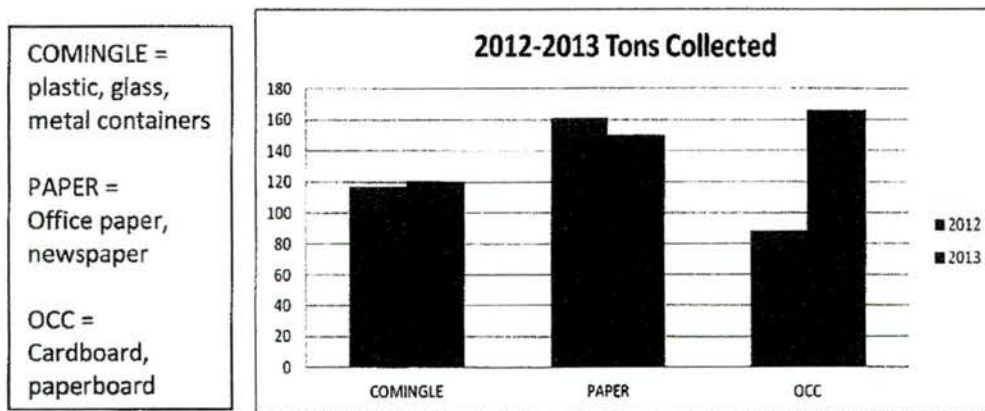
discuss the situation and seek resolution. In late 2011, the City was notified that National Recycling was going out of business and selling the assets.

In order to keep the program available to the public, the City then negotiated with Gallegos Sanitation, which purchased the assets to keep the site in operation. During 2012, under a service agreement with Gallegos Sanitation, the City paid \$325/month to help cover costs of opening/closing/upkeep of the site. The City also picked up the costs of electric and water service. Gallegos covered all other costs for collection and removal of materials. For 2013 a new rate of \$438.75 per month was negotiated for the same level of service. In December, the City was notified that Gallegos could not continue to operate the site under that arrangement due to their associated financial losses. Gallegos prepared to close it the first of this year. The City agreed to pay all costs for an additional two weeks to allow time to consider options and adequately prepare for closure.

The following table provides the 2012/2013 City expenses and revenue for the site. The revenue came in the form of rebates offered through the State's RREO program. These rebates were to help offset operational expenses for collecting certain commodities and were based on weight of materials collected.

City Expenses/Revenue	2012	2013
Site Operations	\$3225	\$5265
Water/Sewer	830	682
Electric	513	483
Misc Expenses (advertising, signage)	300	300
<b>Total Annual Expenses</b>	<b>\$4868</b>	<b>\$6730</b>
Revenue (State Rebates)	635	782

Data provided by Gallegos Sanitation indicate the amount of materials collected at the site during 2012 (Feb - Dec) and 2013. National Recycling did not ever provide data reports during their operation of the site.



While the tons of comingle were less than the other materials, the number of hauls was substantially higher at 94 in 2013 compared to a total of 66 for both paper and OCC. The 2012 figures were 86 pulls for comingle and 64 total pulls for the other two categories. The need for more frequent pulls in 2013 was due to the fact that the collection bin would fill quickly but weigh very little due to the volume of air within in the bottles and cans. This operational condition was one of the reasons cited by Gallegos for being unable to maintain a profitable operation.

On average, the City's Natural Resources office receives 3 to 5 calls weekly from people regarding recycling. Questions generally are about where to recycle materials, including household recyclables (paper, cardboard, plastic, etc.), organics (branches, grass, leaves, etc.), electronics, household hazardous waste (paints, batteries, pesticides, etc.), and other materials. While exact numbers are not available, staff is aware that quite a few people who utilize the Downtown Recycling Center come from outside the city limits because other recycling options are generally not available to them. This perception is based on contacts from individuals but cannot be quantified.

Other recycling options for household recyclables in the community include a drop-off site for paper, metal, plastics, glass and cardboard at Northern Colorado



Disposal's transfer station located at 59<sup>th</sup> Avenue and O Street. Published hours for this facility are 7 a.m. - 4 p.m., Monday - Friday and 7 a.m. - 11 a.m. on Saturdays. Staff has received feedback that this facility is not always open during these hours. There are "newspaper only" bins located at the King Soopers stores on 11<sup>th</sup> Avenue and 35<sup>th</sup> Avenue. In addition to these free services, residents may subscribe to curbside collection of designated recyclables through their trash company.

#### **Recycling Programs in Other Communities**

Staff researched recycling programs in neighboring communities including Loveland, Fort Collins, Evans and Windsor.

The City of Loveland operates residential trash collection services and charges based on volume-based rates, commonly referred to pay-as-you-throw (PAYT). Residents subscribe for the size of trash container they need and pay based on that container size. For example, a 17-gallon cart costs \$2.75 per month, a 35-gallon cart costs \$5.50 per month, 65 costs \$11 and 95 costs \$16.50. If the amount exceeds what the container can hold (with the lid closed), a pre-paid "trash stamp" must be affixed to extra trash bags at \$1.50 per bag. The stamps can be purchased at local grocery, discount and convenience stores. In addition to the trash container, the residents are provided with curbside recycling bins/service at no extra fee. The intent behind PAYT programs is to reduce the volume of material going to

landfills by encouraging recycling through economic incentive. The less you throw away, the less you pay – the more you recycle, the less you pay. Loveland also provides free drop-off service for recyclables at its yard-waste collection site.

In Fort Collins, trash collection is operated by private companies. Trash collection companies are required by City regulation to utilize volume-based pricing (PAYT) and to also provide curbside recycling collection. In addition to the curbside option, Fort Collins operates an unmanned drop-off facility for recyclables. The site, started in 2002, is open 7 days per week during daylight hours. In order to curtail illegal dumping they contract with a local security company to patrol the site. Currently, Fort Collins contracts with Waste Management for hauling and processing. The City owns the containers. They pay for each haul of a collection bin. Current costs are \$98/haul for cardboard, newspaper, mixed paper, and comingled containers and \$155/haul for glass. When the actual monthly Market Price (obtained from standard industry reports) exceeds a certain amount per ton (“threshold”), Waste Management pays a rebate to the City for that amount. For example, if the cardboard price exceeds the threshold of \$25/ton the City receives 50% of the amount over the \$25. If the market price is \$26/ton, the City would receive \$0.50/ton as a rebate. The city’s yearly budgeted cost to operate the drop-off center is \$35,000. As noted above, the City owns the collection containers, so they do not have to pay a monthly fee to the contractor for those.

The Town of Windsor also contracts with Waste Management in the same manner. They have a recycling site that is operated by their Public Works Department and is adjacent to their green waste collection site. They have an automatic gate that opens and closes the site each day. It is unmanned, but staff at the adjacent green waste site keep an eye on the recycling bins. The Town pays approximately \$1,200/month (\$24,000 annually) to support the service, based on the number of pulls from the site.

The City of Evans contracts with Waste Management for city-wide residential trash collection, which is paid with their monthly utility bills. Each house is provided with a 96-gallon polycart. All trash must fit in the cart. Additional carts can be obtained from Waste Management for an additional annual fee of \$48. Individual residents may opt for curbside recycling. A small recycle bin requires a \$20 deposit for the bin, or they can obtain a 96-gallon tote for \$3/month. Evans does not have a drop-off site. There are no direct costs to the City of Evans.

There are other recycling models in communities around the country, but those described for the communities above are among the most common. In general, community drop-off recycling programs are funded through the local government.

#### Economics & Estimated Costs

Collection and processing of recyclables as an industry has mixed profitability. The value of commodities fluctuates depending on supply and demand. When value exceeds the threshold for profitability the operator will cover costs and make a profit. When value is

below the threshold, the operator either needs a way to store it until the price recovers or will have to move it at a loss. Small operators often cannot overcome the large fixed costs of buildings, equipment and transportation needed to collect, process and deliver materials to end-users. Large operators will often only service large producers because volume will offset these costs. So a gap at the consumer or small community level is not unusual.

The following sample annual budget for operating the Downtown Recycling Center is based on historic data of the number of pulls from the site, as well as information from Fort Collins' contract with Waste Management:

**Sample Budget (to Illustrate Costs)**

Expenses	Monthly	Annual	Notes
Equipment Rental	\$2150	\$25,800	3 compactor units @ \$450/mo; 4 non-compactor units @ \$200/mo (est. from Gallegos)
Service Pulls	\$1,350 (average)	\$16,200	~ 13.5 pulls/mo; 162 pulls/yr (current volume)
Trash Removal	\$45	\$540	3 yd dumpster, 2x/wk
Electric	\$50	\$600	Avg \$50/mo
Water/Sewer	\$75	\$900	Avg \$75/mo
Site Mgt/Mtn* Open/close gate, check bins, pick up debris	\$410.50	\$4926	@1 hr/day; 7 days/week - 3 holidays @ \$12/hr plus FICA/WC
<i>Alternative option</i>	\$283.50	(labor) \$3402 (equipment) \$450	Purchase and install an automatic gate opener @ \$450 (one-time cost); staff to check bins and site conditions (1 hr/day*; 5 days/week - 10 holidays = 250 days/yr)
Advertising		\$1000	Water bill inserts; misc print ads
Site Signage		\$1000	Start up cost, schedule replacement every two years
<b>Total Estimated Expenses</b>		<b>\$50,996</b>	
<i>Alternative Option</i>		\$49,992	

\*Assumes in-kind participation, where CRP/Parks provides snow removal, Streets provides sweeping, and Water provides landscape maintenance at no cost to program, as has been done the past two years.

Other expenses not included above could include having a private security company patrol the site to curtail illegal dumping or purchasing and installing a security camera. It may also be necessary, to maintain or increase participation, to expand community outreach and education regarding environmental stewardship, to include the message of “reduce, reuse, and repurpose” in addition to “recycle”. While this could result in increased costs, by maximizing community partnerships (through the City’s Environmental Stewardship Advisory Committee) with UNC, Aims, District 6, Weld County and other interested parties, the City could achieve this at no or minimal additional costs.

Revenue is difficult to estimate since the market prices for materials are extremely volatile. The following table attempts to put some numbers to possible revenue opportunities. According to Town of Windsor staff, they have seen contractual rebates anywhere from a high of \$900 in one month to nothing in other months. Fort Collins staff also noted that revenue is not consistent. This would indicate that anticipating revenue to offset costs for the program should only be a small consideration in deciding whether to operate a site.

***Sample Revenue Opportunities***

Revenue	Volume Est. (tons)	High Estimate		Low Estimate	
		OBM	Rebate	OBM	Rebate
Rebates*					
OCC (Threshold = \$25/ton)	100	\$45	\$1000	\$25	\$0
Newspaper (Threshold = \$25/ton)	N/A				\$0
Mixed Paper (Threshold = \$25/ton)	150	\$30	\$375	\$20	\$0
Low-Grade Mixed (Threshold = \$55/ton)	66	\$56	\$33	\$15	\$0
Comingle (Threshold = \$100/ton)	90	\$110	\$450	\$50	\$0
Glass - no rebate	30		\$0		\$0
Rebate Totals			\$1858		\$0

\*Rebates are based on the current market price for that material from the Official Board Markets report (OMB). Per a potential contract agreement, if the market price exceeds the Threshold, the difference is split 50/50 between the City and Service Provider.

**Funding Options**

If the City were to re-open the Downtown Recycling Center as a community drop-off recycling site, there are several funding options, including:

- General fund allocation
  - Pros - simplest method of funding
  - Cons - already constrained city revenue, difficult to support new programs

- User fees assessed to the community at-large via a fee on water bills.
  - Pros:
    - With approximately 24,000 single-family households in Greeley, a fee of \$2 per year per household would substantially cover costs.
  - Cons:
    - A city-wide fee might be seen as unfair to those that don't use the site. This fee would also not be assessed to residents in multi-family dwellings, who are more likely not able to subscribe to curbside collection.
    - Non-city residents using the site would not be assessed the fee.
- User fees through an on-site attendant to collect fees from site users. An on-site fee schedule would have to be developed.
  - Pros:
    - On-site collection from users assesses the costs to those that directly utilize the service whether they reside in the city or not. Staff has heard from a number of site users that they would support a user fee. It would also provide a higher level of management to assure illegal dumping is curtailed.
    - If other tasks not associated with the Center (department support, Public Works or Parks tasks, etc.), the position could be partially budgeted for other functions.
  - Cons:
    - An on-site attendant would significantly increase operational costs.
    - There is no guarantee the level of activity or volume of receipts would warrant full-time staffing.
    - Collecting cash on-site creates safety and accountability concerns.
- Funding partnership with Weld County
  - Pros - Provides funds to help cover costs of allowing non-city residents use of the site.
  - Cons - Fairly low likelihood of County participation; there would be the challenge of securing year-to-year funding through the budget process.

Other possible funding that might help with start-up costs includes grants. Currently the State through the Recycling Resources Economic Opportunity program is soliciting grant applications to funds projects that promote economic development through the productive management of recyclable materials that would otherwise be treated as discards. Their top priority for funding is for what is termed Hub-and-Spoke recycling systems that develop increased recycling infrastructure and provide widespread access to recycling throughout the state. A Hub facility creates greater storage capacity and processing capabilities, while Spokes create or expand recycling drop-off centers. While the original development of the



Downtown Recycling Center was funded through one of these grants, it is possible the City could obtain a new grant to re-open the site by purchasing equipment (recycle bins and compactor units), thus reducing the annual operating costs for equipment rental. A major criterion for these grants is sustainability of the project over time - how the program be funded after the grant project. Timing for the current round of grants is a concern since the grant applications are due March 3<sup>rd</sup> for a start-work date of July 1 at the earliest for grant awardees. However, if the site can be re-opened initially by renting the equipment, a grant for purchasing equipment could be pursued in a future year.

In addition, Staff has learned that the contract Fort Collins has with Waste Management contains a clause that allows other public agencies to purchase off the award for their bid at the option of the Awarded Service Provider. According to Greeley's Purchasing office, this would allow Greeley to bypass issuing a request for bids and immediately negotiate a contract with Waste Management. While Waste Management was not the lowest bidder based on per haul costs, they were selected by Fort Collins because their rebate was more attractive and offset their somewhat higher cost. They also were not the high bidder. The contract was originally awarded in 2012 with a renewal clause that allows an option to negotiate any pricing changes using the Denver Boulder Greeley CPI-U published by the Colorado State Planning and Budget Office as a guide. In 2013 a 1.8% CPI-U increase was negotiated. Fort Collins has been satisfied with the performance of Waste Management. They are currently negotiating the 2014 contract and anticipate a similar increase.

#### Value of a Local Community-Supported Recycling Facility

A big question that some people might have is why a community would provide a recycling facility. Much of the answer comes down to providing residents with opportunities to improve their community. A recurring comment from local residents is that they "want to do the right thing" by recycling and keeping discards out of the landfill. Providing recycling programs improves community image by showing the city is "green-friendly", an important value for attracting eco-conscience residents and businesses. User-friendly recycling programs also encourage residents to keep properties clean by not accumulating discards for a once-a-year event such as the Spring Clean-Up.

A recent story in the Greeley Tribune reported on the Green Team in District 6. In the story, a student on the Green Team at Monfort Elementary stated, "You can reduce, reuse and recycle. If you don't, this place will be full of hundreds of trash. This would be the trash planet. And who wants to live on a trash planet? You'd be swimming in trash." In addition to District 6, recycling and waste-stream management is a commitment of UNC and most of the major businesses in town. According to information from the EPA, a community's commitment to a cleaner environment is often considered to reflect its commitment to a higher quality of living. Recycling also attracts companies that reprocess recyclables and the suppliers who reuse these materials in their products. (Source: EPA)

### Council Direction Requested

This report is advisory information for discussion purposes. Staff would benefit from a discussion of Council's preferences and ideas concerning the need and desirability for a recycling center, interest in subsidizing a facility, and thoughts about funding and operational preferences. We anticipate, depending on such discussion and any general direction provided, then returning with a specific proposal.

### Decisions Options

- 1) Discontinue any future recycling site and services.
- 2) Request that a specific proposal (including budget and costs) be developed for Council consideration that could be implemented in 2014 (would likely require mid-year appropriation).
- 3) Request that a specific proposal be developed for Council consideration as part of the 2015-16 budgeting process.

### Attachments

None.



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## ***Residential Trash & Recycling Survey: Greeley, CO***



*Final Report Prepared for:  
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November 28, 2016

Organization of the Report

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# 1. Executive Summary

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The City of Greeley has been actively working to improve the services they provide to their residents. Skumatz Economic Research Associates (SERA) was hired to conduct a city-wide community survey to better understand the trash, recycling, and composting services available to and used by Greeley residents and to gain an understanding of the community's needs and interests for additional services.

The survey instrument was developed with input from City Staff centering on current services, trash generation and recycling habits; and interest and support for a variety of potential diversion programs including curbside and drop off recycling, Pay-As-You-Throw (PAYT) variable priced trash service, compost programs and programs reducing the number of trash trucks on the city streets.

## *Survey Results Overview*

To provide statistically-reliable information for the City, a random sample of residents were sent postcards asking them to complete a web-based survey. We received 345 completed surveys, which provides strong response numbers. We provide two sets of results in tabular form in this document:

- **Tables by age group:** Although we sent surveys to a random sample of homes, we received a higher-than-representative number of surveys from households over age 65. For this reason, we provide the survey tables split by age group. However, the results summarized in the overview reflect the fact that the vast majority of homes are in the “under 65” group. (Detailed Results in Appendix A).
- **Home Owner Associations (HOA):** About a quarter of all the respondents from Greeley live in homes located in Home Owners Associations (HOAs). Services, costs, and therefore, preferences, differ between the HOA and Non-HOA groups, and where differences arise, they are noted. (Detailed results in Appendix B).

The following is a general overview of the results. More detailed discussion of the process, results, and subsectors identified are presented later in this report.

## **Services**

- **Trash Service:** The majority of Greeley respondents (**83%**) **contract directly** with their haulers for trash service and 13% receive **service through their HOA**. Another 4% -- all within the group above age 65 – bring their trash directly to the landfill. Two thirds of these households bring materials to the landfill weekly. Many of the haulers charge households for trash carts (28%); however, households in HOAs are far more likely to receive carts at no additional charge (58%).
- **Service provider:** The trash haulers most commonly reported as service providers are, in order, **Northern Colorado Disposal (more than 50% of respondents)**, Bunting, Waste Management, and Ram Waste Services.
- **Recycling:** About 20% of Greeley households say recycling is included in their trash bill, and half say curbside recycling is available for a fee. As a result, **20% use drop-off recycling, one-third say they do not recycle, and about a third pay an additional fee for recycling**. The majority of

households using **drop-off recycling** go **once a month** to a few times a year; non-HOA households are more likely to use drop-off recycling, and use it more frequently. Respondents living in **HOAs** are **more likely** to have **recycling included** in their trash service (41% vs. 10%) and **more likely to recycle curbside (51% vs. 43%)**.

- **Half** of all the respondents **have curbside service delivered via small, open-top 18 gallon rectangular bins for recycling, which provide considerably lower volume of recycling service than those receiving service in 96-gallon containers**. The vast majority of households (87%) have single stream recycling service (all recyclables combined in one bin) and **every other week collection**. Both trash and recycling bins provided by haulers are larger in HOA contracted areas.
- **PAYT**: Only about 5% of respondents report having PAYT service, in which households putting out less trash for collection pay a lower trash bill; the rest said “no or didn’t know”.

### Recycling and Diversion Habits

- **Recycling materials remaining**: The most common recyclable materials remaining in the trash bin are: **food waste, yard waste, Styrofoam, and pizza boxes**. Those over 65 years of age had more newspaper remaining, and those households under 65 had more pet waste and diapers remaining in their trash.
- **Organics**: **Almost all residents (99%) have homes with landscaping** including lawns, trees, and shrubs. About a third of all residents put lawn clippings in trash and about two thirds put branches and other yard materials in the trash. About one-third use organics collection service. For drop off organics, 8% or less are taking any material to the GROW Center.
- **Food waste**: Approximately half of the respondents are putting at least some food waste down the garbage disposal, but more than half regularly dispose of it in the trash.

### Satisfaction with Services

- **Trash Service**: More than 80% are satisfied with trash service (somewhat or very satisfied), but less than 50% are satisfied with the rates they pay.
- **Recycling Services**: Again, half use curbside recycling, and most are satisfied with both the service and value. As mentioned, one-third use organics service, and most say they are satisfied with the service but are neutral about the value
- **Barriers to Recycling**: The two largest barriers to recycling reported were: it is hard to take materials to the drop off center, and recycling service is expensive.

### Support for New Services

- There is strong support for **including recycling service** in the cost of trash service (**79%**), but only 30% are in favor of adding recycling service if it costs an additional (separate) fee.
- Yard waste service is of interest to Greeley residents. Including curbside **yard waste** with the trash service fee (**71%**) and a yard waste drop-off site (**62%**) both received strong support.
- PAYT has strong support; nearly **three quarters** of the respondents are **in favor** or not opposed to this program.
- Nearly half of responding households favor a single hauler providing service city-wide.

- Households want a **Household Hazardous Waste and Electronic Recycling Drop-off site (nearly 80% support)**.

#### **HOA vs. Non-HOA: Key Differences**

We reviewed services in areas in HOAs and those not in HOAs. The homes in HOAs include some with contracts (service embedded in their home owner fees, 50% and some who pay separately, because their HOA does not contract for service (47%)). Households in HOAs that contract for service tended to have more comprehensive service. Their carts are more frequently provided at no fee, they receive larger (trash and) recycling carts, and their trash fees – or trash and recycling fees - are lower than for homes than report their services are contracted through their HOA than the cases where households contract individually for service with their selected hauler. They are less likely to use drop-off recycling sites (as their curbside service is more often embedded with trash service).

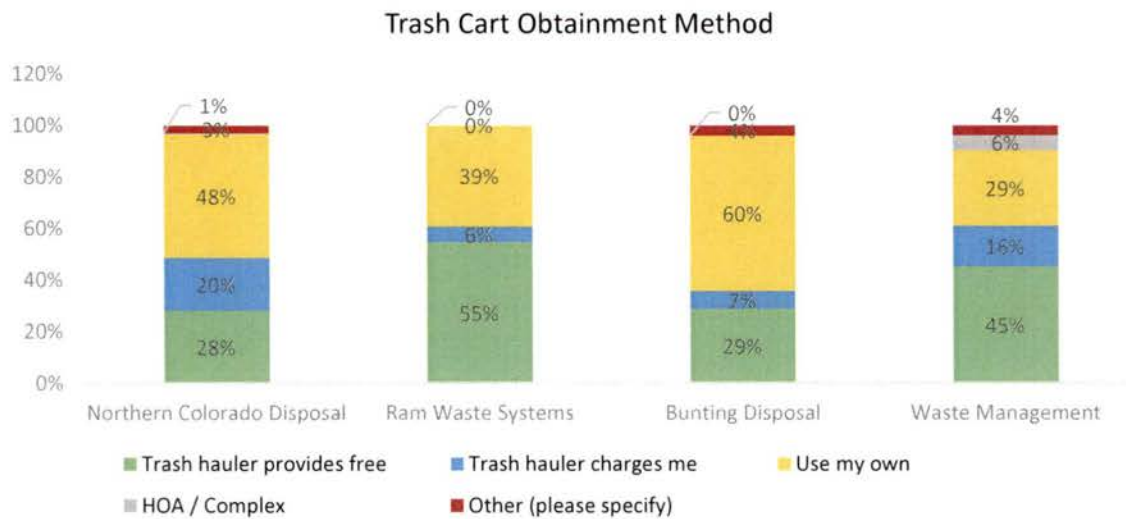
- **HOA** respondents were more **satisfied** with their trash and recycling **service**, and more satisfied with the **value/cost** of those service.
- **Non-HOA** respondents were also slightly more **supportive** for programs that involved **additional fees**.

## 2. Containers, Rates, and Material Generation

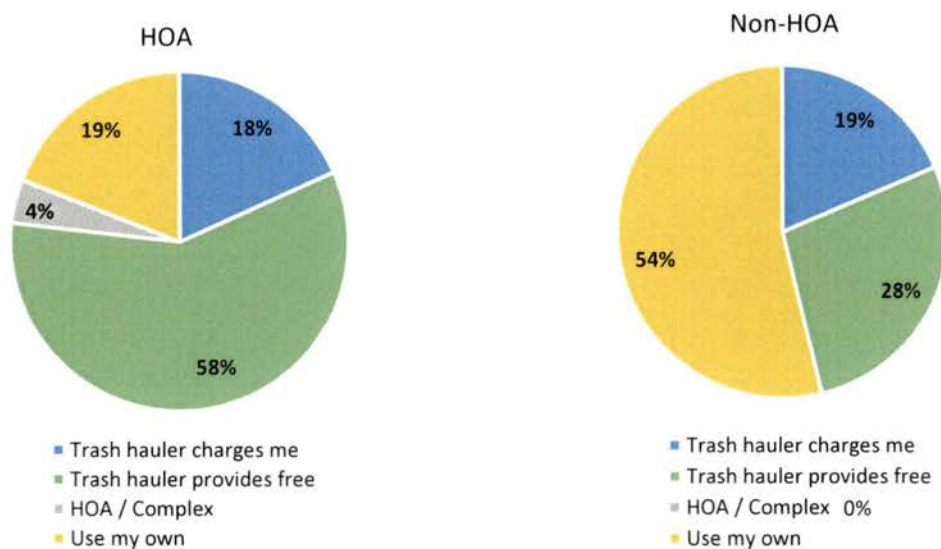
### Containers

Greeley households receive trash containers one of four ways: haulers provide containers for no additional charge; haulers provide the containers for a fee; residents provide their own containers; or HOAs / complexes provide containers. Figure 2.1 shows the breakdown of percentages of respondents who received their containers by those four methods and the main service providers. Only about a third of all respondents report receiving a cart free of charge, but a much higher percentage of HOA respondents receiving a free cart from their hauler (Figures 2.2 and 2.3).

**Figure 2.1: Obtaining Trash Containers Based Largest Haulers**



**Figures 2.2 and 2.3: Provision of Trash Carts (HOA vs. Non-HOA)**





### Trash and Recycling Rates

Respondents were asked to provide the amount they pay monthly for services, but the quality of responses varied. Some mistakenly responded with their quarterly or bi-monthly bills. Some respondents in HOAs that contract for service do not know their bills (they are embedded in HOA fees). Some haulers also provide discounts for seniors. All of this was taken into consideration when calculating the information in Figure 2.4. Living in an HOA alone does not appear to be the deciding factor for lower monthly rates, but living in an HOA that includes the cost in the HOA fees, and presumably contracts as a whole for the service, results in significantly reduced fees for respondents to the survey.

**Figure 2.4: Monthly Reported Trash Bill**



Figure 2.5 displays the results of a brief phone survey of the major Greeley haulers. These monthly rates represent the “rack” rate, the price a Greeley resident would pay with no additional discounts or combined rates. The average rate from the phone survey for monthly trash service is \$23 per month, which is the same average rate reported by Non-HOA, and individually contracted HOA residential groups. The HOA contracted rate from respondents is much lower than the “rack” rate from the phone survey. Additional charges reported by respondents included a \$1 per month environmental fee and a \$3 per month landfill surcharge.

**Figure 2.5: Phone Survey of Haulers (Average for 96g Trash is \$23/month)**

Hauler	Trash Own Can	\$/m 96g	60-65g	Extra Ok?	\$/m	Recycling Bin Provided	Size	Yard Waste in Trash	Billing Cycle-Every	Extras
1	25	28	27	Y	27 <sup>1</sup>	Y	60g	Y	3 m	1 <sup>st</sup> mo in advance
2	18	21	-	Y	3	N	own	Y	2 m	
3	-	21	19	Y	4	Y	64/96g	Y	3 m	\$35 set up, \$30 container
4	20	20	-	Y	9	Y	18g	Y	4 m	1 <sup>st</sup> mo free; \$16 recy bin deposit

<sup>1</sup> This is substantially more than other haulers, and appears to be a recent increase.

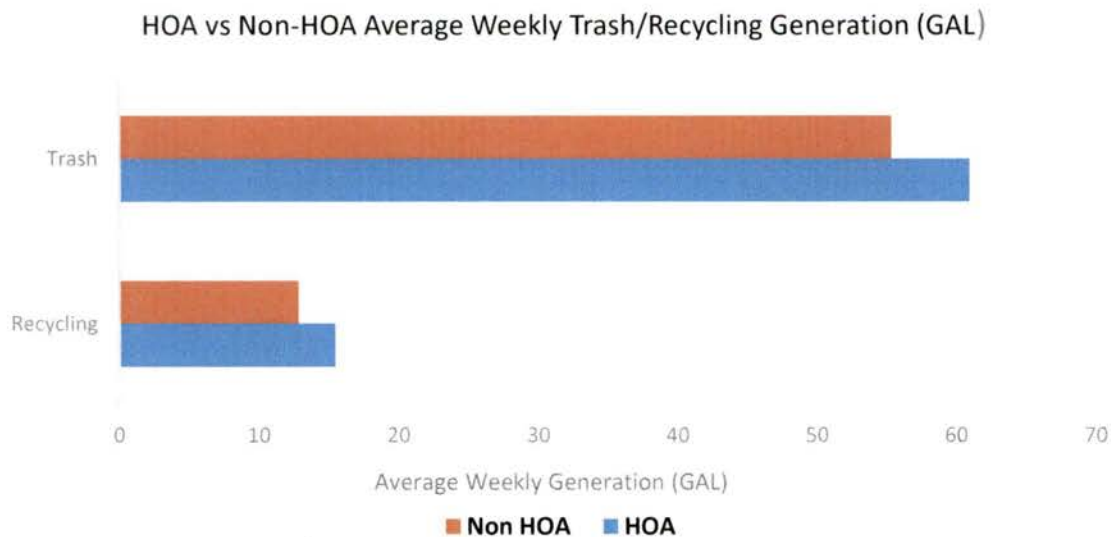
Recycling charges vary greatly in both the phone survey of local hauler and the residential survey, but the average monthly fee reported by respondents is \$4 per month. More HOA residents (about 30%) are likely to have recycling service included with their trash service. This is discussed more in the next section

**Generation**

The most commonly used curbside trash container size is a 96-gallon cart (or the equivalent). About a third each of all sizes report them completely, or at least three-quarters full on collection day. Figure 2.6 summarizes the calculation of weekly trash generation for Greeley households (excluding outliers). The calculations show most households dispose less than 65 gallons of trash per week, or about two-thirds of the most common trash can size (96 gallons) – and even less in non-HOA areas. Greeley households are currently paying for more service than they use, and could potentially use smaller trash containers, especially if recycling were increased. In a PAYT type system, this could result in monthly savings for residents.

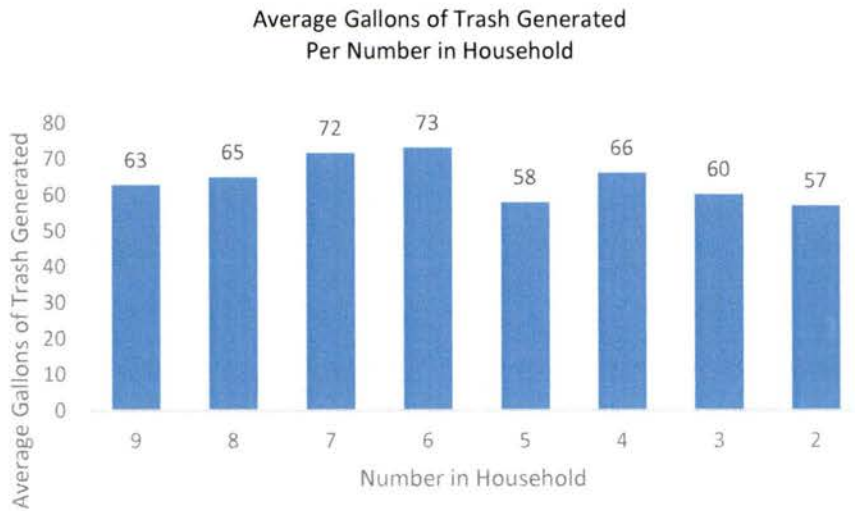
Households in HOAs also recycle more than those in Non-HOA areas. This may result because HOA households receive larger recycling bins, and are more likely to have recycling service provided at no separate fee (embedded with trash service costs). In fact, two thirds of those with embedded service live in HOA areas. About Two-thirds of all respondents report recycling regularly. One third of all respondents take materials to a drop-off (or work or friends / relatives). The remainder includes households getting curbside recycling service. About one-third pay an additional fee to recycle curbside, some receive it as part of their HOA service (embedded) and about 10% of non-HOA areas receive recycling embedded. The generation information in Figure 2.6 describes the weekly recycling generation amounts in gallons per week for those who have curbside recycling.

**Figure 2.6: Weekly Curbside Trash & Recycling Generation**

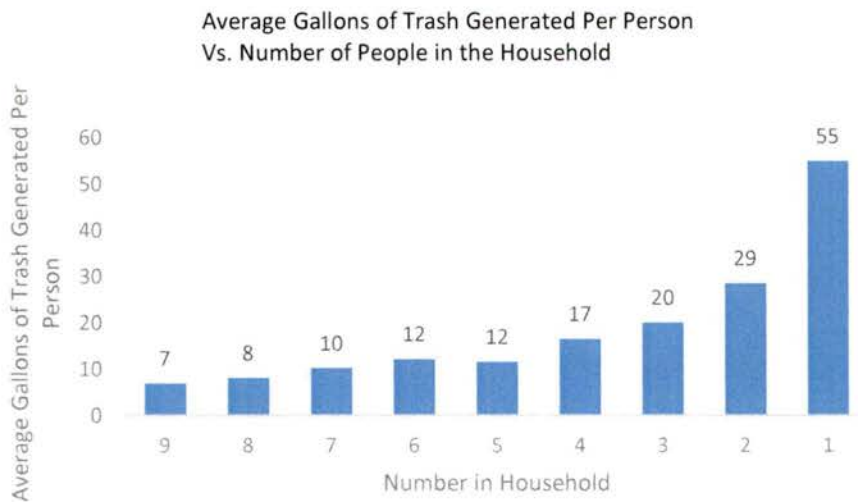


The average amount of trash generated per person as well as per number of persons in each household are presented in Figures 2.7 and 2.8. Figure 2.8 shows that there is a “base” amount of trash generated per household, and that each extra person in the home generates marginally less.

**Figure 2.7: Average Gallons of Trash per Number in Household**



**Figure 2.8: Average Gallons of Trash per Person vs per People in Household**



### 3. Program Support- Age Groups and HOA / Non-HOA Results

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SERA's task was to provide a statistically-representative survey of trash and recycling opportunities, behaviors, satisfaction, and attitude toward new services in Greeley. The City's goal was 270 responses.<sup>2</sup> Postcards were sent to a random sample of households, directing households to either fill out an on-line survey or complete the survey by phone. A Spanish language option was also provided. At the end of the process, 345 residents had completed the survey. The steps involved in collecting the responses are described below.

#### *Resident Contact-Postcards*

- First round- yellow postcards sent to 3500 Greeley residents.
- Responses to the survey began on September 12, 2016.
- 63% (233) of the total survey respondents replied to the first postcard (about a 6.6% response rate)
- 750 of that same group was contacted with a second postcard (green), with 59 respondents representing 16% of overall respondents; and about an 7.8% response rate)
- At the same time, 1,000 blue postcards were sent to new (not previously contacted) residents.
- 59 or 24% of all survey respondents replied to the blue postcard (or 5.9% response rate)
- 2 survey respondents said they heard about the survey through email or word of mouth
- 54 residents completed the survey over the phone
- A total of 368 residents began the survey and approximately **345 completed** the survey to the gift card drawing question for a **94% completion rate**

#### *Census Age Subsector*

The City of Greeley's population makeup is comprised of **15%** of all residents **over the age of 65**. That subgroup of over 65 years of age completed **48%** of the **survey respondents**. In these situations, weights based on the census data are applied to the responses to correct the results. This has been applied specifically to questions pertaining to support of options and opinions on potential programs. The survey results in Appendix A have been separately presented for those over 65 and those under 65 to allow the reader to separately identify differences between these groups. The responses from the younger age group is dominant, as they represent 85% of Greeley households.

#### *Support for Potential Programs*

Support for change in Greeley's solid waste system is relatively strong with at least half of the respondents in favor of every proposed improvement. The weighted results for support are described below for the following potential programs:

- Curbside service included in / or additional to trash rates: There was strong support from resident respondents to include the cost of recycling in with the trash bill (79% support / 12% neutral / 6% opposed) and much less support/ more opposition to having curbside recycling if it costs an additional fee (30% / 25% / 44%).

---

<sup>2</sup> 270 random responses would achieve about +/-5% with 90% confidence in a city Greeley's size (101,000 in 2015).

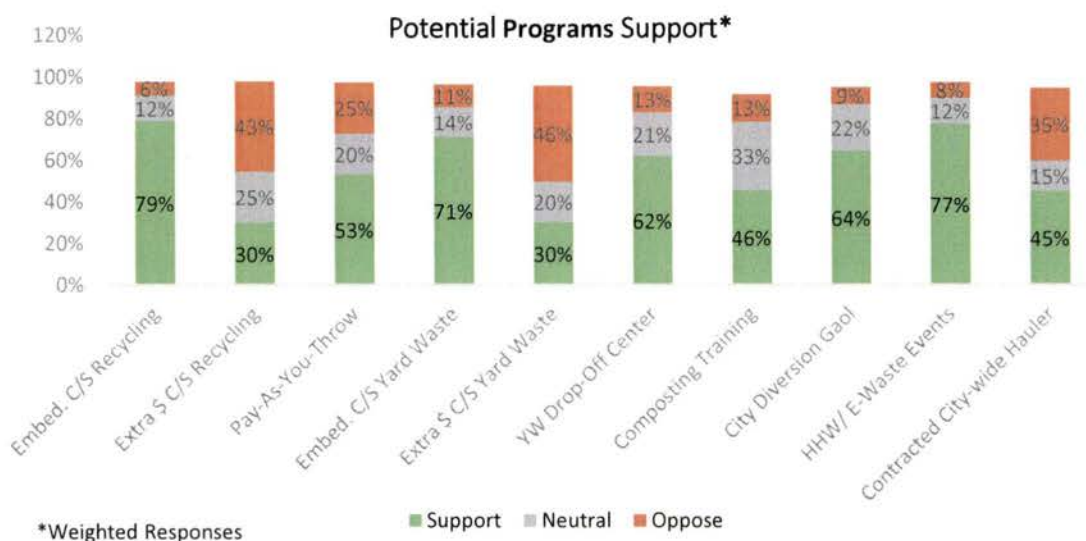
- If there is a city-wide curbside recycling service with an additional fee for service, the tipping point at which respondents said they would go from using/paying for the service to *not* using the service is at \$7 to \$8 per month (this dropped to \$5 to \$6 per month for seniors).
- The majority of respondents would also like to see curbside yard waste included in trash rates (71% support / 14% neutral / 11% opposed) over curbside yard waste for a separate fee (30% / 20% / 46% respectively).
- There was good support or no opposition by the majority of residents for Pay-As-You-Throw trash rates. (53% support / 20% neutral / 24% opposed)
- Respondents were asked at what monthly savings (between \$3 to \$10 per month) from a PAYT system with unlimited embedded recycling would likely influence them to recycle more. At \$3-5 per month 40% responded they would be more likely to recycle; at \$6-8 per month 39%; and at \$9-10 per month nearly 50% said they would be more likely to recycle. At each price point, about a third of all respondents said they already recycle as much as they can.
- More resident respondents were in favor of adding a yard waste drop-off center in City than were opposed. (62% support / 21% neutral / 13% opposed)
- Setting a recycling or diversion goal for Greeley received favorable support. (64% support / 22% neutral / 9% opposed)
- The majority of respondents would also like to see the City of Greeley offer household hazardous waste / electronics special events with small fees for monitors, etc. (78% support / 12% neutral / 8% opposed).

Fewer than half supported, but less than half opposed the following two possible changes.

- Choice of one hauler the City chooses, but potentially lowers your monthly fee (45% support / 15% neutral / 35% opposed) with sixty percent in favor or impartial.
- Backyard compost training offering discounted bins (46% support / 33% neutral / 13% opposed) with 74% approving or neutral from weighted survey respondents

The above bullets points regarding support for potential programs are shown in Figure 3.1.

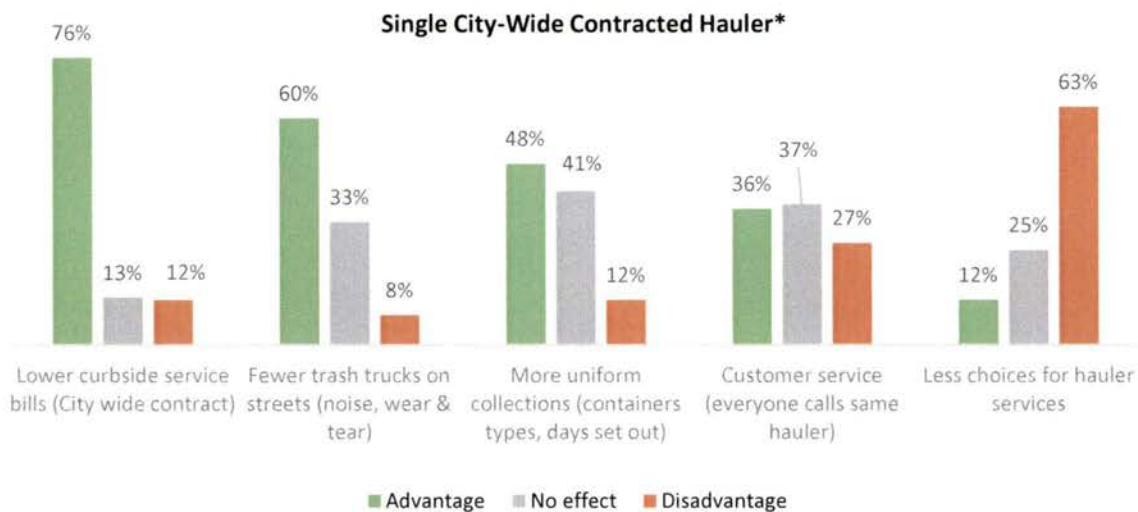
**Figure 3.1: Support for Program and Operational Changes**



Citizens were asked about whether they would consider some specific outcomes to be advantages or disadvantages if the City were to use only one trash hauler to provide service, either citywide or by large districts. The majority of respondents replied favorably about having lower bills and fewer trucks on the streets. The results are shown in Figure 3.2 and described below:

- Lower curbside service bills with a City-wide contract (76% advantage / 13% no effect / 12% disadvantage).
- Fewer trash trucks on streets in regards to noise, wear, and tear (60% advantage / 33% no effect / 8% disadvantage).
- More uniform collections with similar container types, and the same days to set out wastes as near-by areas (48% advantage / 41% no effect / 12% disadvantage).
- Customer service since everyone calls same hauler with problems and questions (36% advantage / 37% no effect / 27% disadvantage).
- Less choices for hauler services (12% advantage / 25% no effect / 63% disadvantage).

**Figure 3.2: Advantages & Disadvantages to Single City-Wide Hauler**



\*Weighted Responses

### *Home Owner Association (HOA) Subsector*

Another subgroup identified is the Homeowner Association (HOA) residents group. About 30% of responding residents live in a housing area with a HOA. These associations usually provide, or contract, for services as a group (achieving economies of scale) and can negotiate additional services or options such as curbside recycling or carts provided by the hauler. This tends to influence responses on satisfaction and needed services for HOA vs. non-HOA respondents. The survey responses for HOA and non-HOA groups are presented in Appendix B.

For this subsector of respondents, 50% of them had their trash and / or recycling contracted through their HOA. HOAs are often able to negotiate and contract “better” solid waste service rates for their members due to the large number of households and continuity of collection days, container types and sizes, and similarity of services provided. As a result, there are often differences in collection and rates for solid waste amongst the different HOAs as well as the non-HOA households. Residents who belong to an HOA are often unaware of contract details, and may not even know how much they pay for solid waste services if solid waste fees aren’t line-itemed in their monthly / quarterly / yearly dues or bills. On the other hand, residents who contract and pay for services themselves tend to be better informed. Survey responses for households that belong to an HOA, and those that do not (non-HOA) are compared below.

There were many similarities in responses (see Appendix B and the Executive Summary), Northern Colorado Disposal is the hauler contracted by most of the respondents in both groups. All households usually set out only one trash cart that was on average up to 75% full. While many were satisfied with their current trash service, many were NOT satisfied with their recycling and yard waste options. However, there were also notable differences between the HOA and non-HOA respondents.

- Trash haulers provide trash containers for 40% of the non-HOA respondents in contrast to almost three quarters of the HOA respondents. This may be because the non-HOA residents may get a cheaper rate for service if they provide their own cart.
- Bulky item collection is available for a smaller percentage of non-HOA residents than for HOA ones.
- More non-HOA respondents than HOA residents report that there are limits on the amount of trash that they can set out without additional fees. This may be because residents who contract for themselves are more likely to try to pay for the smallest amount of service possible, and HOA contract areas generally have large cans (for trash and recycling).

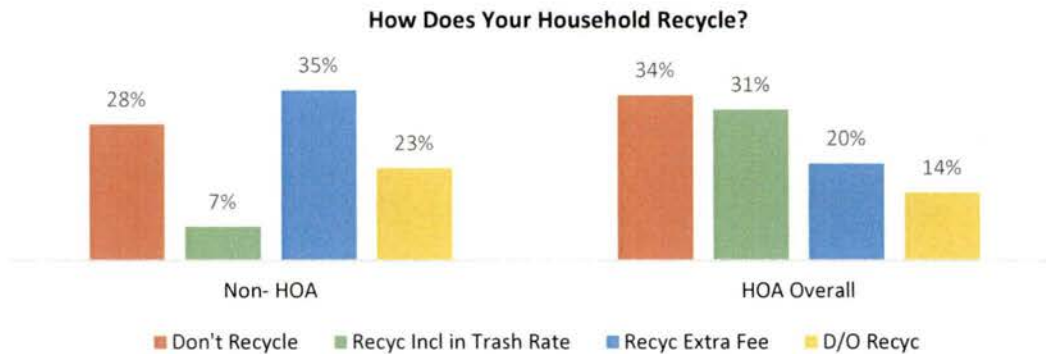
Overall, there is room for improvement and expansion of recycling services in Greeley. Figure 3.3 shows the following.

- Non-HOA areas have far less “free” recycling than HOA ones (7% non-HOA vs. 31% HOA), and a greater percentage have to pay an additional fee for the service (36% vs. 20%). Again, this may be a reflection of the HOA contract.
- Almost 25% of respondents in non-HOA regions use a recycling drop-off center, compared to 14% in HOA areas. Lower self-hauling is expected in HOA areas; they more commonly include (embed) the cost of recycling in the trash bill. In the non-HOA contract areas, self-hauling is

likely the result of unwillingness to pay additional fees for recycling service, unavailability of the service through their hauler, or lack of awareness that curbside recycling could be an option.

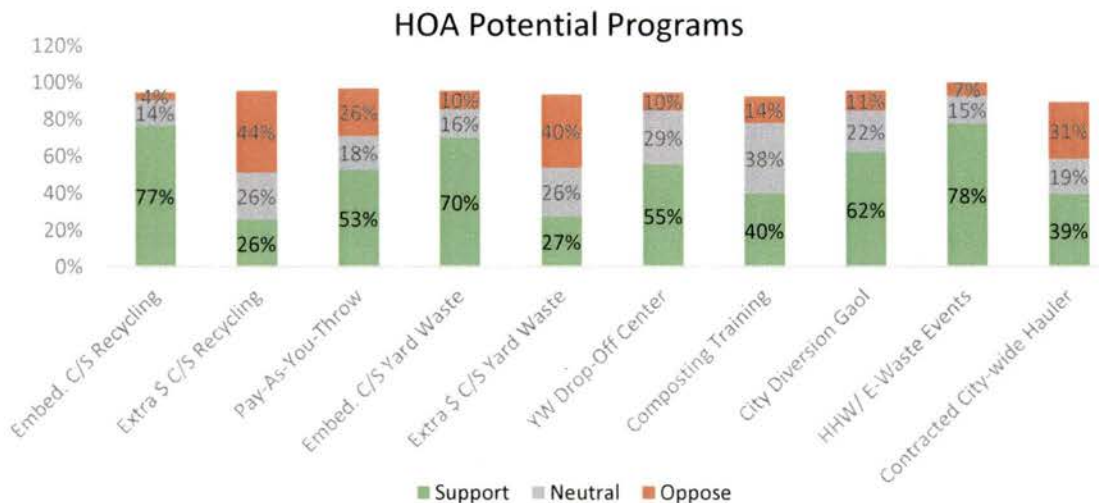
- More HOA households recycle curbside than non-HOA homes (51% vs. 43%), and are less likely to use other means of recycling (14% vs 32%) such as drop-off, work place, or friends.
- An 18-gallon recycling bin is more common for non-HOA respondents, and a larger percentage have to sort their recyclables into more than one bin.

**Figure 3.3: How Does Your Household Recycle? HOA vs. Non-HOA**



Support for program and operational changes in solid waste management in Greeley did not differ substantially between the two groups, HOA vs. non-HOA<sup>3</sup>. See Figures 3.4, 3.5, 3.6, and 3.7.

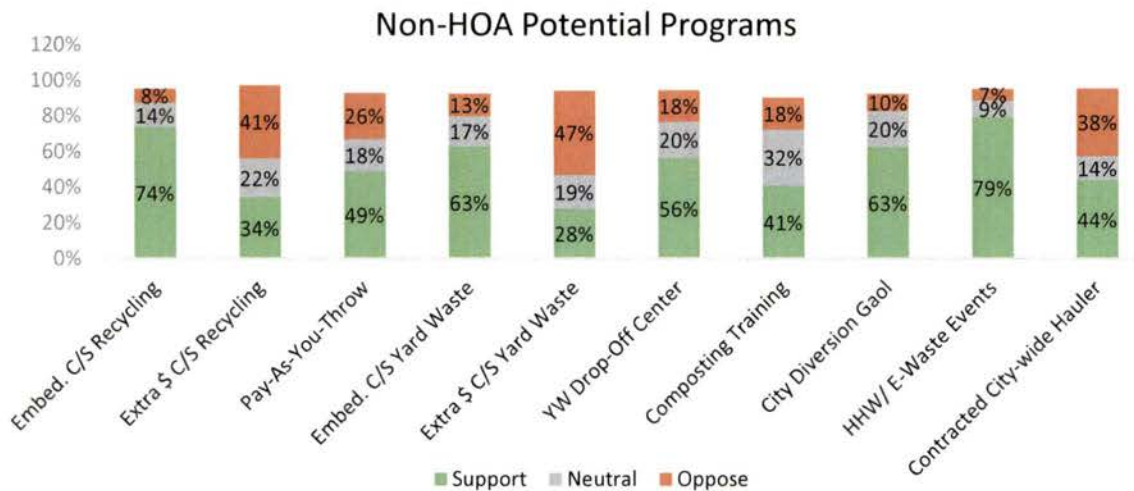
**Figure 3.4: Attitudes toward Potential MSW Programs for Greeley (Homes in HOAs)**



<sup>3</sup> Recall, the survey accuracy is +/-5% at 90% confidence for all responses, and the differences need to be even greater for subgroups.

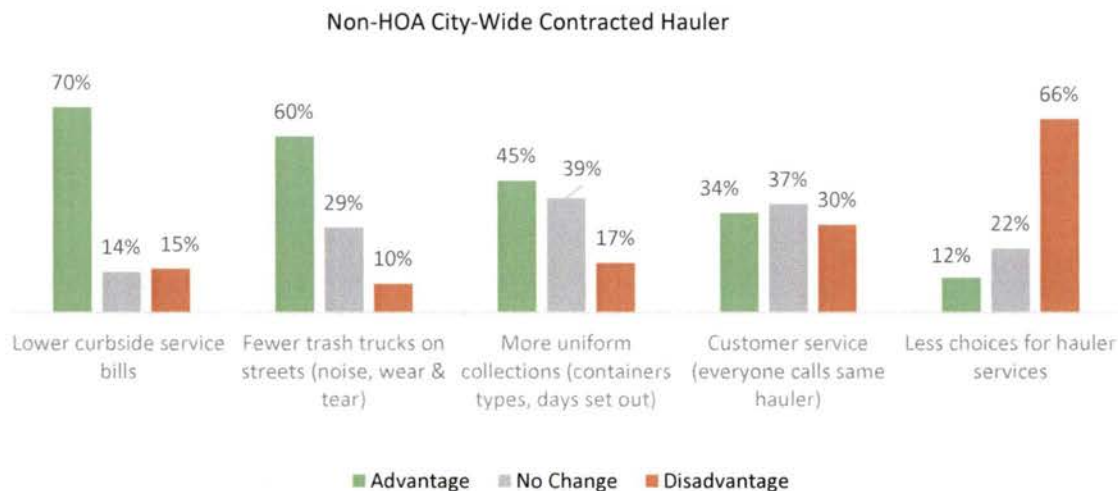


**Figure 3.5: Attitudes toward Potential MSW Programs for Greeley (Non-HOA Homes)**



There were very few significant differences in perception about the advantages and disadvantages of single hauler contracts. The only potential differences were that HOAs were more likely than non-HOA respondents to identify lower bills, and one customer service number from single hauler contracting as benefits. (See Figures 3.6 and 3.7).

**Figure 3.7: Opinions about Advantages/Disadvantages of Single Hauler Contracting (non-HOA respondents)**



## Appendix A: Survey Results

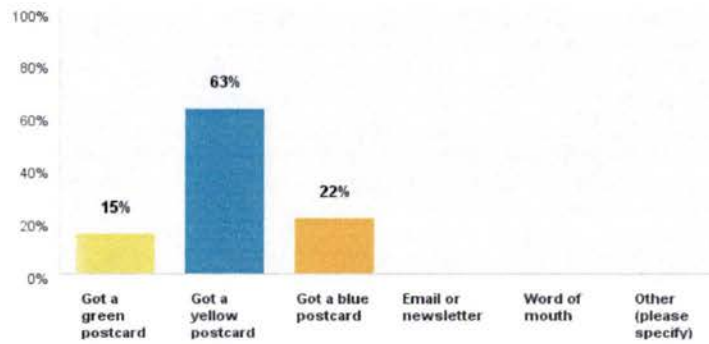
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The US Census reports that for the City of Greeley, 85% of the population is under 65 years of age. For this survey, 48% of the respondents were over the age of 65. For that reason, survey results have been divided into “Less Than 65 Years Old” and “65 Years and Older” and are included below.

## Q: How did you find out about this survey?

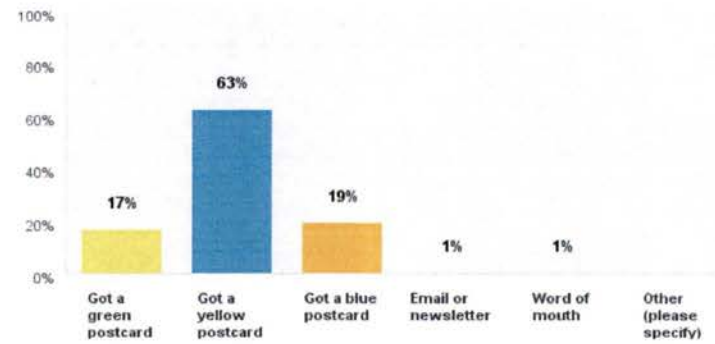
Answered: 175 Skipped: 1

Less Than 65 Years Old



Answered: 161 Skipped: 3

65 Years and Older



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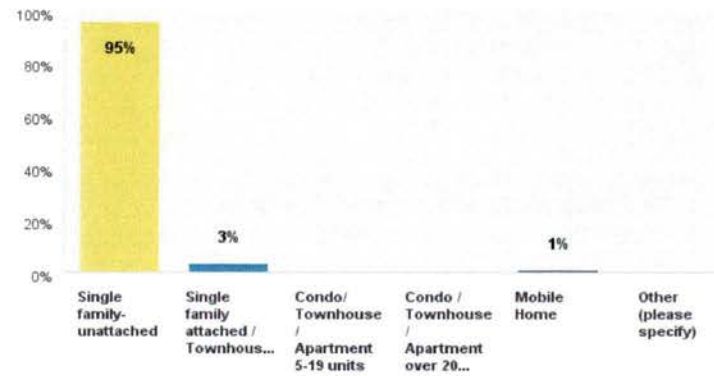
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### Q3: Please tell us what type of home you live in?

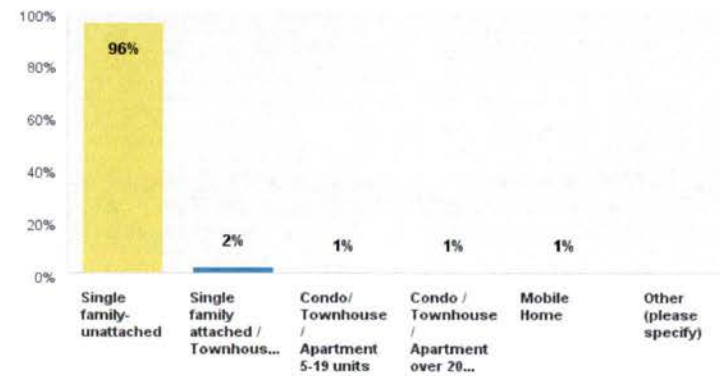
Answered: 175 Skipped: 1

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



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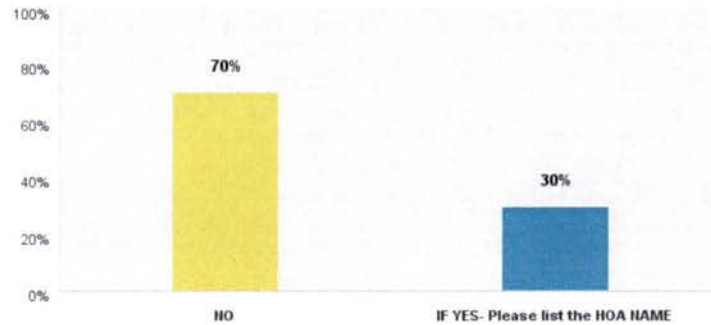
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# Q4: Do you live in a Home Owners Association neighborhood with HOA fees?

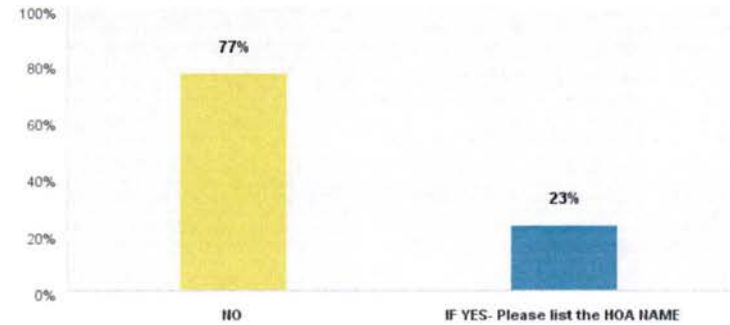
Answered: 176 Skipped: 0

Less Than 65 Years Old



Answered: 164 Skipped: 0

65 Years and Older

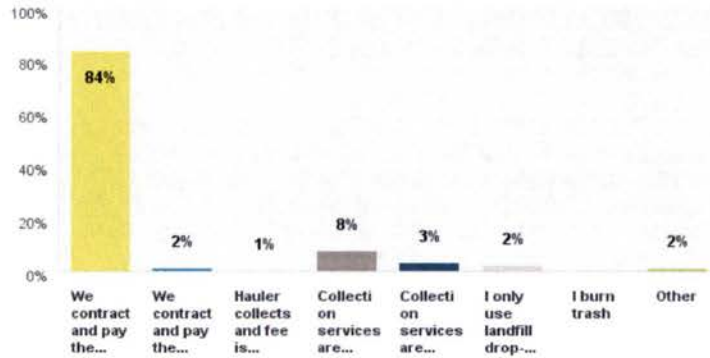


## Q5: How do you dispose of and pay for your trash?

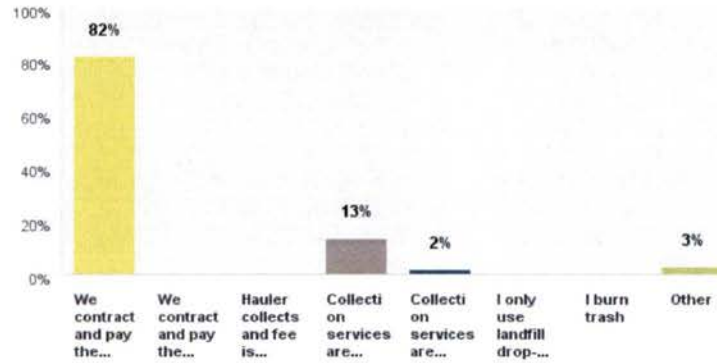
Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



## Q6: How frequently do you take your trash to the landfill drop-off facility?

Answered: 3 Skipped: 173

Answered: 0 Skipped: 164

### Less Than 65 Years Old

### 65 Years and Older

Answer Choices	Responses	
Twice per week	0%	0
Weekly	67%	2
Every other week	0%	0
Once per month	0%	0
Every few months	0%	0
Once per year	0%	0
Other (please specify)	33%	1
<b>Total</b>		<b>3</b>

Answer Choices	Responses	
Twice per week	0%	0
Weekly	0%	0
Every other week	0%	0
Once per month	0%	0
Every few months	0%	0
Once per year	0%	0
Other (please specify)	0%	0
<b>Total</b>		<b>0</b>

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## Q7: Can you estimate the amount of trash you take to the drop-off facility per trip?

Answered: 3 Skipped: 173

Answered: 0 Skipped: 164

### Less Than 65 Years Old

### 65 Years and Older

Answer Choices	Responses	
About 1 trash bag full	67%	2
About 2 trash bags full	33%	1
About 3 trash bags full	0%	0
About 4 trash bags full	0%	0
About 5 trash bags full	0%	0
About 6 trash bags full	0%	0
More than 5 trash bags full (if more, please estimate and specify below)	0%	0
<b>Total</b>		<b>3</b>

Answer Choices	Responses	
About 1 trash bag full	0%	0
About 2 trash bags full	0%	0
About 3 trash bags full	0%	0
About 4 trash bags full	0%	0
About 5 trash bags full	0%	0
About 6 trash bags full	0%	0
More than 5 trash bags full (if more, please estimate and specify below)	0%	0
<b>Total</b>		<b>0</b>

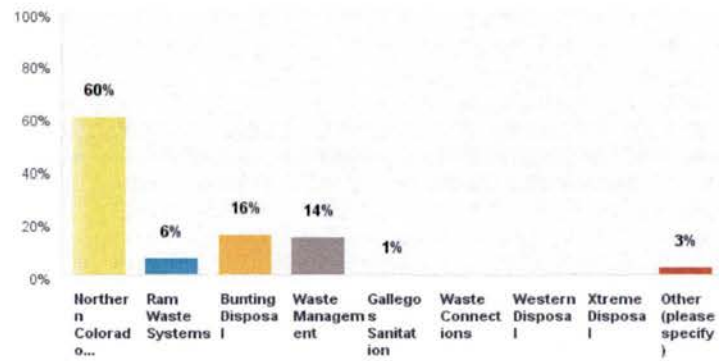


## Q8: Which company provides your TRASH service?

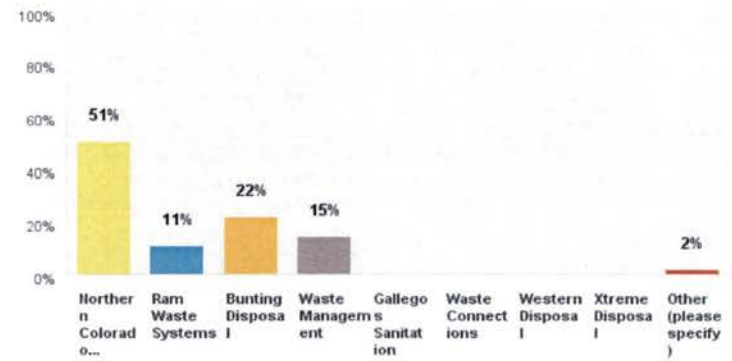
Answered: 173 Skipped: 3

Answered: 158 Skipped: 6

Less Than 65 Years Old



65 Years and Older



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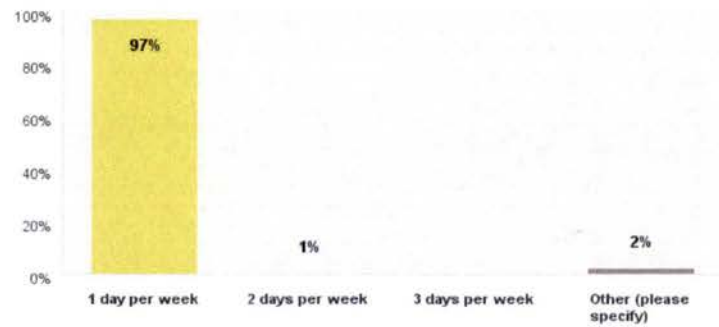
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## Q9: How many days a week is your trash collected?

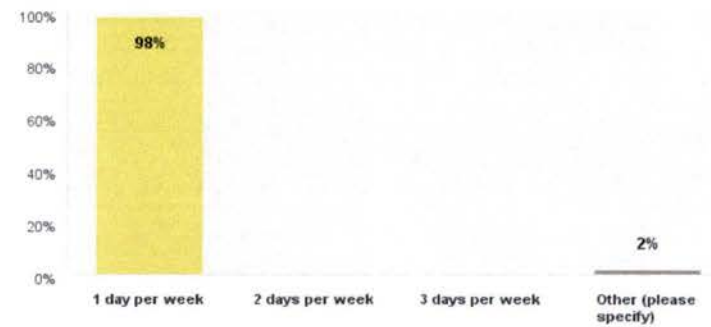
Answered: 174 Skipped: 2

Answered: 163 Skipped: 1

Less Than 65 Years Old



65 Years and Older



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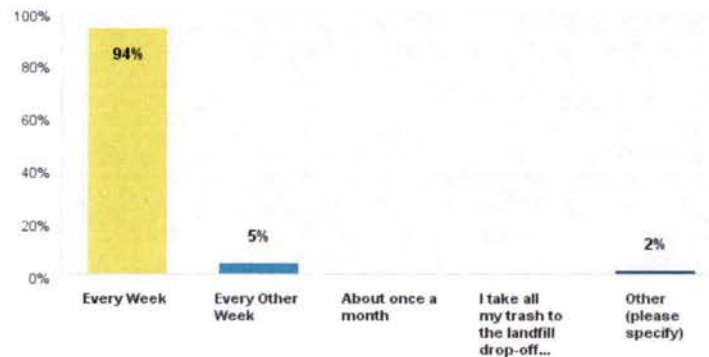
22 | Page

# Q10: How often do you set out your trash can / cart?

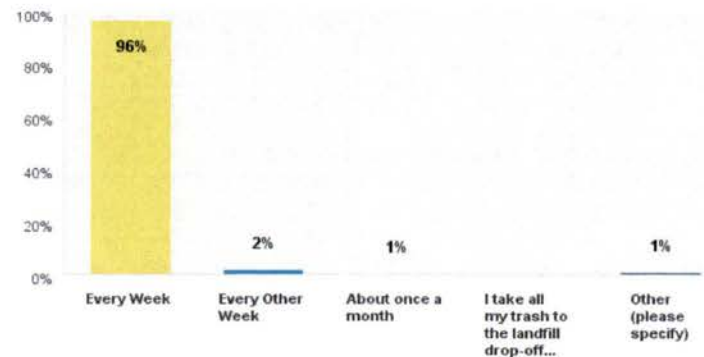
Answered: 174 Skipped: 2

Answered: 163 Skipped: 1

### Less Than 65 Years Old



### 65 Years and Older



Skumatz Economic Research Associates, Inc. (SERA)

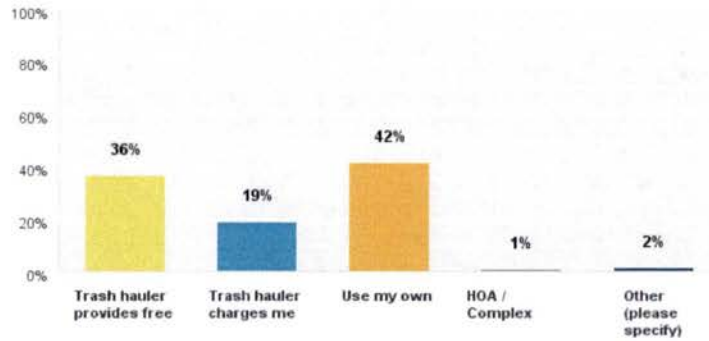
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# Q11: Who provides your trash containers?

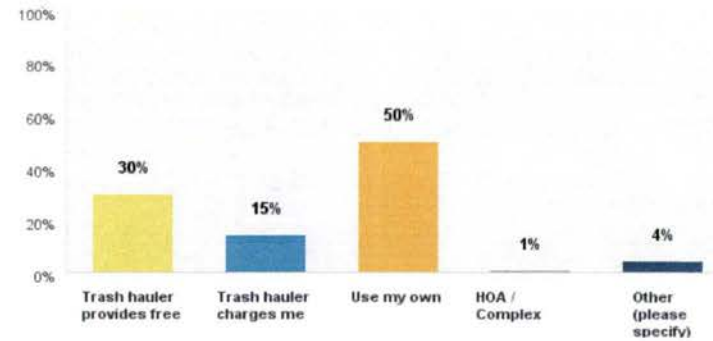
Answered: 173 Skipped: 3

## Less Than 65 Years Old



Answered: 164 Skipped: 0

## 65 Years and Older



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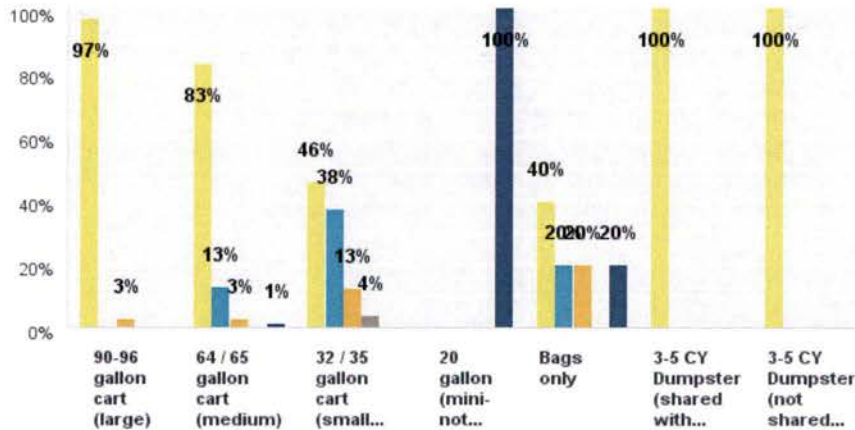
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# Q12: How many of each size TRASH cart do you use? (please mark closest size)

Answered: 173 Skipped: 3

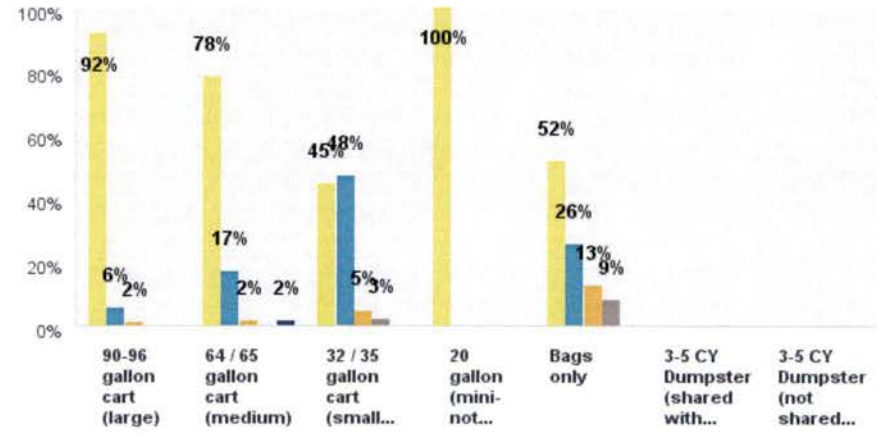
Answered: 164 Skipped: 0

Less Than 65 Years Old



1 2 3 4 5

65 Years and Older



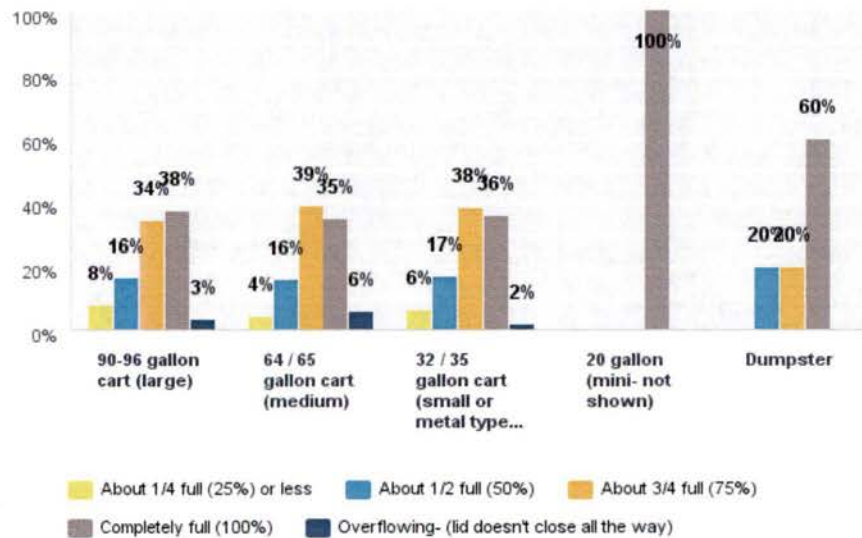
1 2 3 4 5

# Q13: How full are your TRASH carts when you set them out?

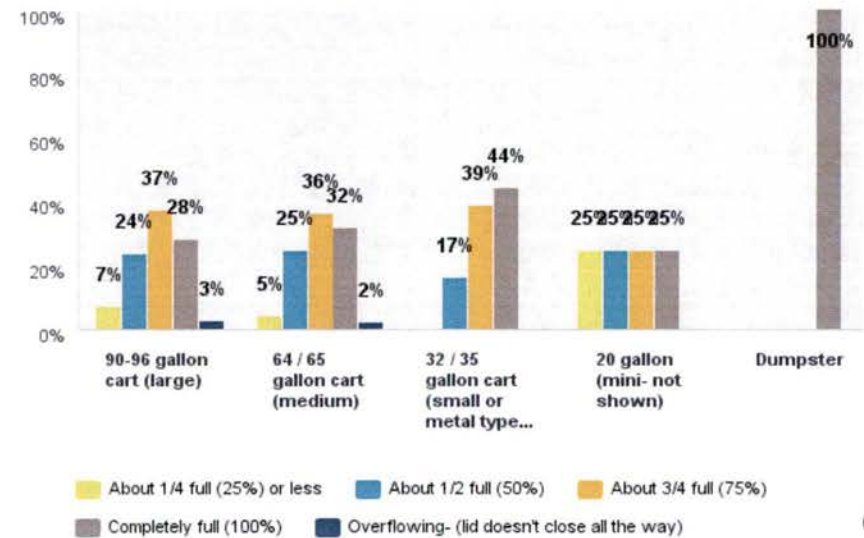
Answered: 165 Skipped: 11

Answered: 146 Skipped: 18

Less Than 65 Years Old



65 Years and Older



762 E

Page

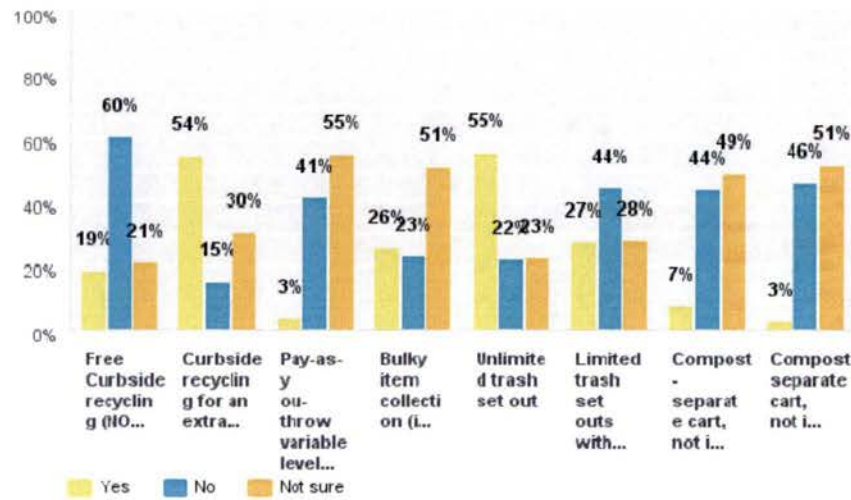
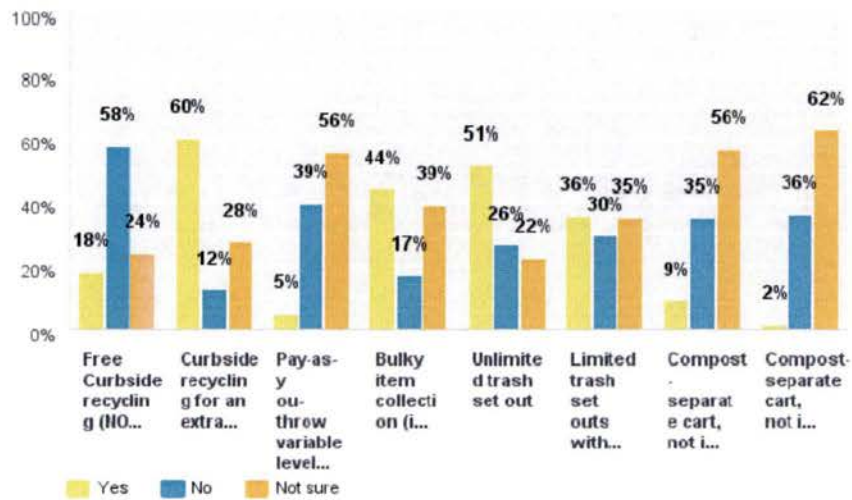
## Q14: Does your TRASH hauler provide any of the following options?

Answered: 173 Skipped: 3

Answered: 164 Skipped: 0

Less Than 65 Years Old

65 Years and Older



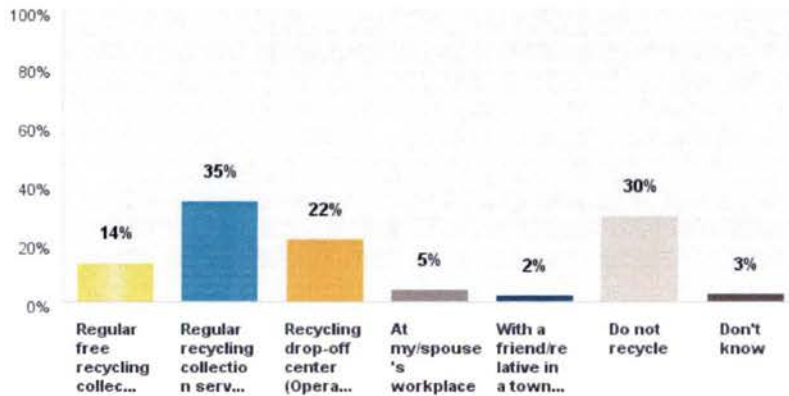


# Q15: How does your household RECYCLE? (Check all that apply)

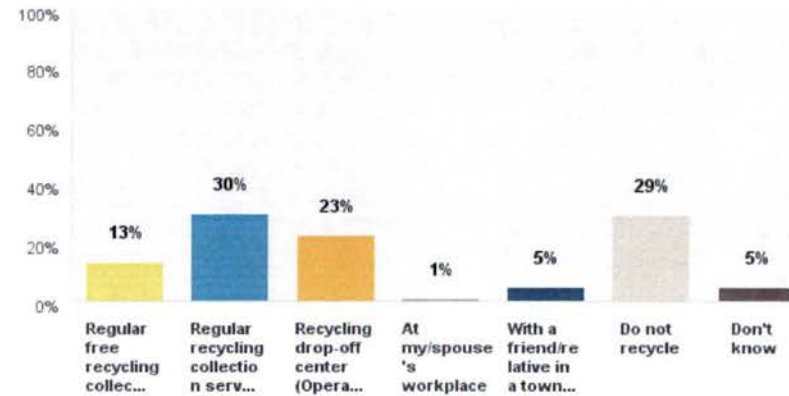
Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



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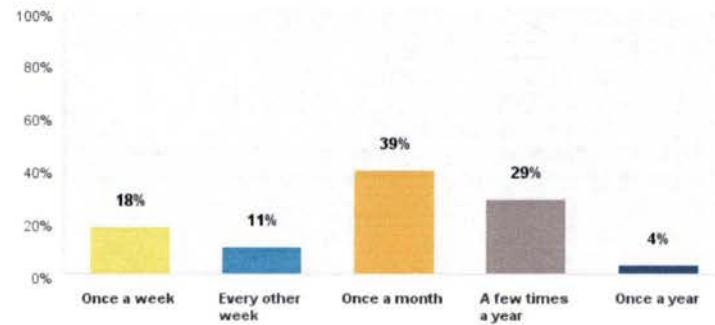
29 | Page

## Q16: If you use the drop-off recycling operated by Northern Colorado Disposal, how often do you bring materials there?

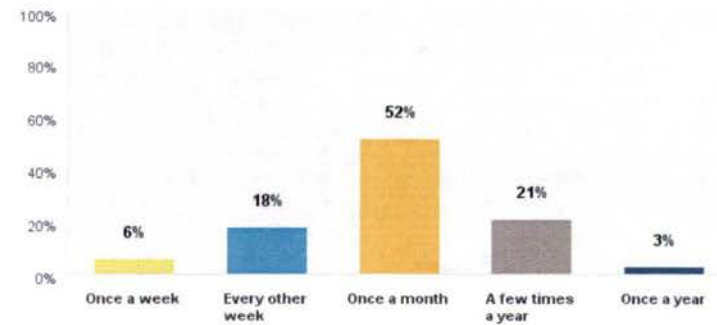
Answered: 28 Skipped: 148

Answered: 33 Skipped: 131

Less Than 65 Years Old



65 Years and Older



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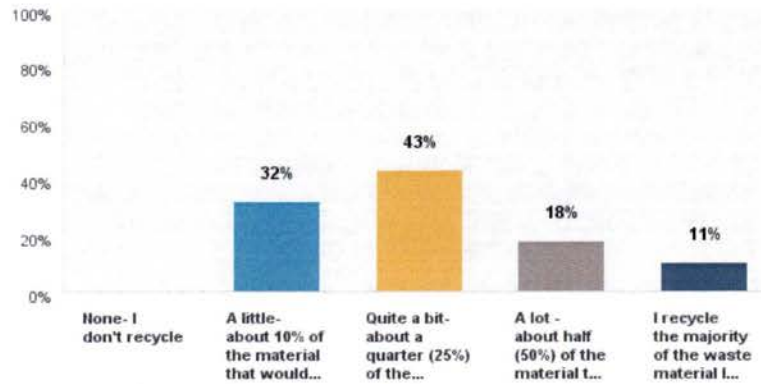
30 | Page

# Q17: About how much material do you take to the drop-off center on a regular basis?

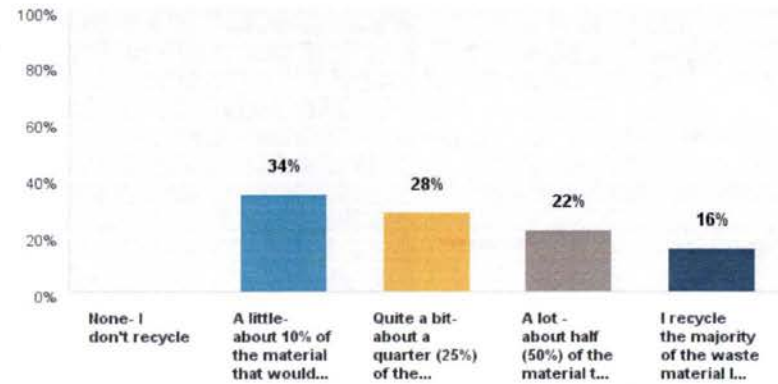
Answered: 28 Skipped: 148

Answered: 32 Skipped: 132

Less Than 65 Years Old



65 Years and Older



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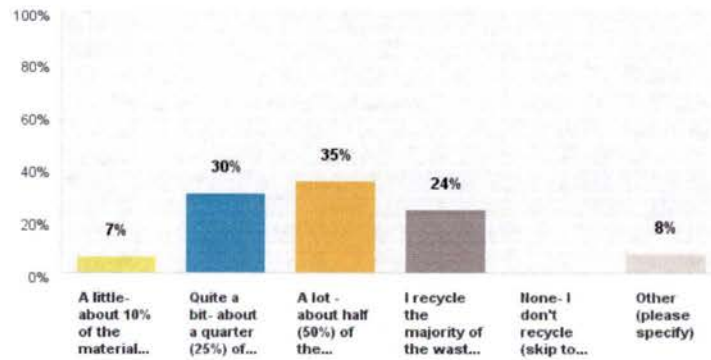
31 | Page

# Q18: About how much material do you recycle on a regular basis?

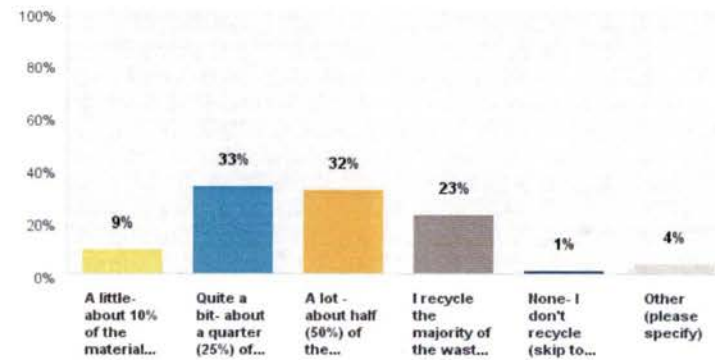
Answered: 92 Skipped: 84

Answered: 75 Skipped: 89

Less Than 65 Years Old



65 Years and Older



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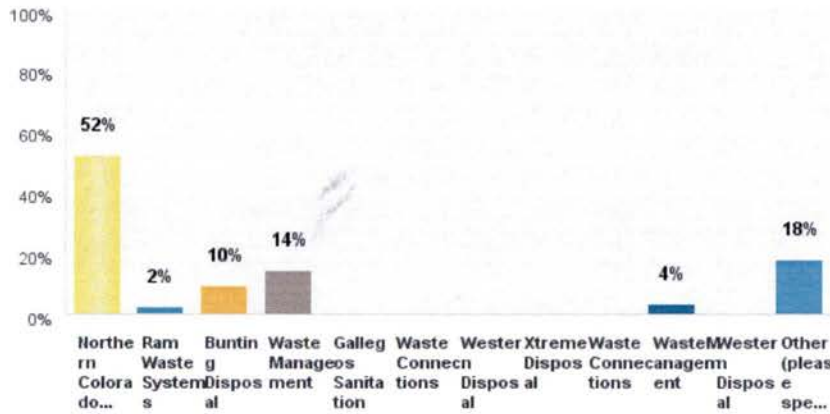
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# Q19: If you have recycling service, which company collects your RECYCLING?

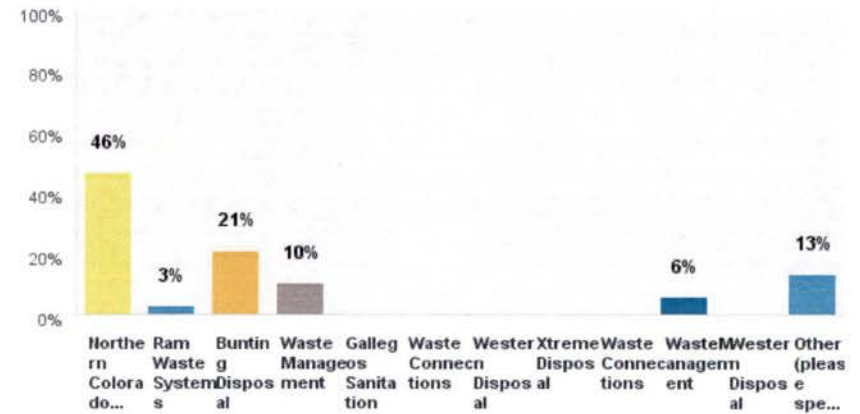
Answered: 83 Skipped: 93

Less Than 65 Years Old



Answered: 67 Skipped: 97

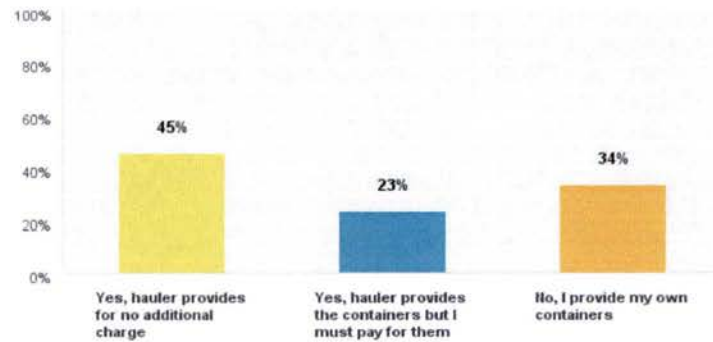
65 Years and Older



## Q20: If you have recycling service, are your recycling bins provided to you by the hauler?

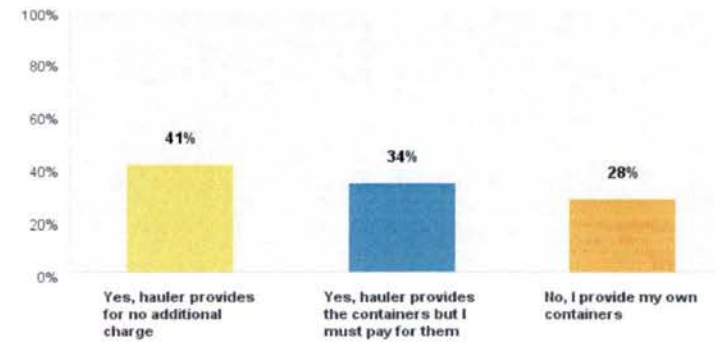
Answered: 86 Skipped: 90

Less Than 65 Years Old



Answered: 68 Skipped: 96

65 Years and Older



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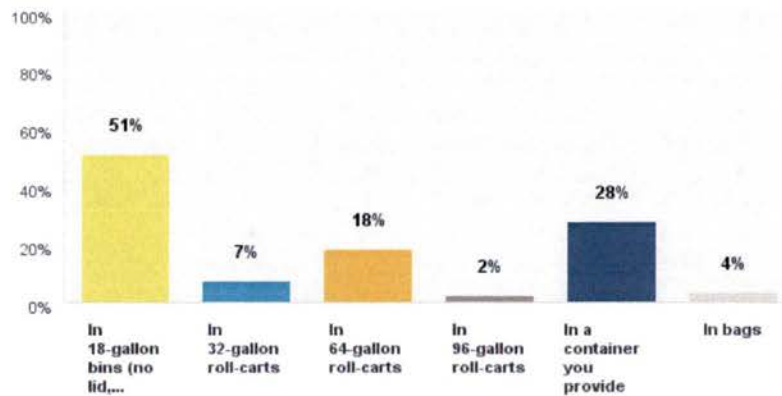
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## Q21: If you have curbside recycling service provided by a hauler, how are materials collected?

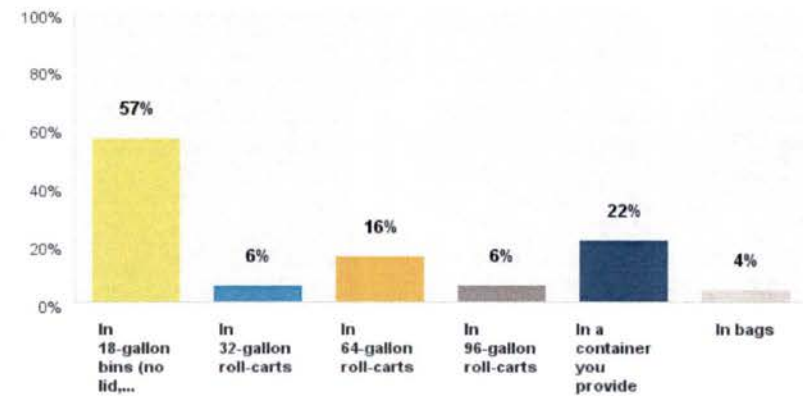
Answered: 82 Skipped: 94

Answered: 69 Skipped: 95

Less Than 65 Years Old



65 Years and Older



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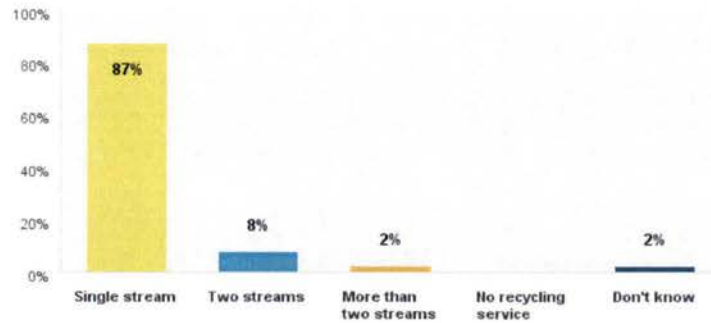
35 | Page

**Q22: If you have curbside recycling service, are your materials collected in separate streams ( i.e. paper in one bin, cans, plastics and other containers in a different bin) or are they collected in a single stream (all materials together in one container)?**

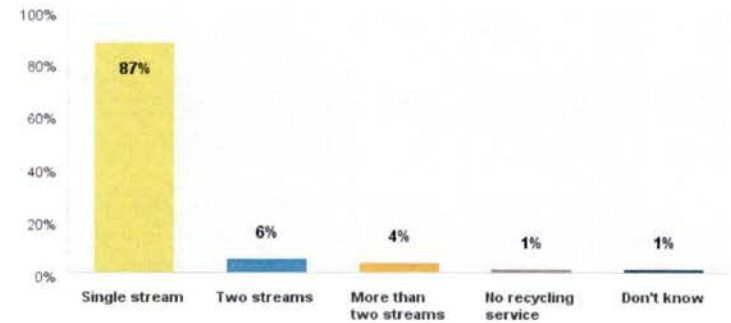
Answered: 85 Skipped: 91

Answered: 71 Skipped: 93

Less Than 65 Years Old



65 Years and Older



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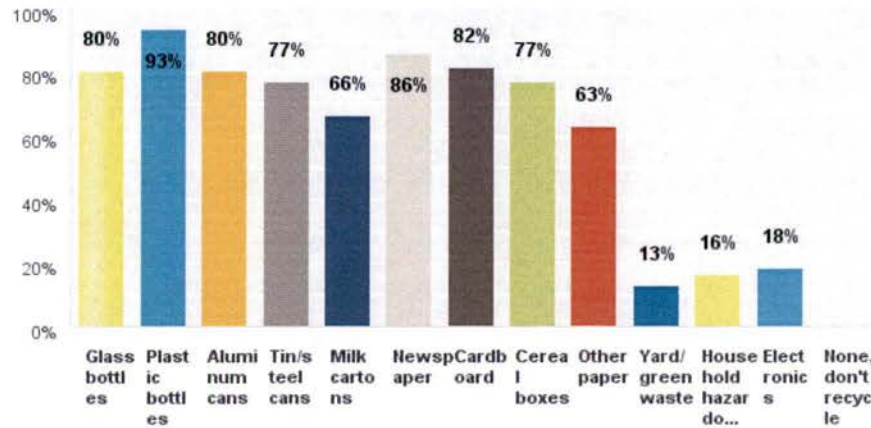
36 | Page



## Q23: Which of the following materials do you recycle fairly regularly? (Select all that apply)

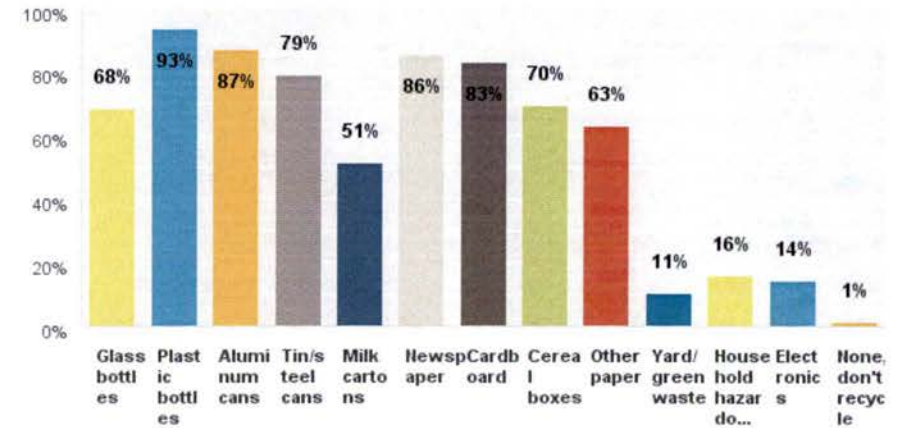
Answered: 92 Skipped: 84

Less Than 65 Years Old



Answered: 76 Skipped: 88

65 Years and Older

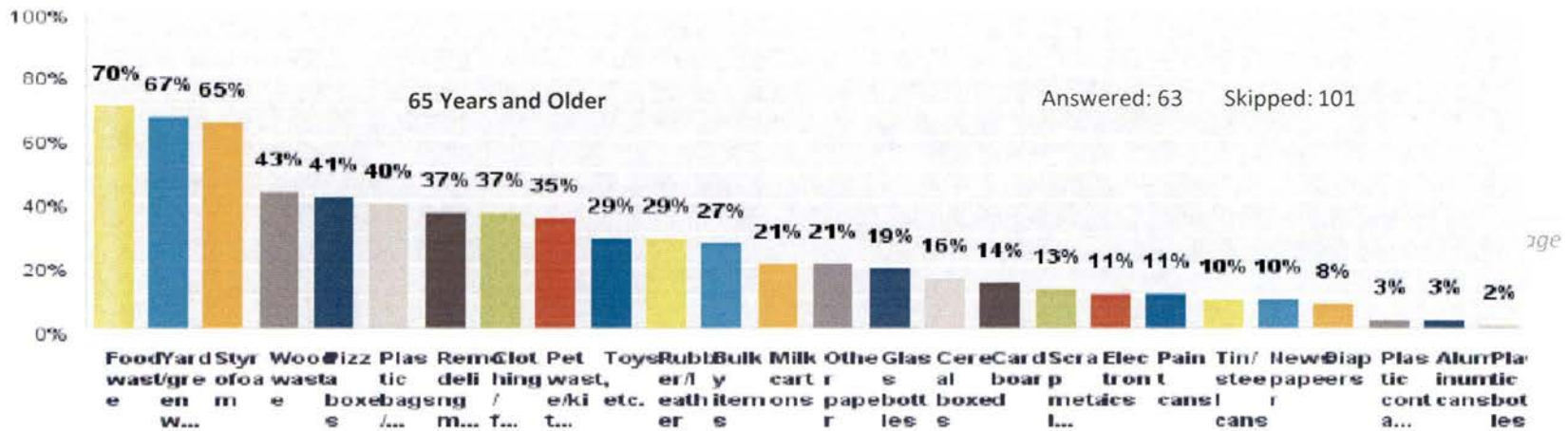
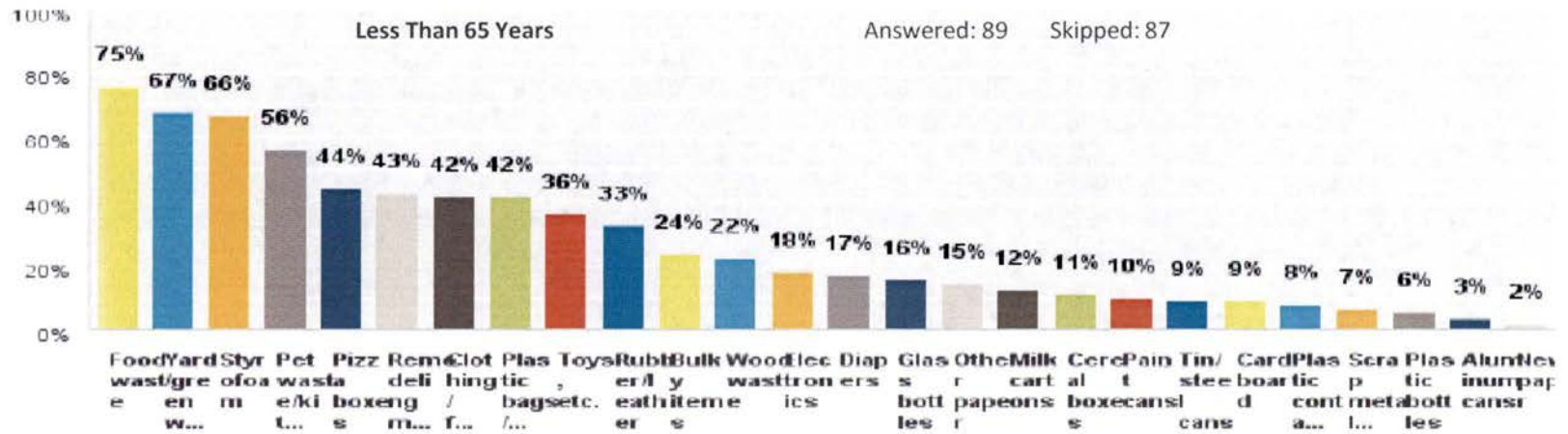


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Q24: Which materials still remain in your trash after any recycling efforts that you do (check all that apply)?

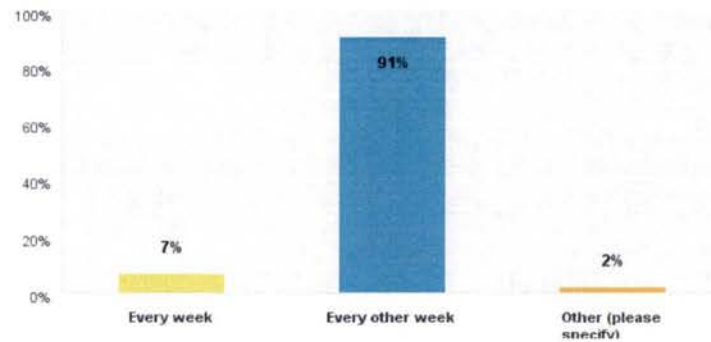


## Q25: How often does your service collect your recycling?

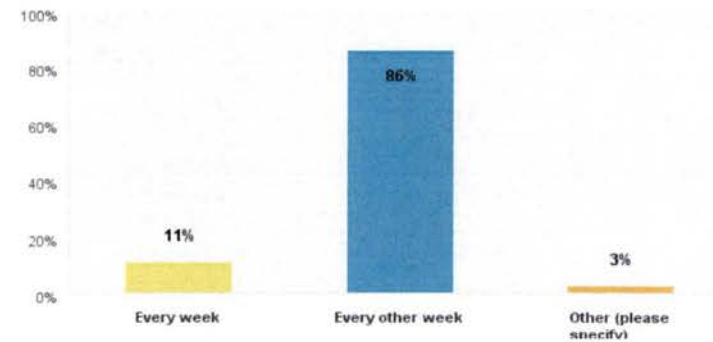
Answered: 87 Skipped: 89

Answered: 71 Skipped: 93

Less Than 65 Years Old



65 Years and Older



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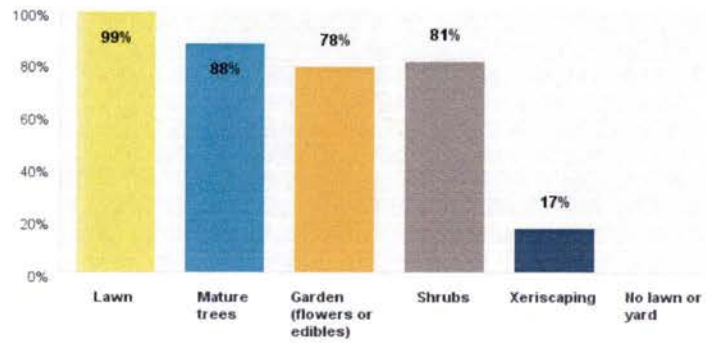
39 | Page

## Q26: Which of the following do you have at your house?

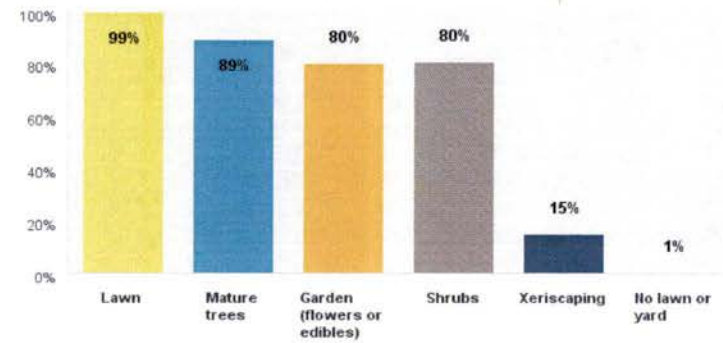
Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



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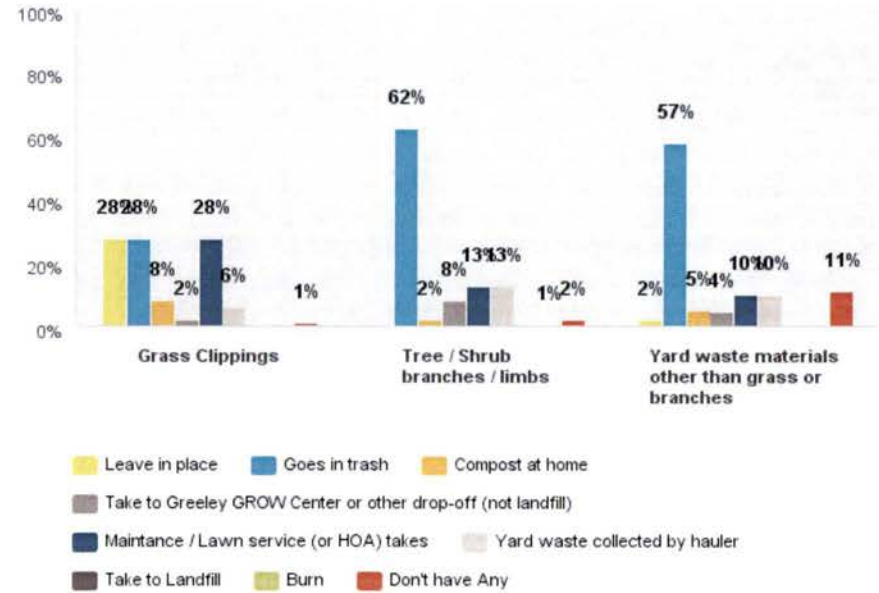
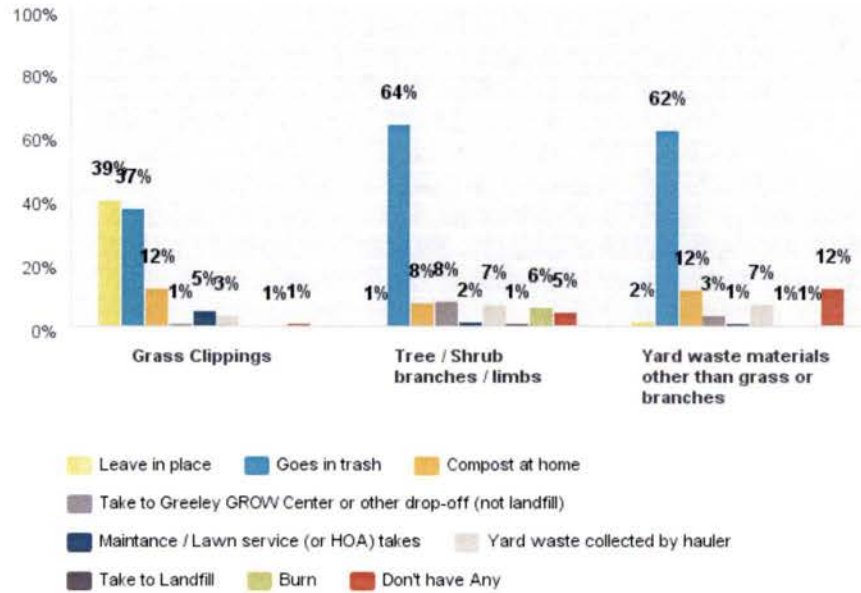
**Q27: Please select any of the following behaviors your household does with their YARD WASTE (grass, tree trimmings, leaves, plant waste, etc.) (check all that apply)**

Answered: 175 Skipped: 1

Answered: 163 Skipped: 1

Less Than 65 Years Old

65 Years and Older

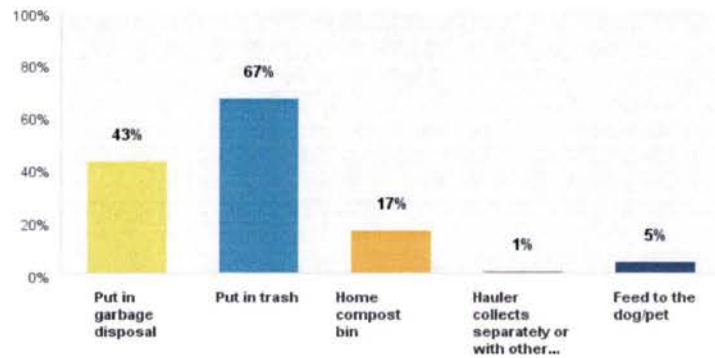


## Q28: What do you do with most of your FOOD WASTE?

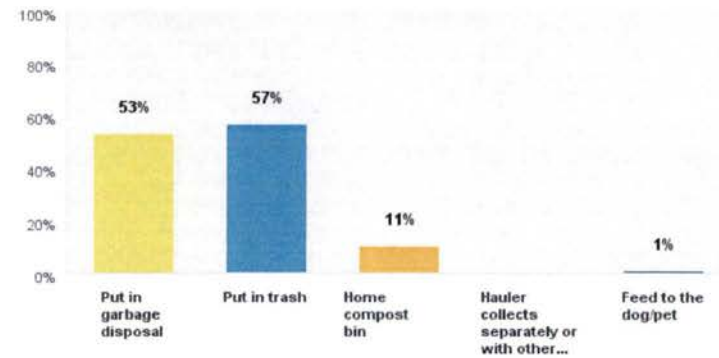
Answered: 174 Skipped: 2

Answered: 161 Skipped: 3

Less Than 65 Years Old



65 Years and Older



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## Q29: How satisfied are you with the following?

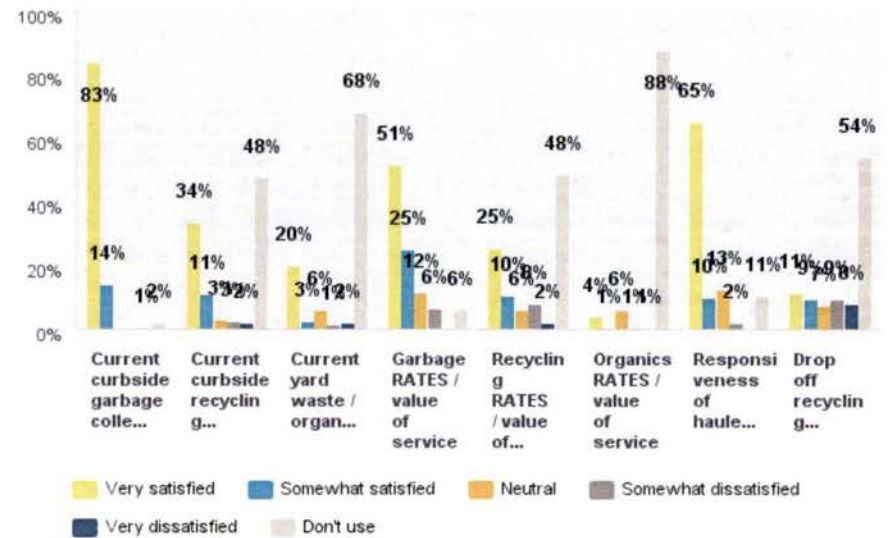
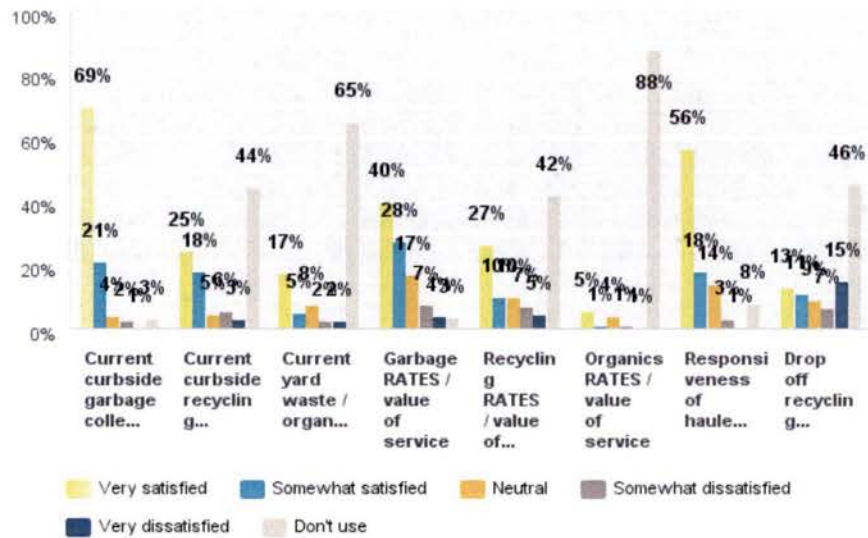
Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old

65 Years and Older





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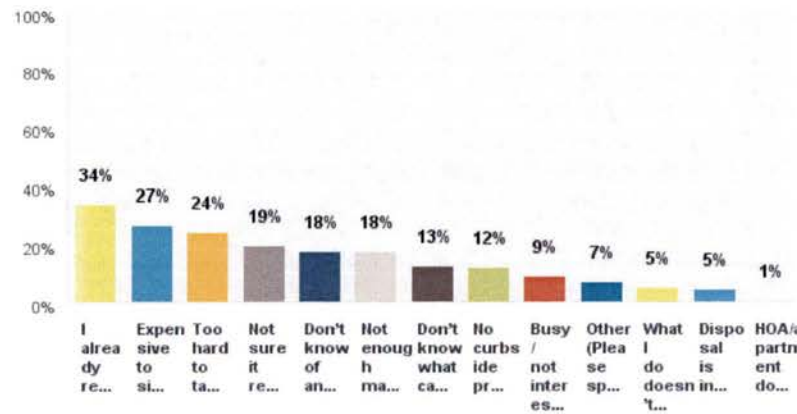
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# Q30: What do you see as primary barriers to doing more recycling? (check all that apply)

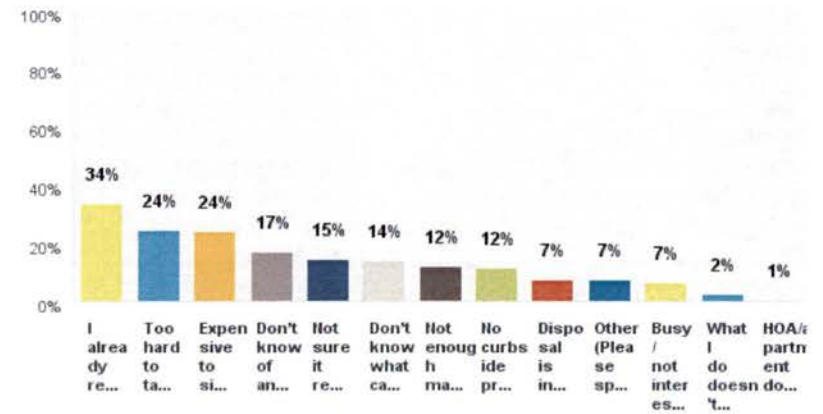
Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



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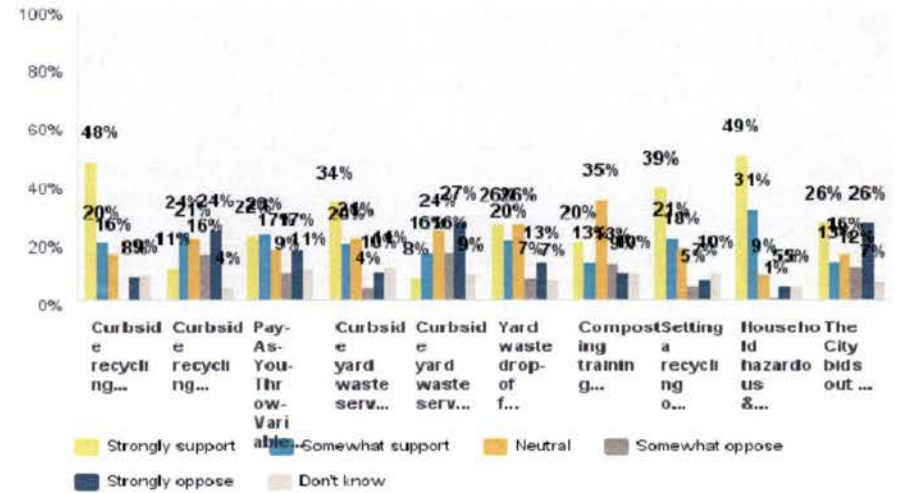
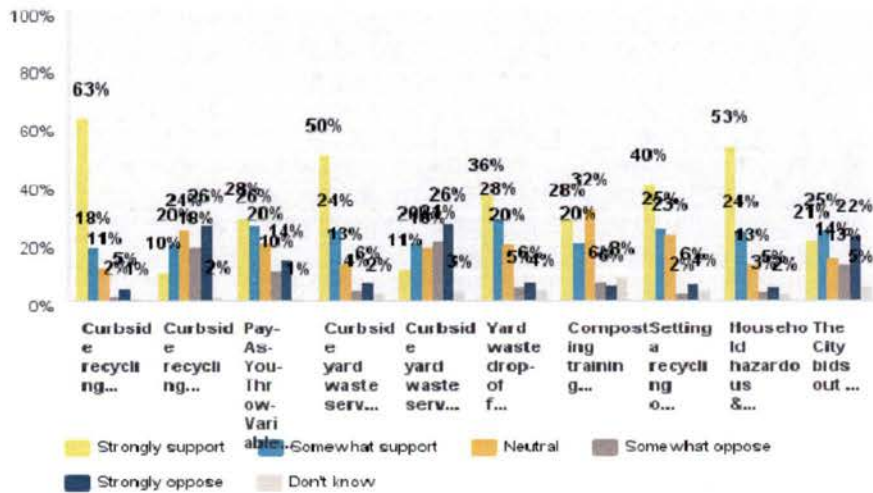
## Q32: Which of the following program and operational changes for solid waste management in the City would you support?

Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old

65 Years and Older



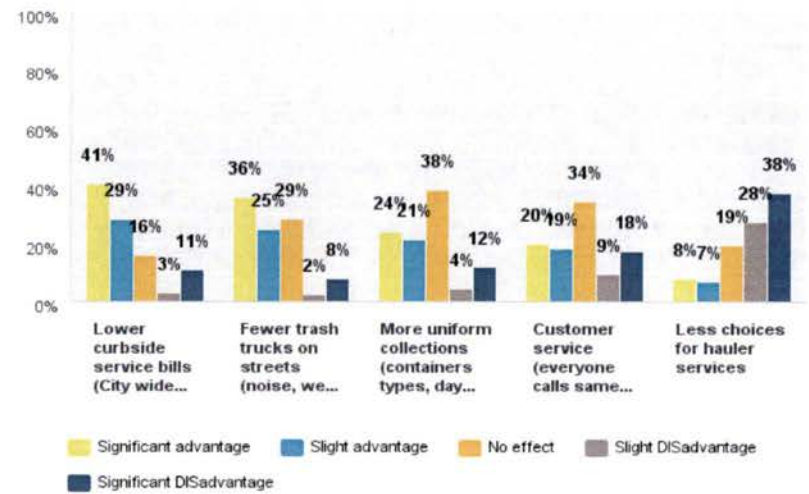
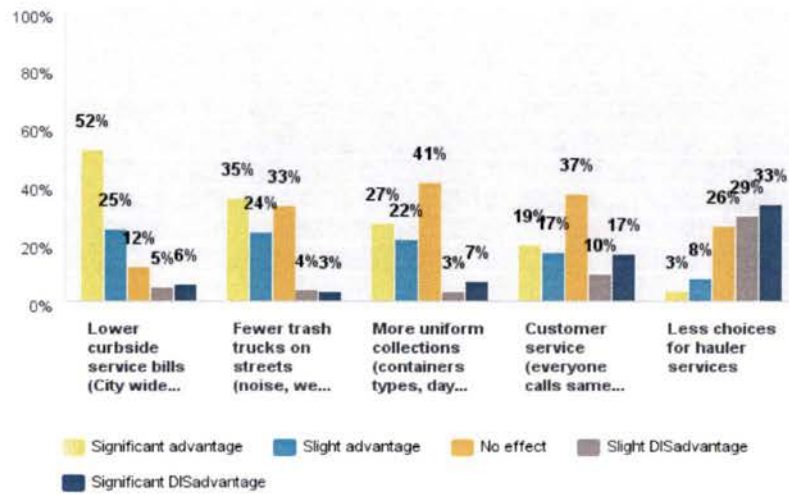
**Q33: If the City were to use just ONE trash hauler, citywide or by large districts, to provide service citywide, please tell us how you would consider the following...**

Answered: 175 Skipped: 1

Answered: 161 Skipped: 3

Less Than 65 Years Old

65 Years and Older



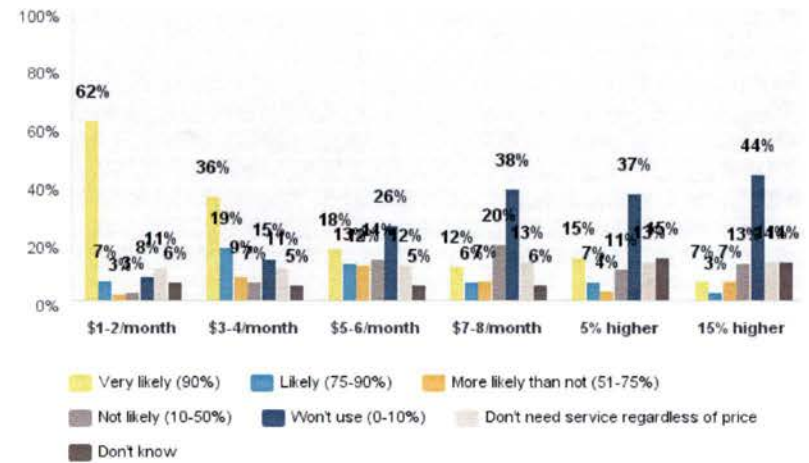
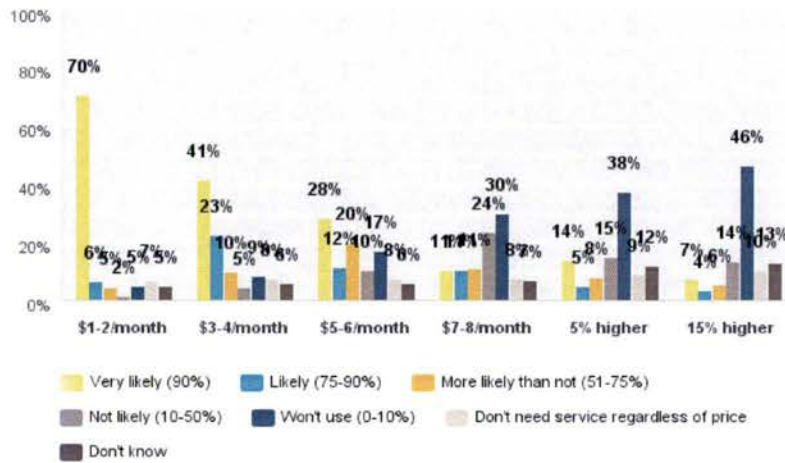
**Q34: If the City of Greeley were to require haulers to provide recycling to all households (reducing everyone's recycling cost), how likely would you be to use the service at.....**

Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old

65 Years and Older





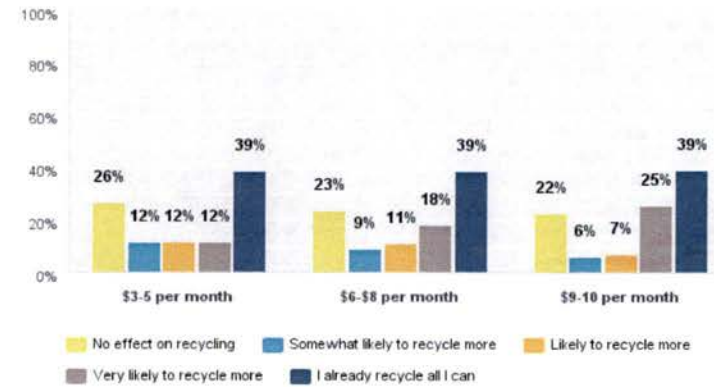
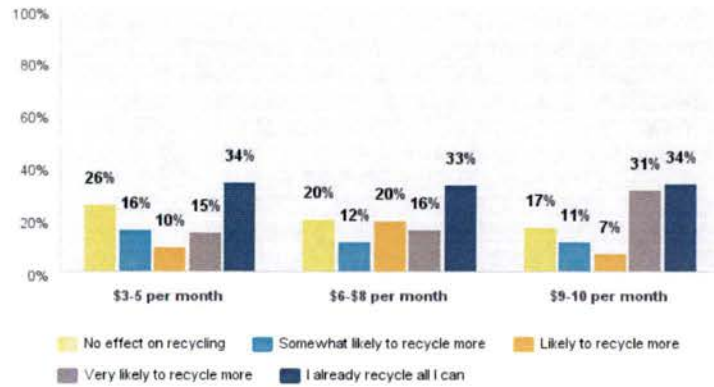
**Q35: Greeley is exploring options including a curbside Pay-As-You-Throw system where residents are asked to pay for trash collection directly based on the amount of trash they actually generate. There is no additional charge to recycle as much as you want, but those throwing out more trash pay more. If you recycled more you could use a smaller trash can and save money on your monthly bill. What level of savings per month on trash service would cause you to increase your recycling and use a smaller trash cart?**

Answered: 172    Skipped: 4

Answered: 160    Skipped: 4

Less Than 65 Years Old

65 Years and Older

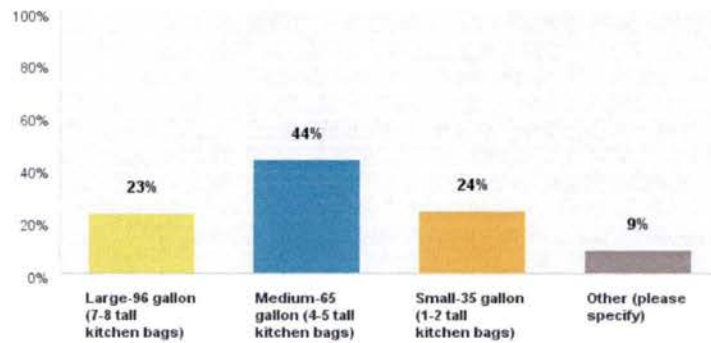


**Q36: If the City uses the above Pay-As-You-Throw system and recycling is included at no extra cost, what size TRASH cart do you think you would use?**

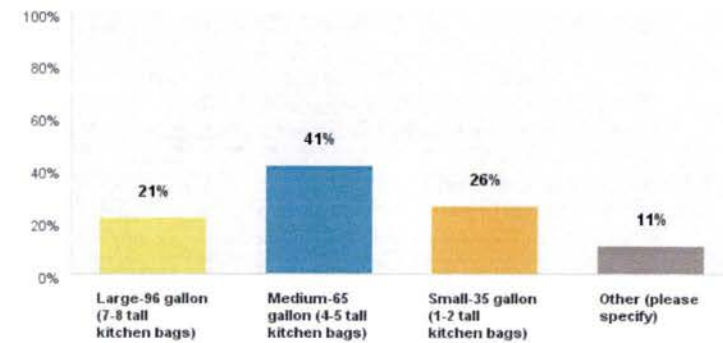
Answered: 174 Skipped: 2

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



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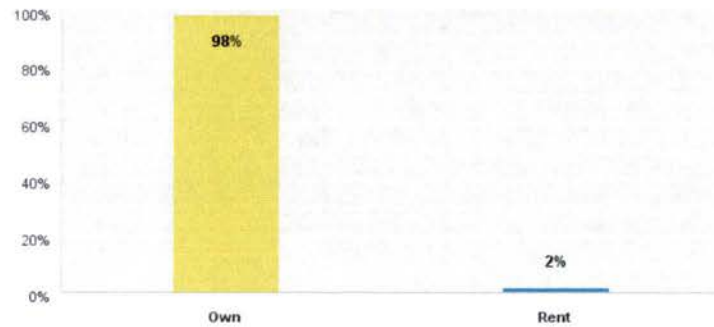
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# Q38: Do you or members of your household own or rent?

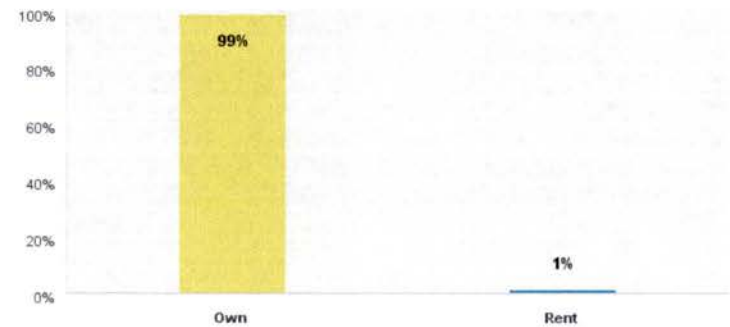
Answered: 175 Skipped: 1

Answered: 163 Skipped: 1

### Less Than 65 Years Old



### 65 Years and Older



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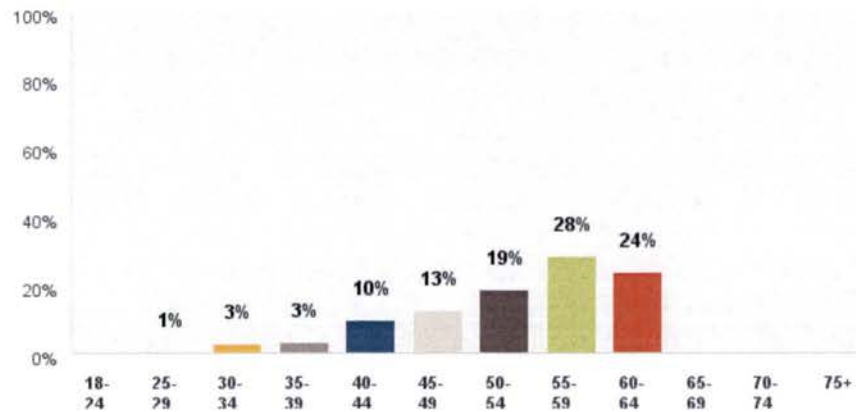
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# Q39: How old is the head of your household?

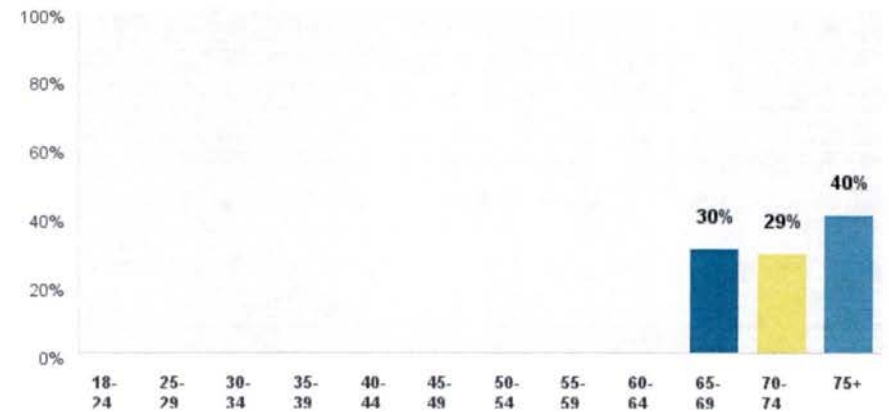
Answered: 176 Skipped: 0

Answered: 164 Skipped: 0

Less Than 65 Years Old



65 Years and Older



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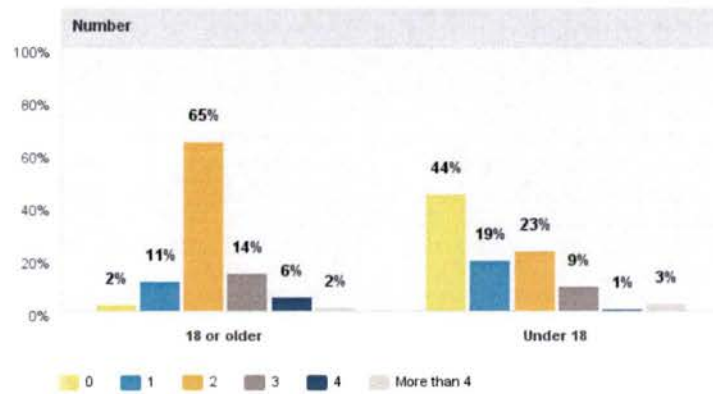
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**Q40: Including yourself, how many people normally live in your household (exclude any children away at college or in military; include all members of your household whether they are related to you or not)**

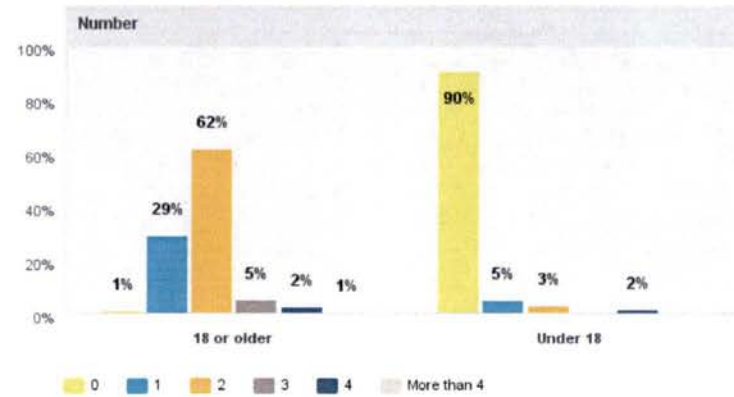
Answered: 175 Skipped: 1

**Less Than 65 Years Old**



Answered: 163 Skipped: 1

**65 Years and Older**



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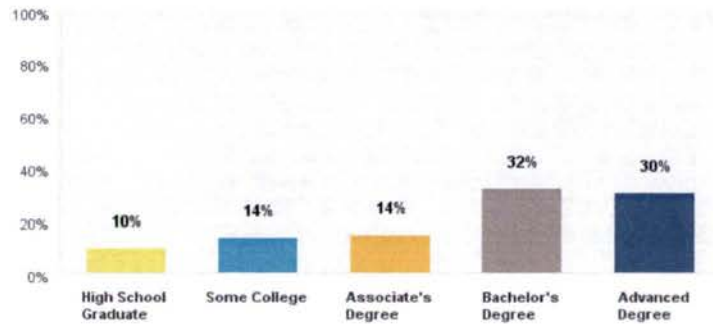
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# Q41: What is the highest level of education for your head of household?

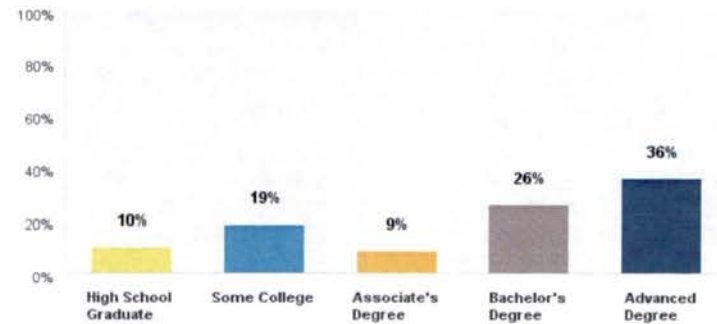
Answered: 175 Skipped: 1

Answered: 160 Skipped: 4

Less Than 65 Years Old



65 Years and Older



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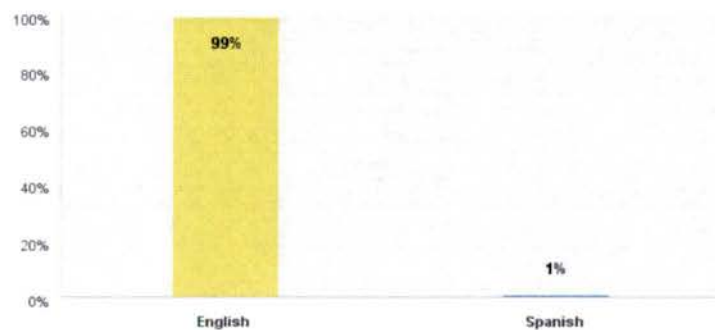
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## Q42: What is the primary language spoken in your home?

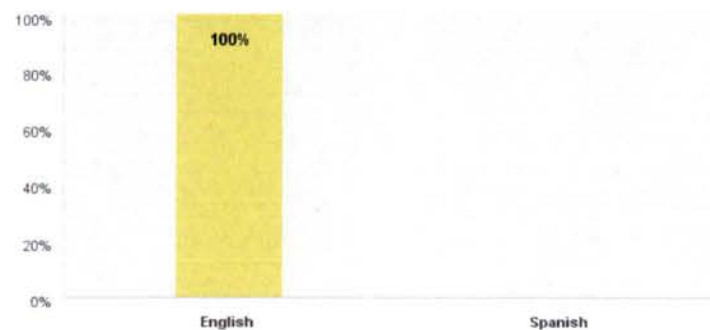
Answered: 175 Skipped: 1

Answered: 163 Skipped: 1

Less Than 65 Years Old



65 Years and Older



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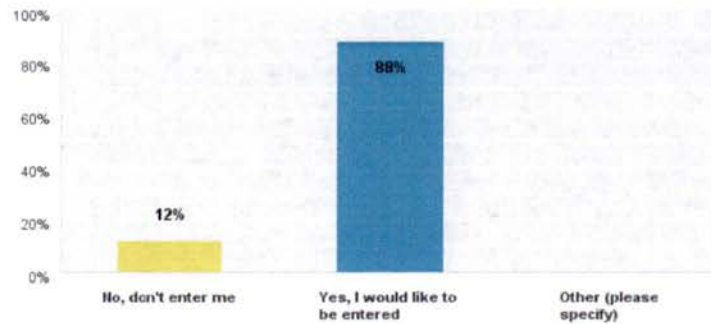
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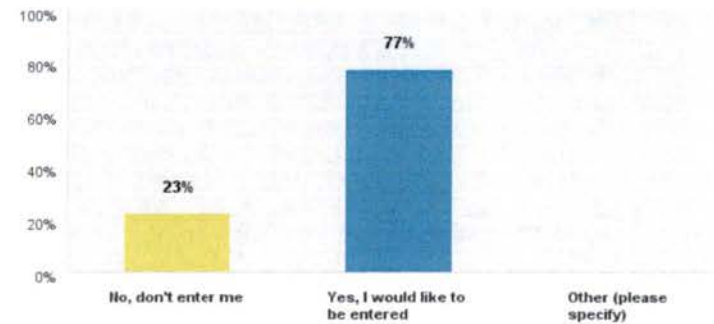


## Q43: As a thank you- would you like to be entered into the drawing to win ONE of THREE \$50 Target Gift Cards?

Answered: 175 Skipped: 1 Less Than 65 Years Old



65 Years and Older



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## Appendix B: Survey Results – HOAs and Non-HOAs

The Greeley survey responses differed for households living in HOAs compared to those not in HOAs. Survey responses for these two groups are provided below.

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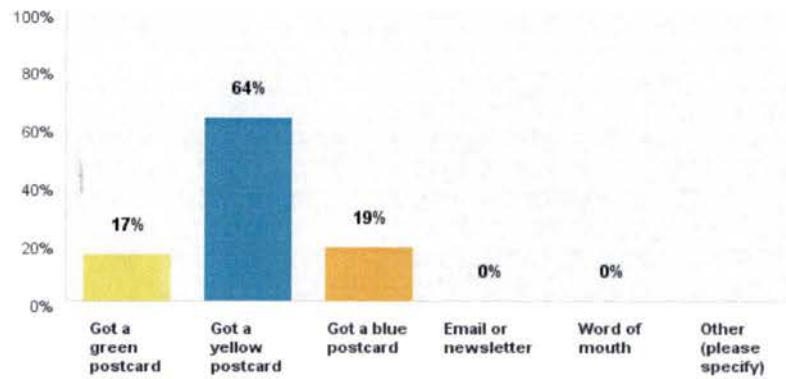
Survey Results for non-HOAs and HOAs are included below.

## Q2: How did you find out about this survey?

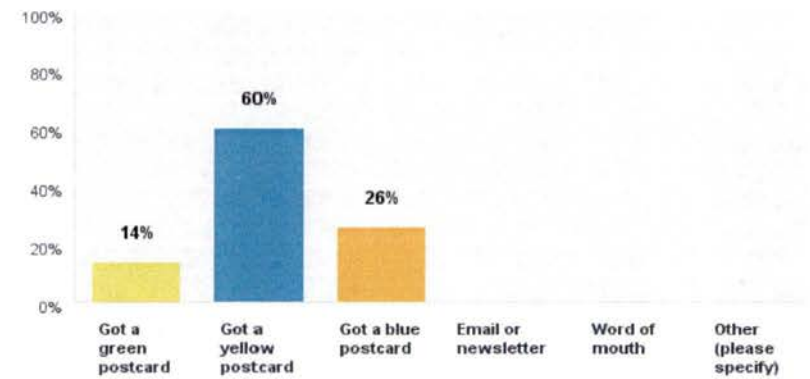
Answered: 269 Skipped: 4

Answered: 100 Skipped: 0

### Non-HOAs



### HOAs



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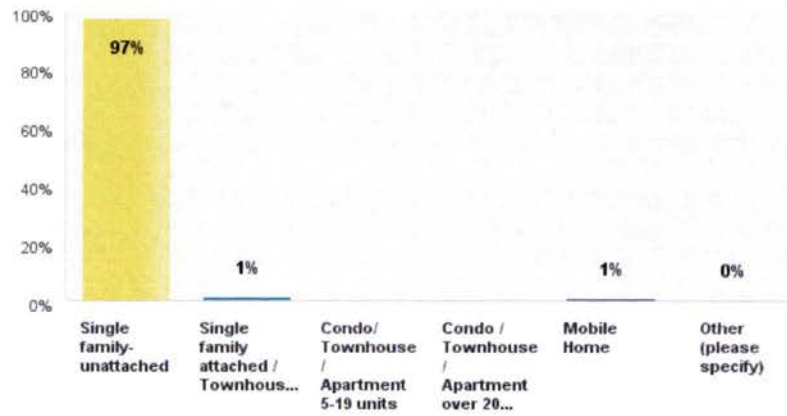
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### Q3: Please tell us what type of home you live in?

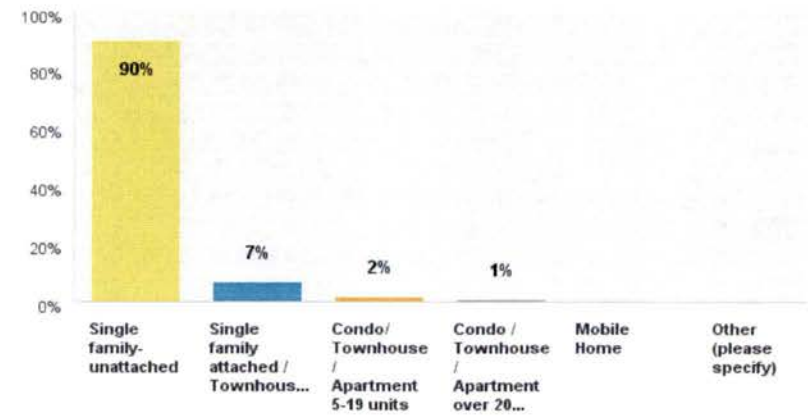
Answered: 273 Skipped: 0

#### Non-HOAs



Answered: 99 Skipped: 1

#### HOAs



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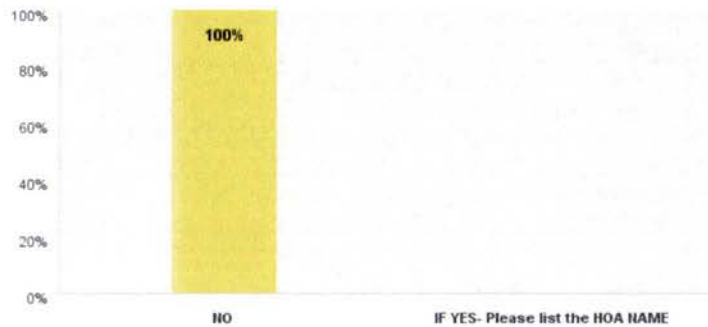
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# Q4: Do you live in a Home Owners Association neighborhood with HOA fees?

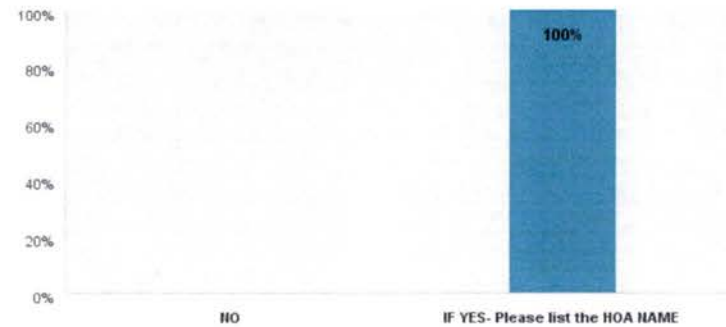
Answered: 273 Skipped: 0

## Non-HOAs



Answered: 100 Skipped: 0

## HOAs



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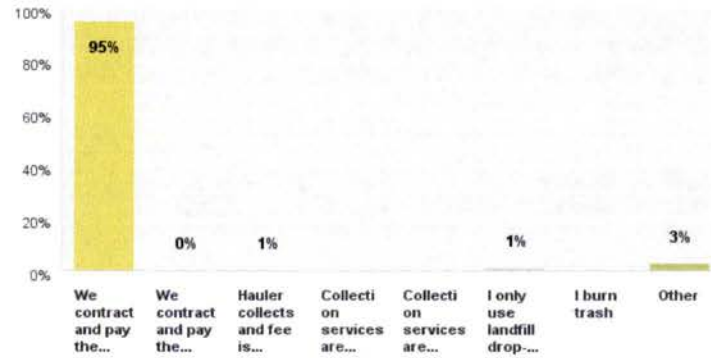
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## Q5: How do you dispose of and pay for your trash?

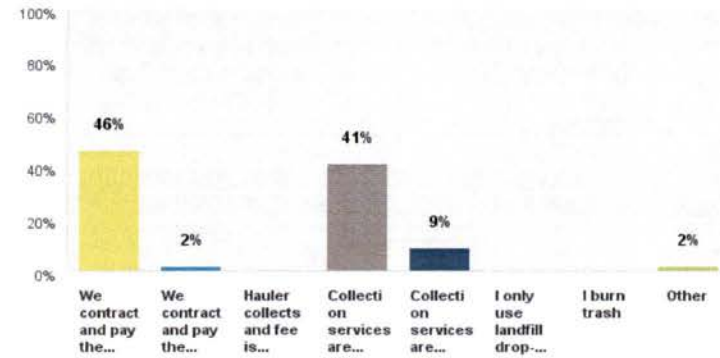
Answered: 273 Skipped: 0

Answered: 100 Skipped: 0

### Non-HOAs



### HOAs



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## Q6: How frequently do you take your trash to the landfill drop-off facility?

Answered: 4 Skipped: 269

Answered: 100 Skipped: 0

### Non-HOAs

Answer Choices	Responses	
Twice per week	0%	0
Weekly	50%	2
Every other week	0%	0
Once per month	0%	0
Every few months	0%	0
Once per year	0%	0
Other (please specify)	50%	2
<b>Total</b>		<b>4</b>

### HOAs

Answer Choices	Responses	
Twice per week	0%	0
Weekly	0%	0
Every other week	0%	0
Once per month	0%	0
Every few months	0%	0
Once per year	0%	0
Other (please specify)	0%	0
<b>Total</b>		<b>0</b>

## Q7: Can you estimate the amount of trash you take to the drop-off facility per trip?

Answered: 4 Skipped: 269

Answered: 100 Skipped: 0

### Non-HOAs

Answer Choices	Responses
About 1 trash bag full	50% 2
About 2 trash bags full	25% 1
About 3 trash bags full	0% 0
About 4 trash bags full	25% 1
About 5 trash bags full	0% 0
About 6 trash bags full	0% 0
More than 5 trash bags full (if more, please estimate and specify below)	0% 0
<b>Total</b>	<b>4</b>

### HOAs

Answer Choices	Responses
About 1 trash bag full	0% 0
About 2 trash bags full	0% 0
About 3 trash bags full	0% 0
About 4 trash bags full	0% 0
About 5 trash bags full	0% 0
About 6 trash bags full	0% 0
More than 5 trash bags full (if more, please estimate and specify below)	0% 0
<b>Total</b>	<b>0</b>

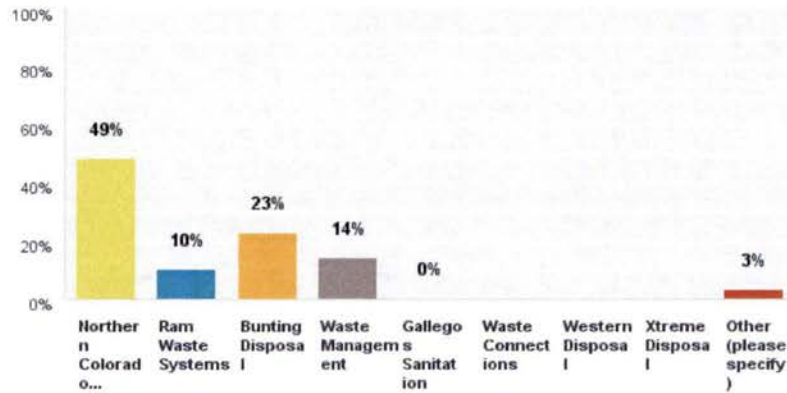


## Q8: Which company provides your TRASH service?

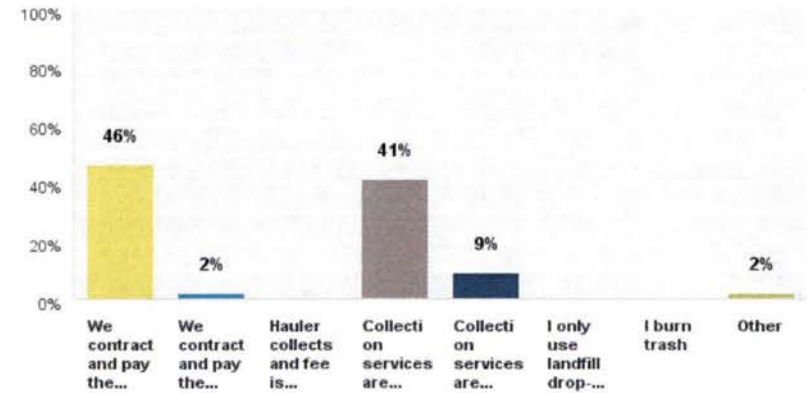
Answered: 263 Skipped: 10

Answered: 99 Skipped: 1

### Non-HOAs



### HOAs



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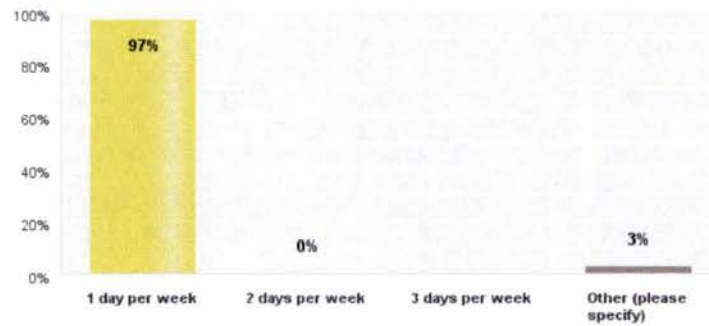
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## Q9: How many days a week is your trash collected?

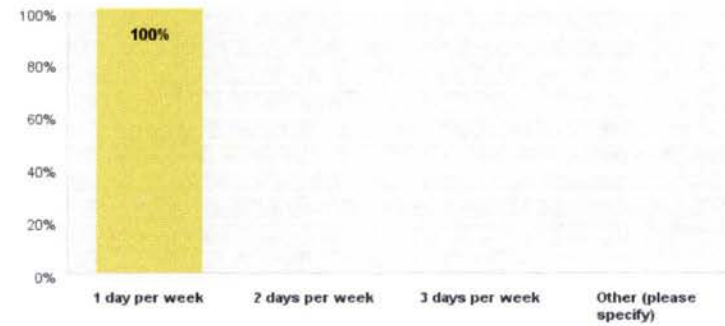
Answered: 268 Skipped: 5

Answered: 100 Skipped: 0

### Non-HOAs



### HOAs



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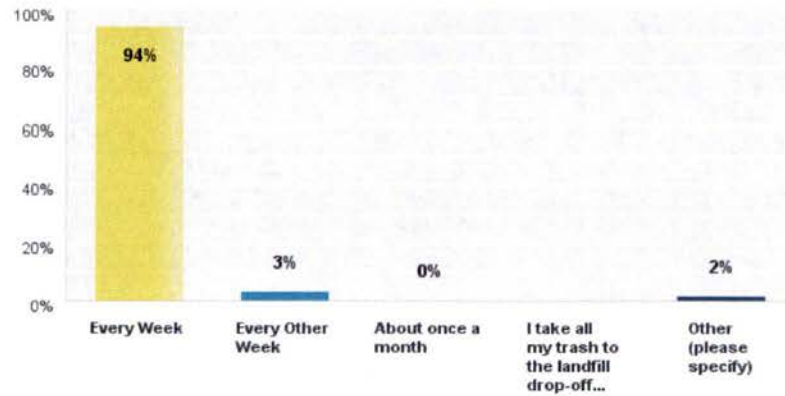
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# Q10: How often do you set out your trash can / cart?

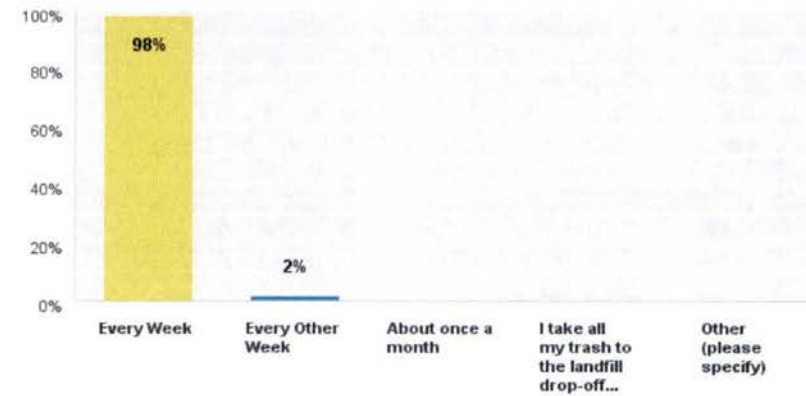
Answered: 268 Skipped: 5

Answered: 99 Skipped: 1

## Non-HOAs



## HOAs



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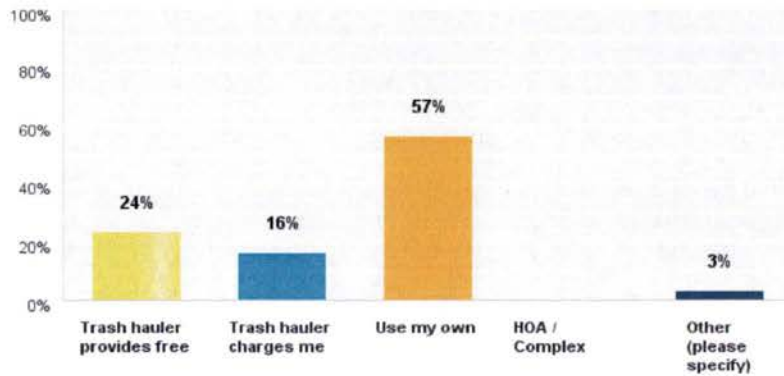
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# Q11: Who provides your trash containers?

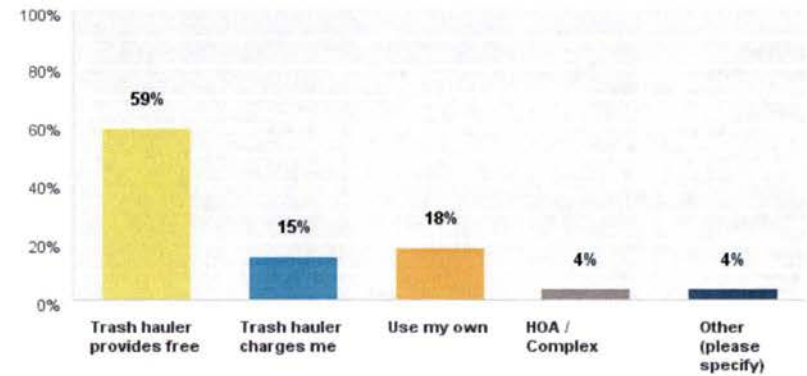
Answered: 268 Skipped: 5

Answered: 100 Skipped: 0

## Non-HOAs



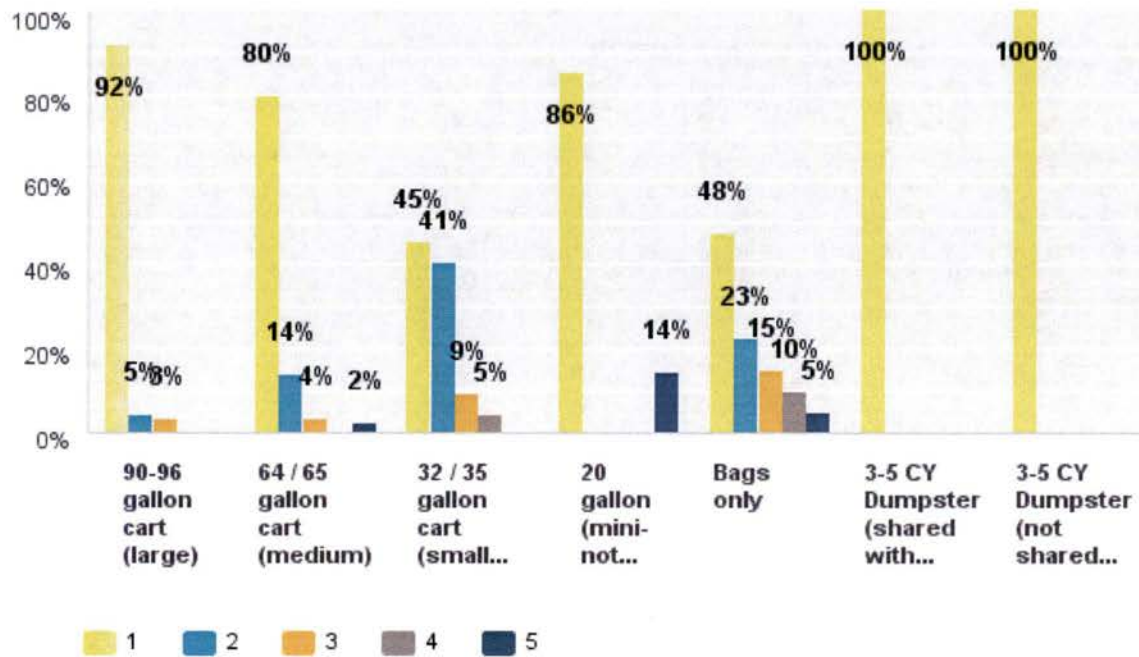
## HOAs



## Q12: How many of each size TRASH cart do you use? (please mark closest size)

Answered: 269    Skipped: 4

Non-HOAs



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Answered: 100   Skipped: 0

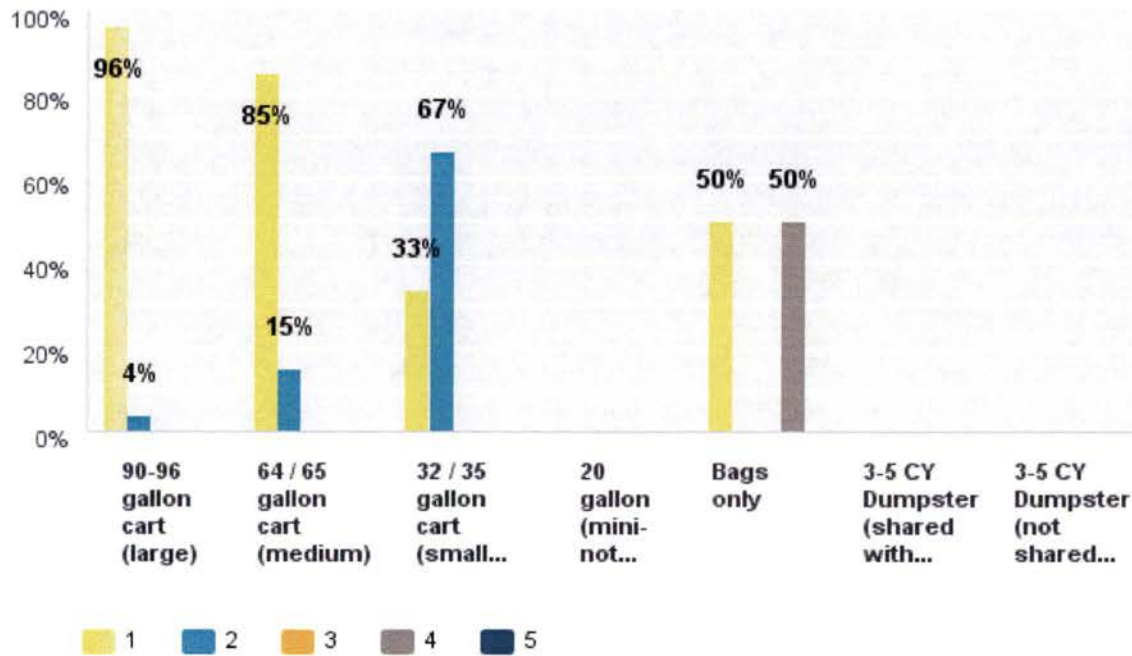
**HOAs**

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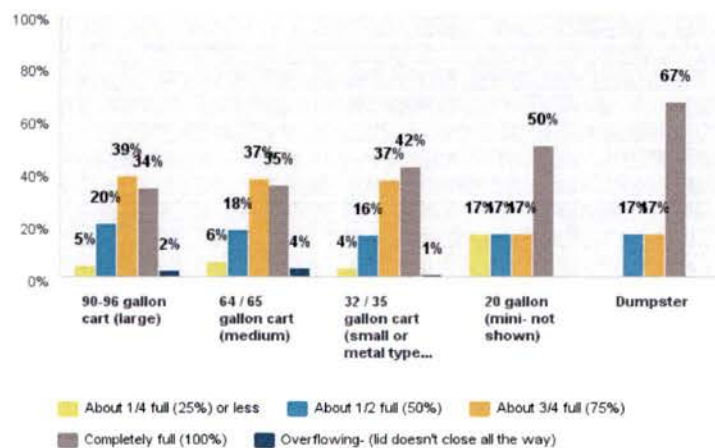


# Q13: How full are your TRASH carts when you set them out?

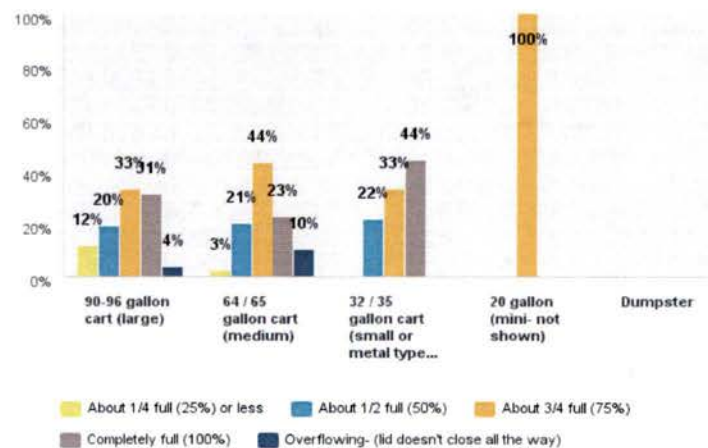
Answered: 237 Skipped: 36

Answered: 99 Skipped: 1

## Non-HOAs



## HOAs



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## Q14: Does your TRASH hauler provide any of the following options?

Answered: 268   Skipped: 5

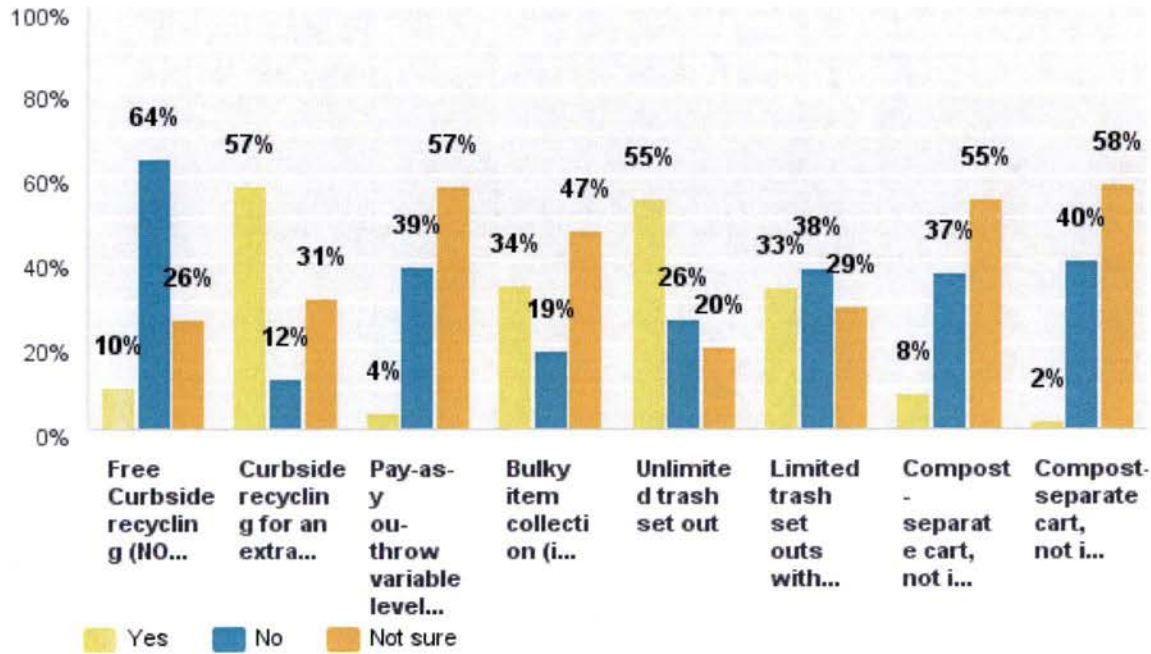
Non-HOAs

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Answered: 99 Skipped: 1

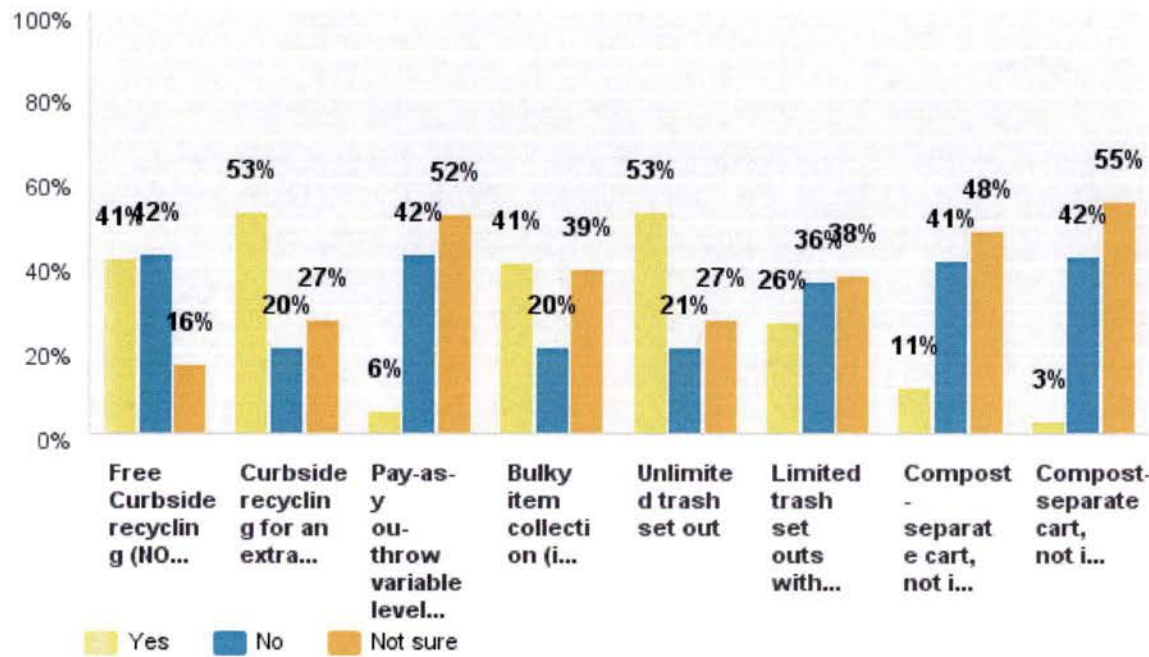
**HOAs**

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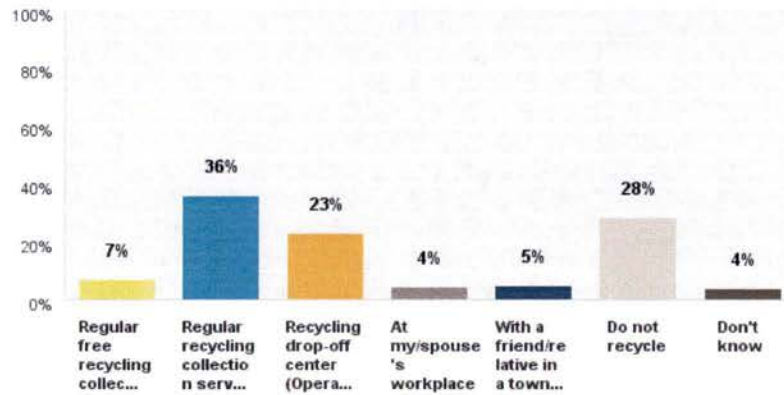
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# Q15: How does your household RECYCLE? (Check all that apply)

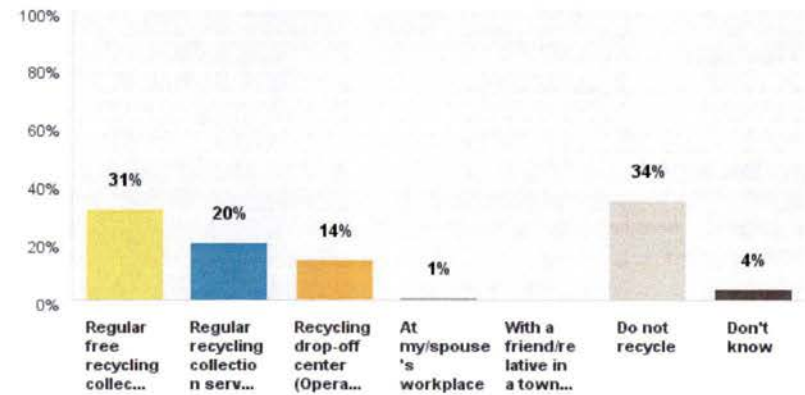
Answered: 271 Skipped: 2

Answered: 99 Skipped: 1

## Non-HOAs



## HOAs

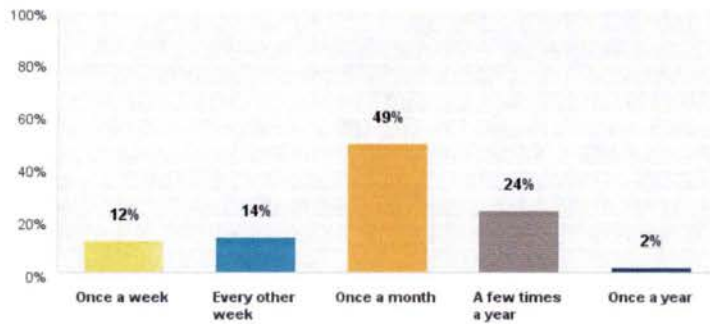


# Q16: If you use the drop-off recycling operated by Northern Colorado Disposal, how often do you bring materials there?

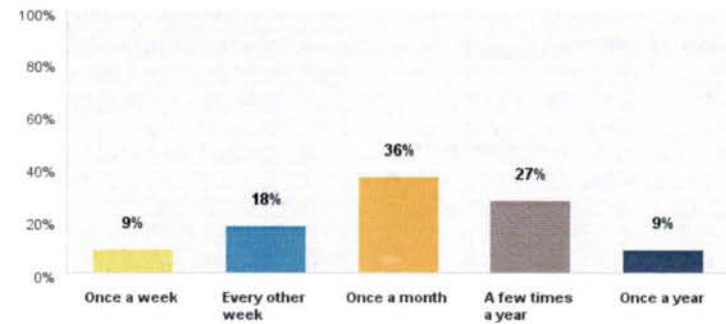
Answered: 51 Skipped: 222

Answered: 11 Skipped: 89

## Non-HOAs



## HOAs



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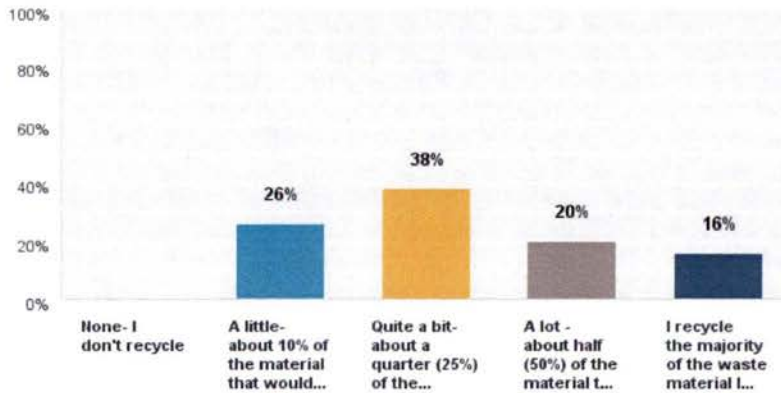
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# Q17: About how much material do you take to the drop-off center on a regular basis?

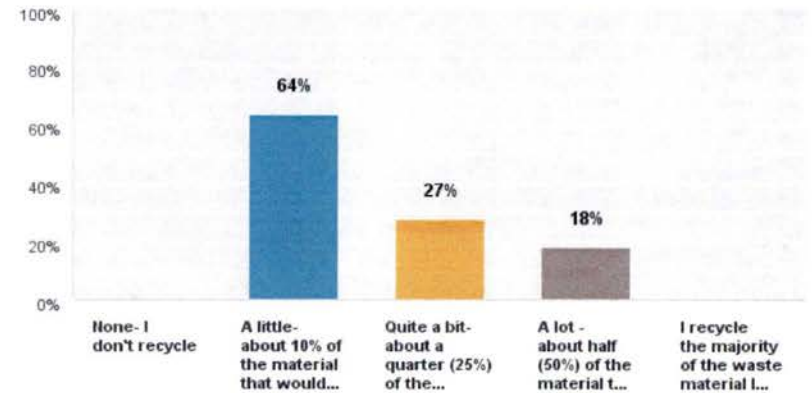
Answered: 50 Skipped: 223

Answered: 100 Skipped: 0

## Non-HOAs



## HOAs



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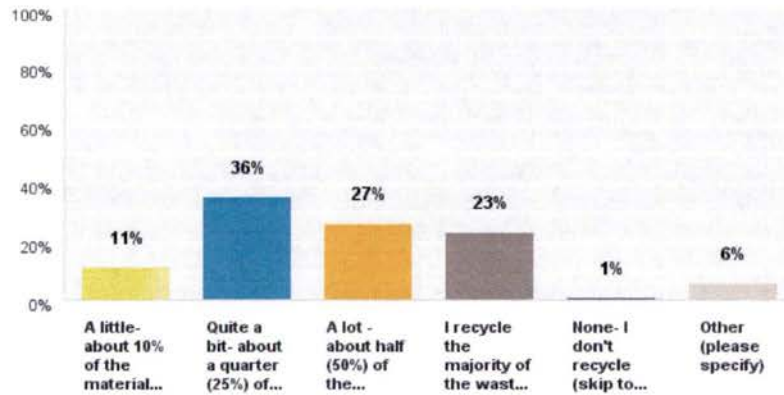


## Q18: About how much material do you recycle on a regular basis?

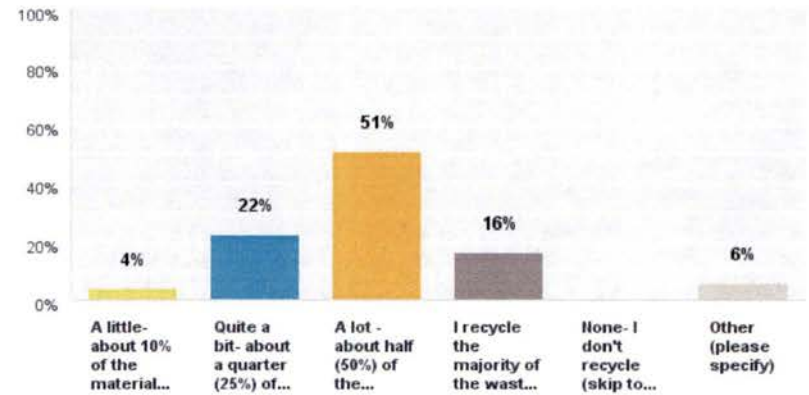
Answered: 132 Skipped: 141

Answered: 49 Skipped: 51

### Non-HOAs



### HOAs



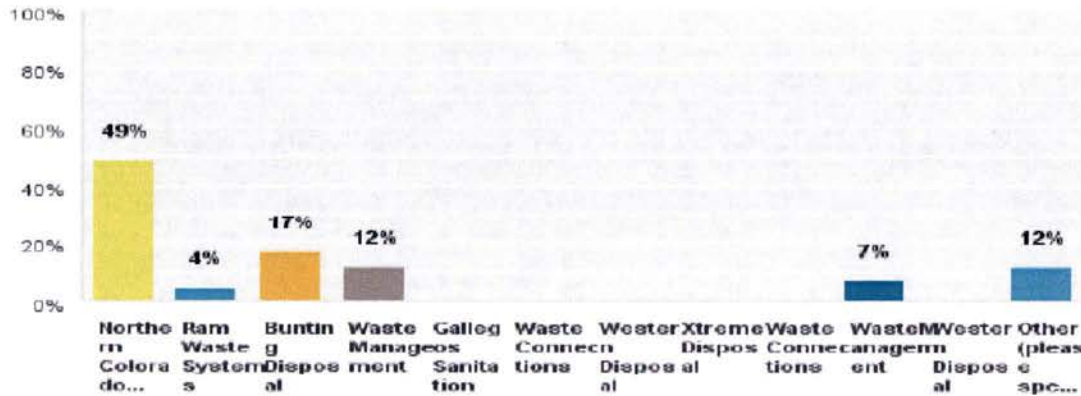
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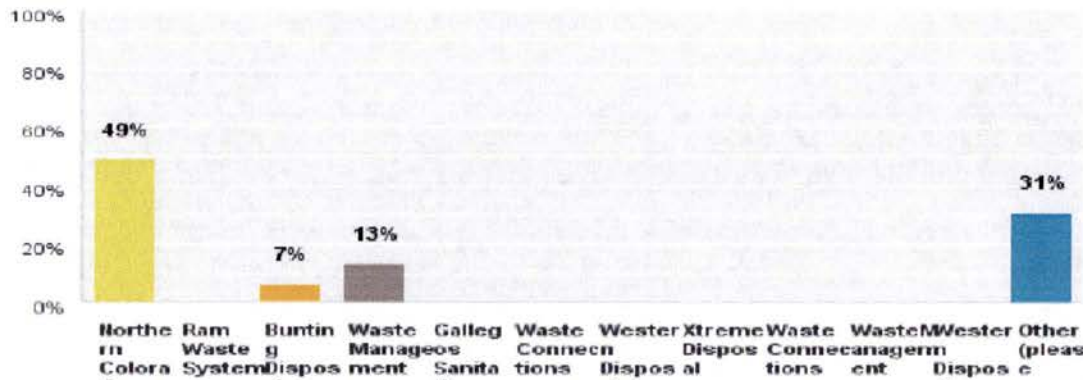
# Q19: If you have recycling service, which company collects your RECYCLING?

Non-HOAs



Answered: 113 Skipped: 160

HOAs



Answered: 45 Skipped: 55

762 Eldora

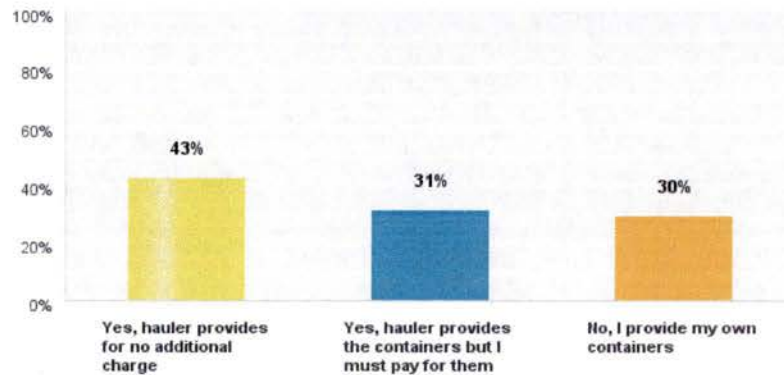
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## Q20: If you have recycling service, are your recycling bins provided to you by the hauler?

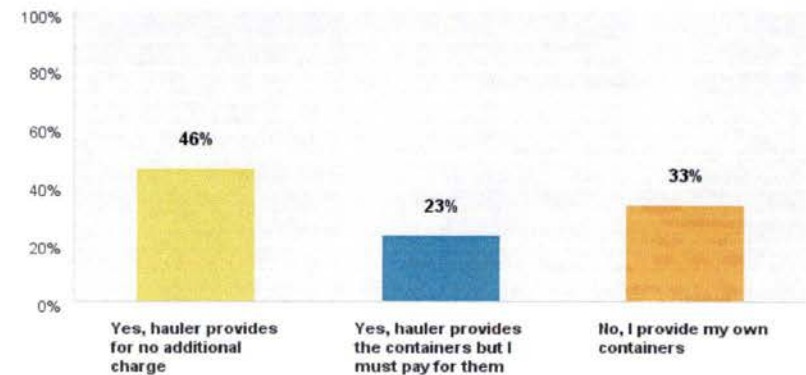
Answered: 115 Skipped: 158

Answered: 48 Skipped: 52

### Non-HOAs



### HOAs



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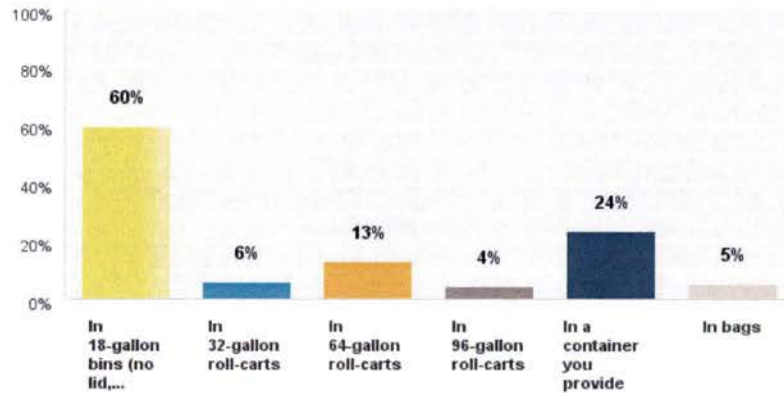
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## Q21: If you have curbside recycling service provided by a hauler, how are materials collected?

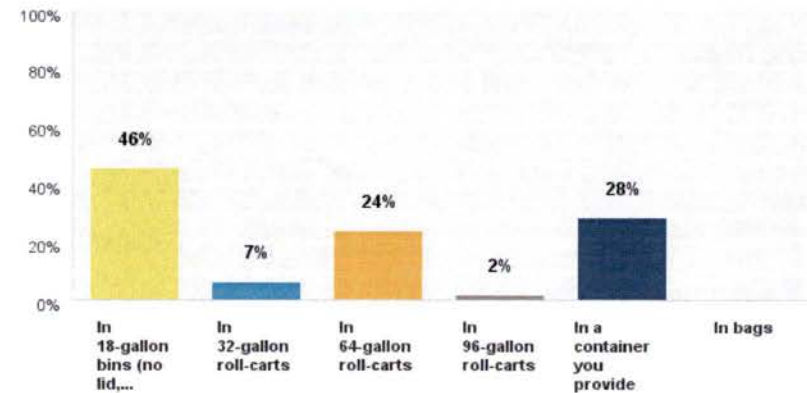
Answered: 114 Skipped: 159

Answered: 46 Skipped: 54

### Non-HOAs



### HOAs



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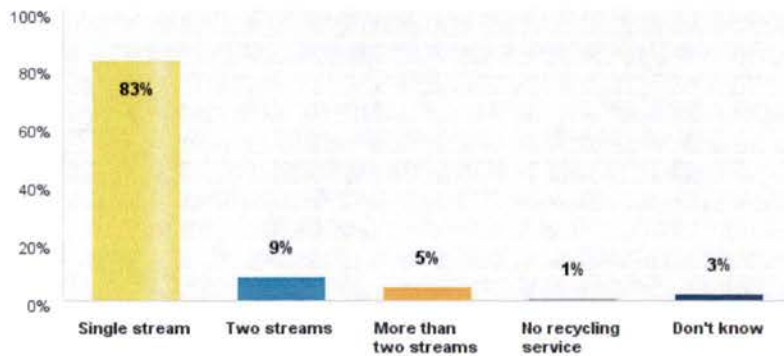
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**Q22: If you have curbside recycling service, are your materials collected in separate streams ( i.e. paper in one bin, cans, plastics and other containers in a different bin) or are they collected in a single stream (all materials together in one container)?**

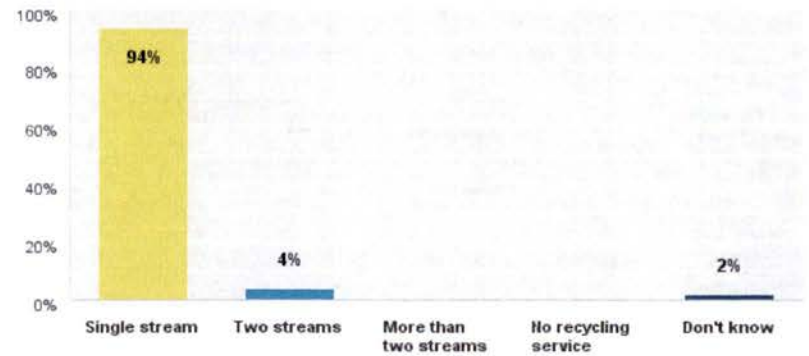
Answered: 117 Skipped: 156

Answered: 48 Skipped: 52

**Non-HOAs**



**HOAs**



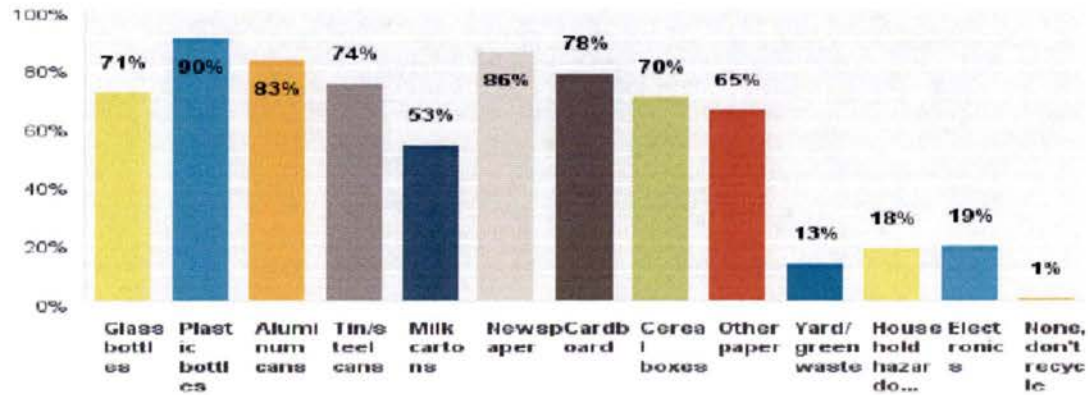
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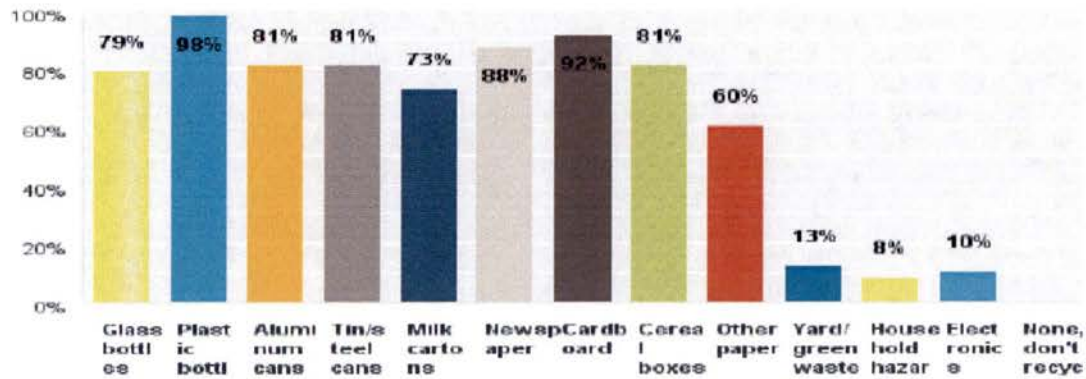
## Q23: Which of the following materials do you recycle fairly regularly? (Select all that apply)

Non-HOAs



Answered: 133 Skipped: 140

HOAs



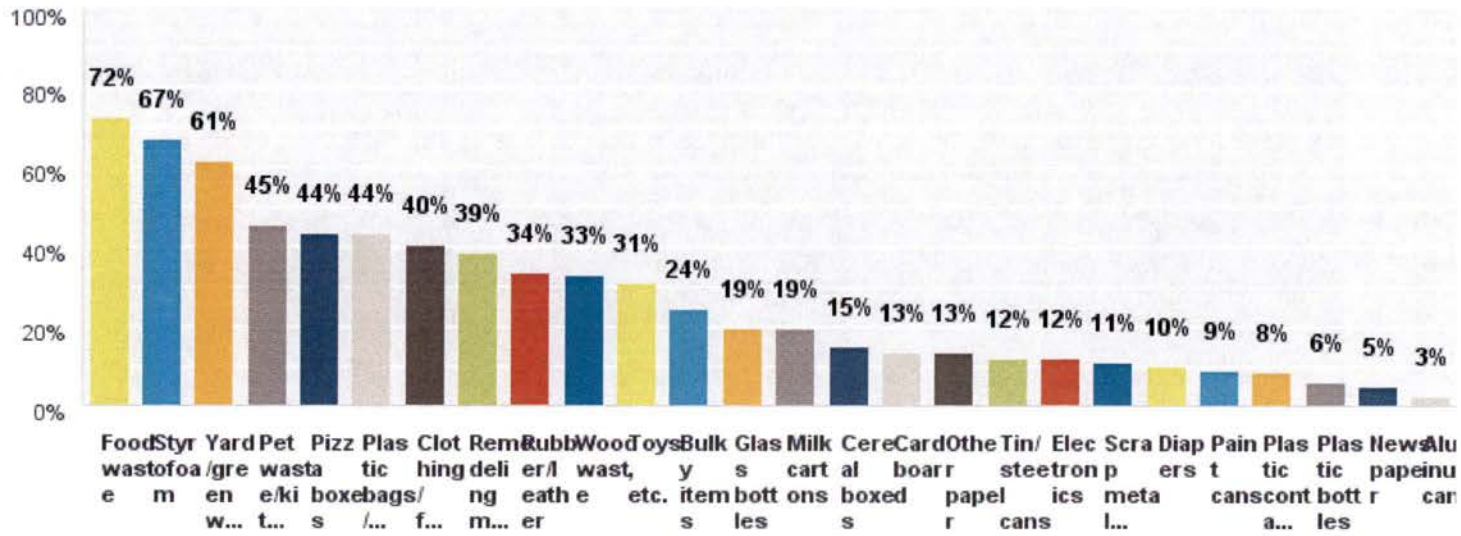
Answered: 48 Skipped: 52

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**Q24: Which materials still remain in your trash after any recycling efforts that you do (check all that apply)?**

Answered: 119    Skipped: 154

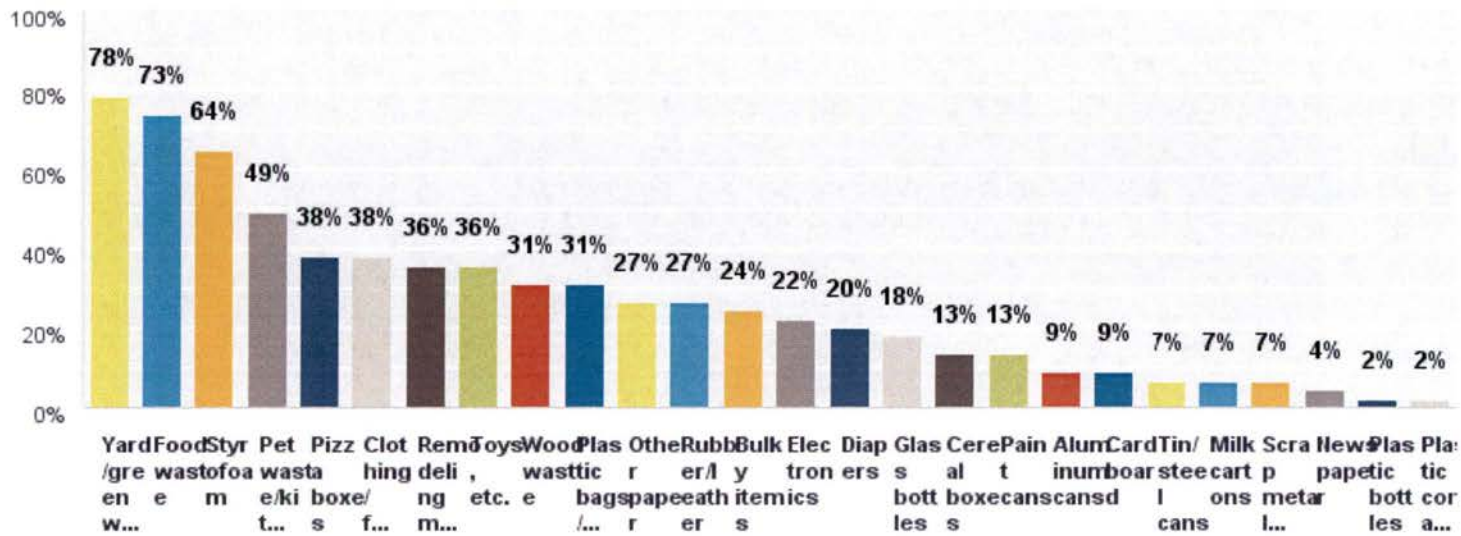
Non-HOAs





Answered: 45   Skipped: 55

**HOAs**



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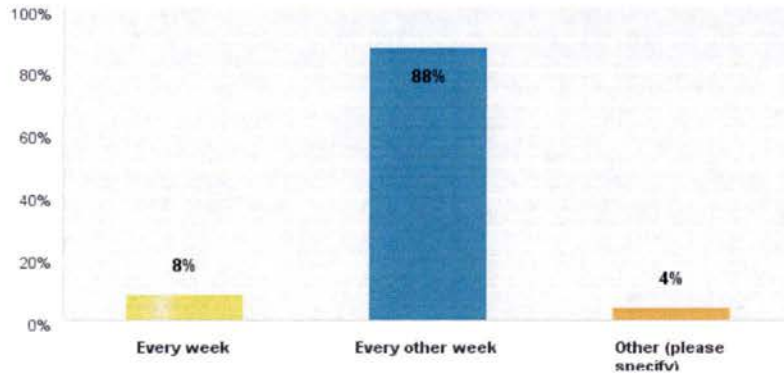
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## Q25: How often does your service collect your recycling?

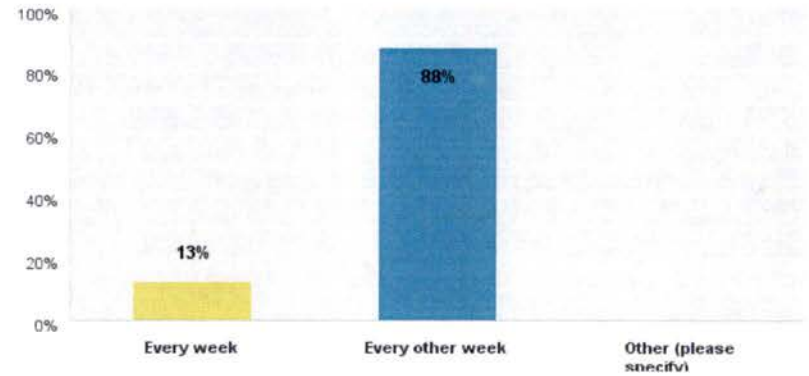
Answered: 120 Skipped: 153

Answered: 48 Skipped: 52

### Non-HOAs



### HOAs



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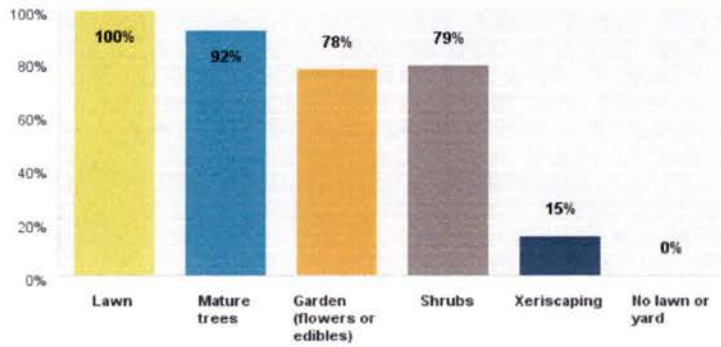
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## Q26: Which of the following do you have at your house?

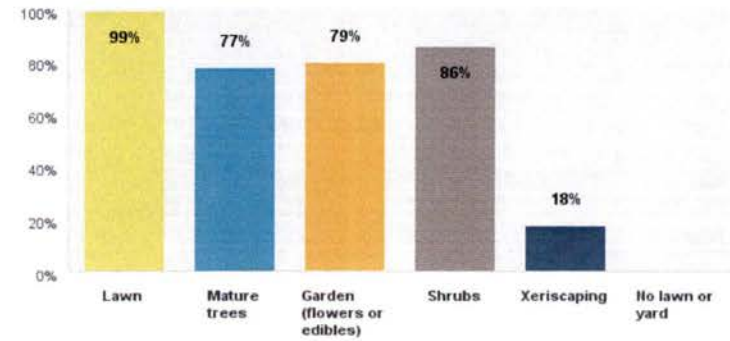
Answered: 268 Skipped: 5

### Non-HOAs



Answered: 97 Skipped: 3

### HOAs



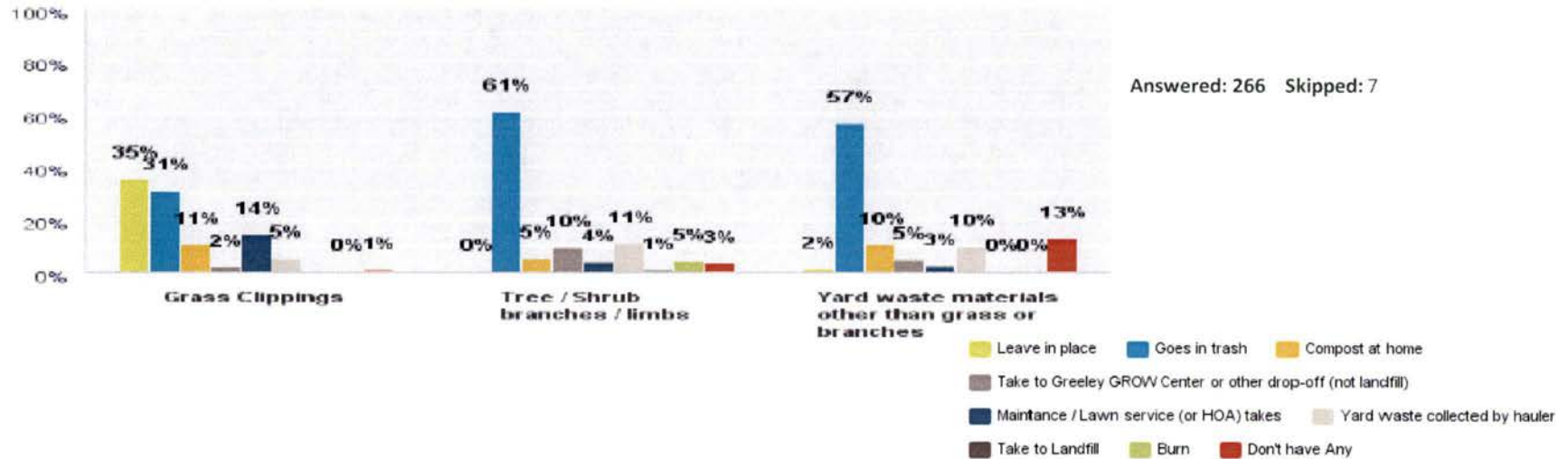
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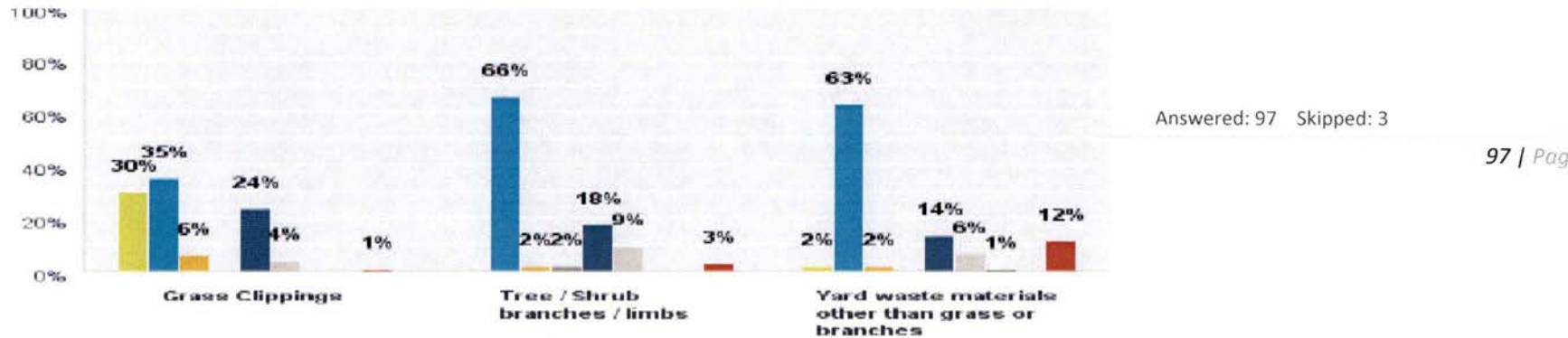
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**Q27: Please select any of the following behaviors your household does with their YARD WASTE (grass, tree trimmings, leaves, plant waste, etc.) (check all that apply)**

Non-HOAs



HOAs

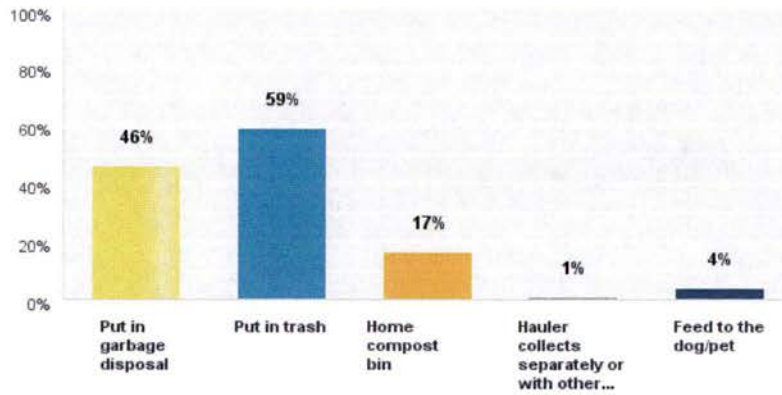


## Q28: What do you do with most of your FOOD WASTE?

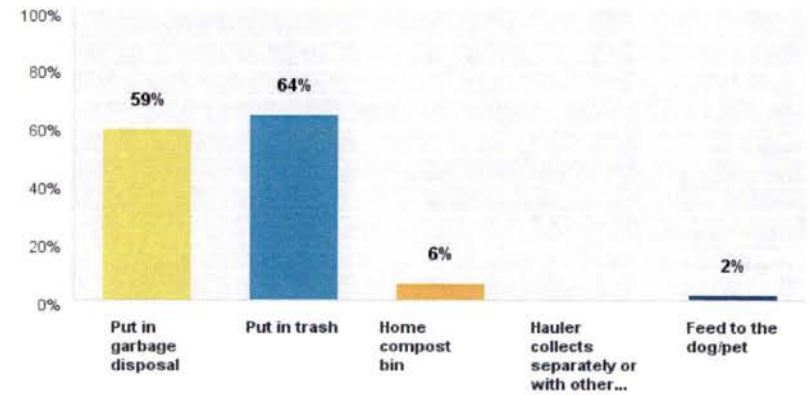
Answered: 264 Skipped: 9

Answered: 97 Skipped: 3

### Non-HOAs



### HOAs



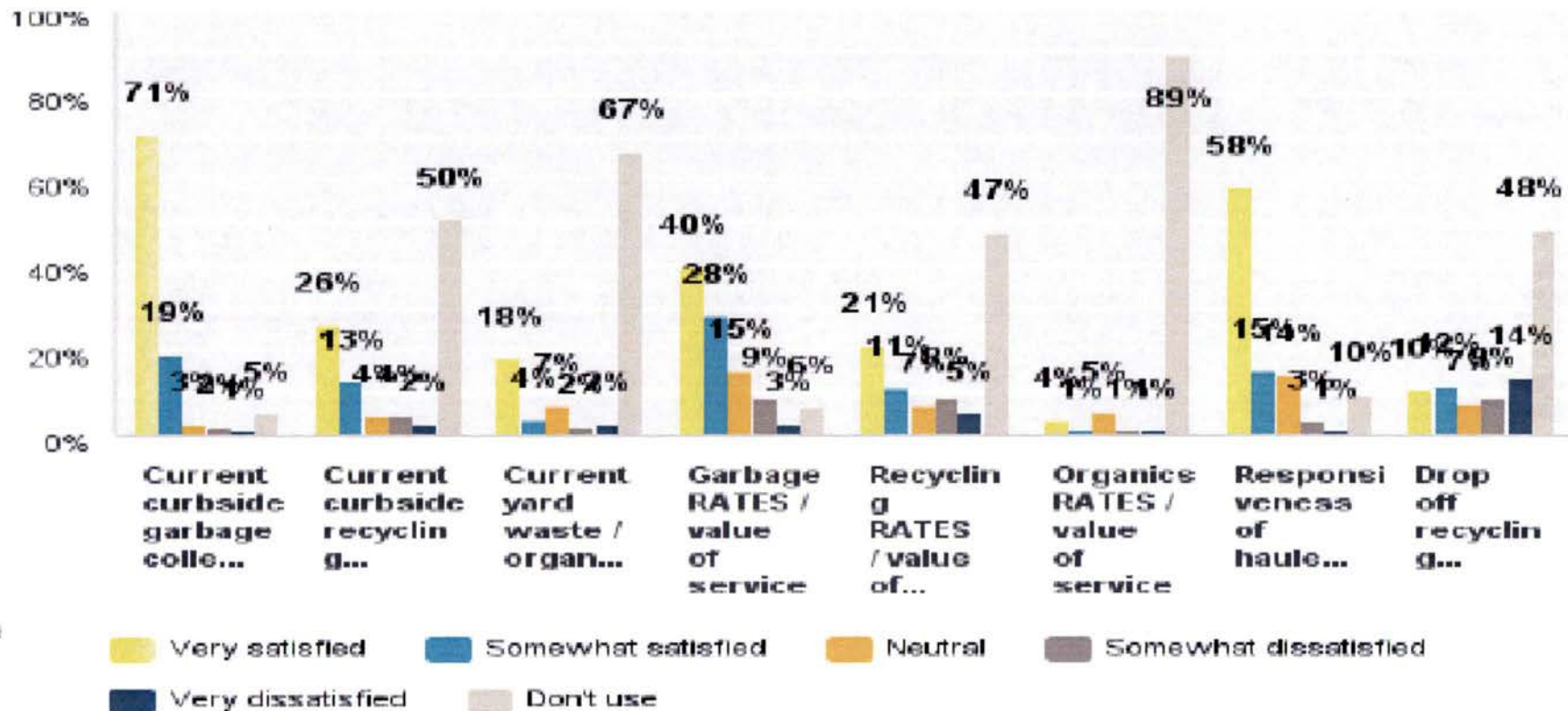
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## Q29: How satisfied are you with the following?

Answered: 265 Skipped: 8 Non-HOAs



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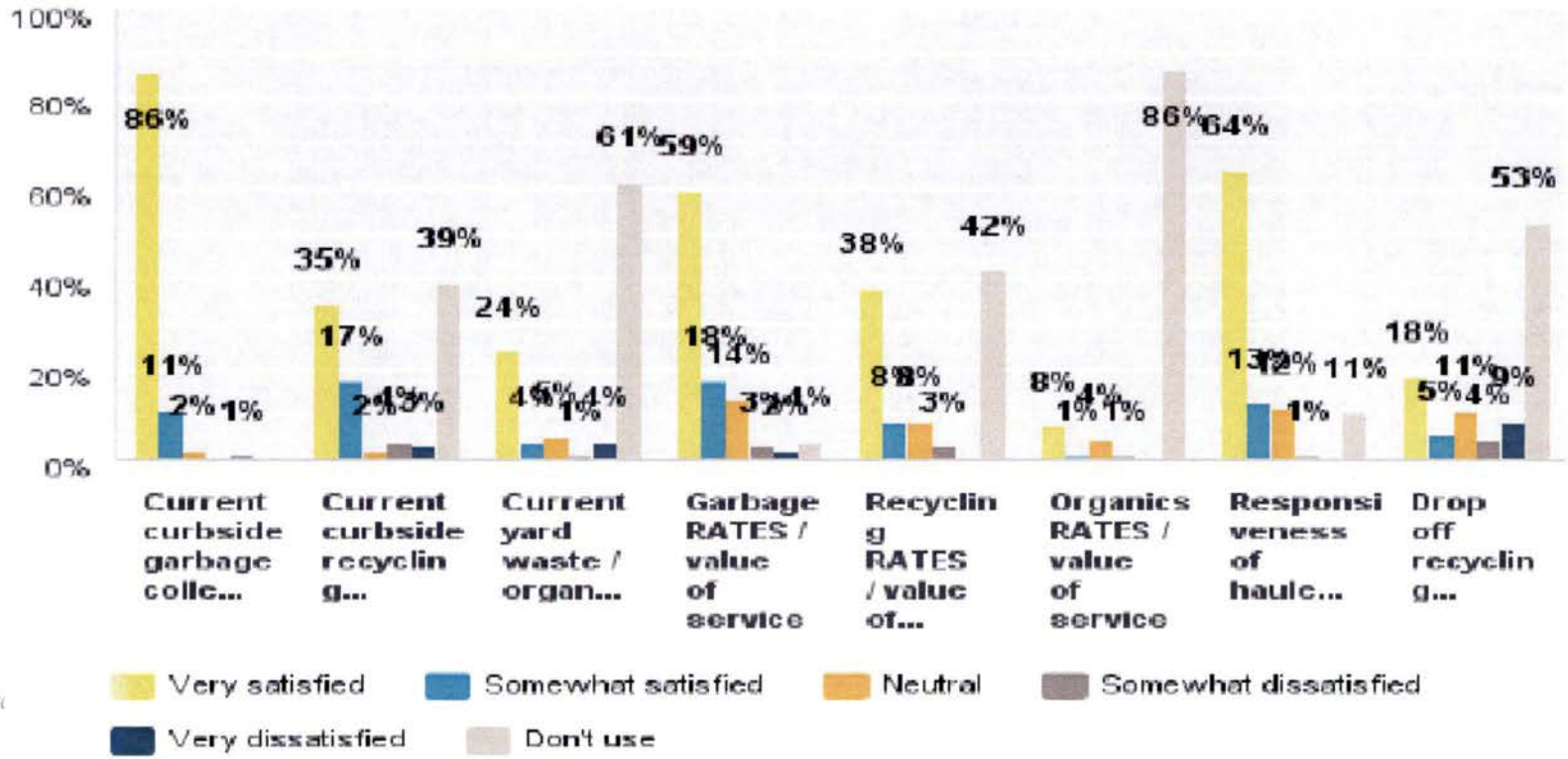
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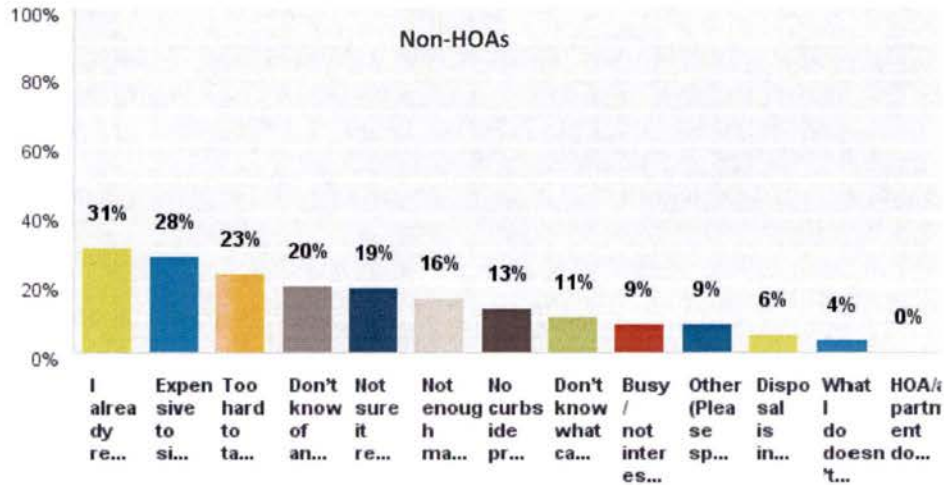


Answered: 98 Skipped: 2 HOAs



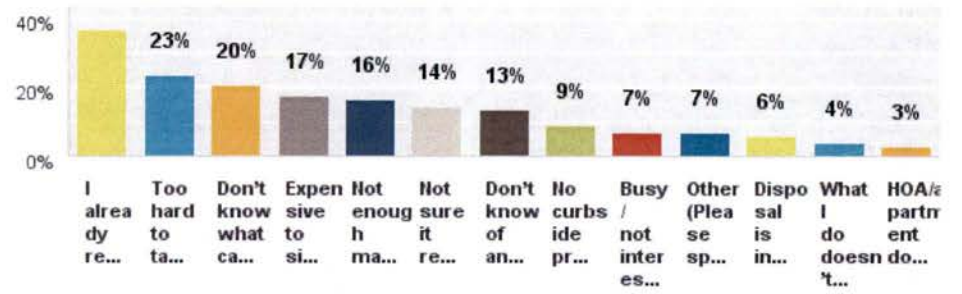
762 Eldon

### Q30: What do you see as primary barriers to doing more recycling? (check all that apply)



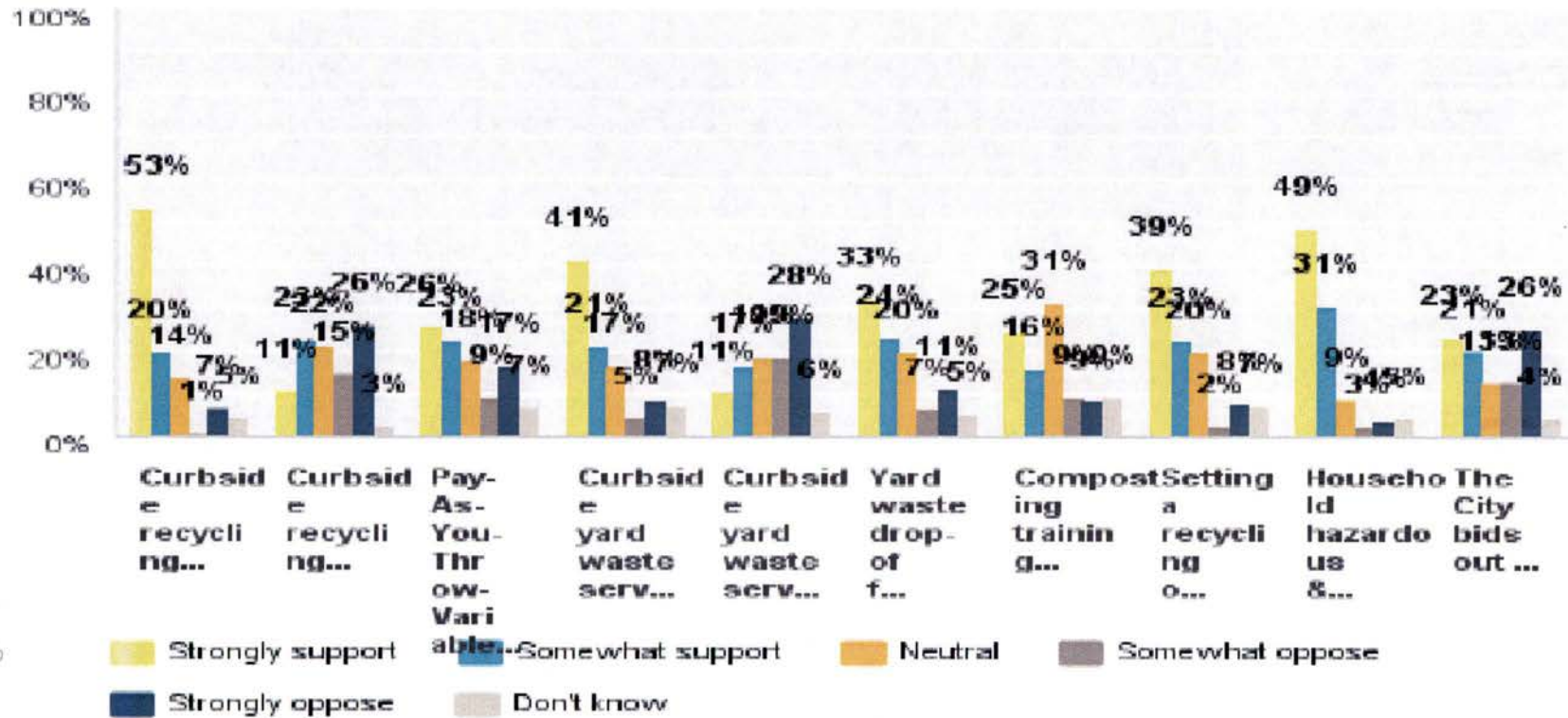
Answered: 265 Skipped: 8

Answered: 98 Skipped: 2



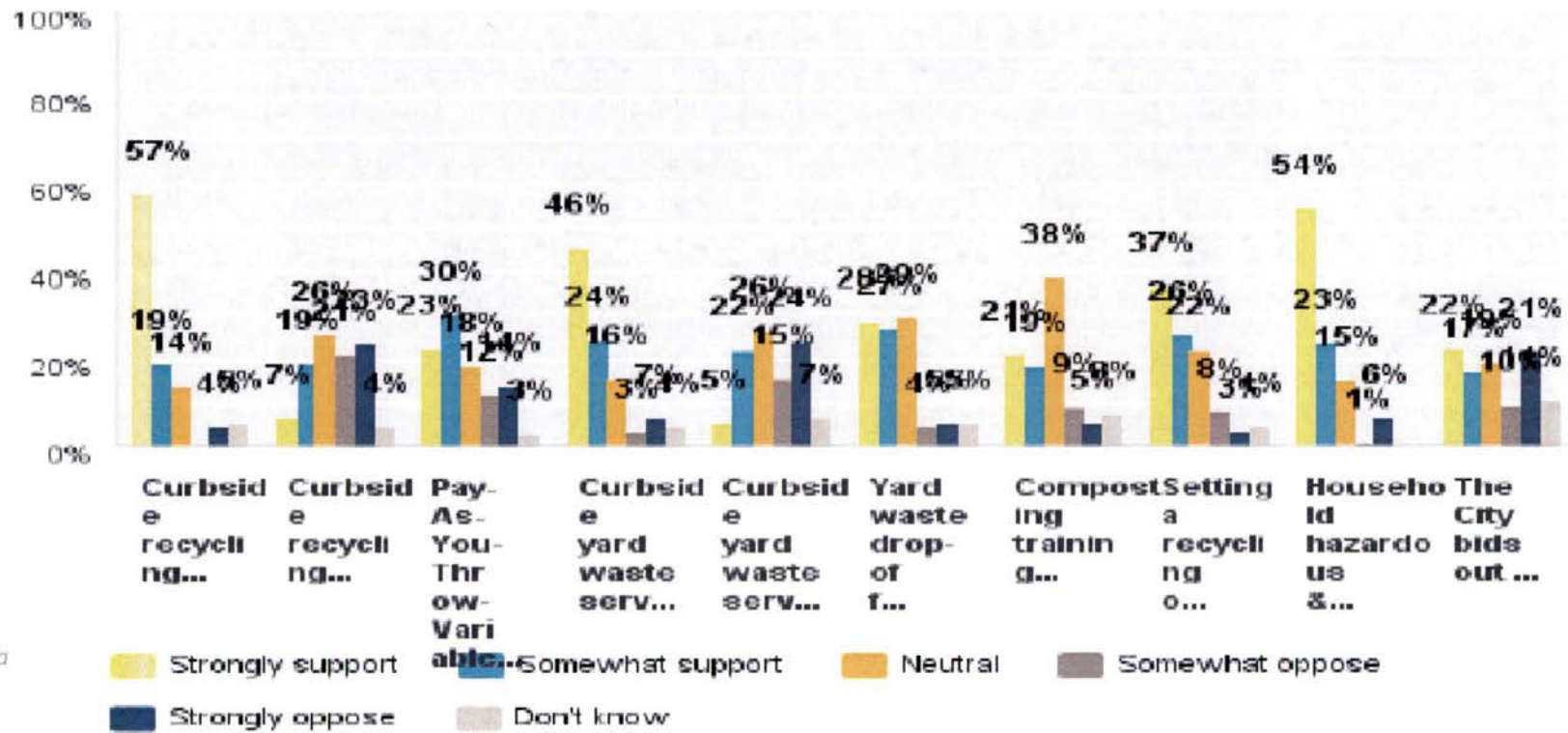
# Q32: Which of the following program and operational changes for solid waste management in the City would you support?

Answered: 261 Skipped: 12 Non-HOAs



762 Eldo

Answered: 94 Skipped: 6 HOAs



762 Ela

Non-HOAs

	Strongly support	Somewhat support	Neutral	Somewhat oppose	Strongly oppose	Don't know	Total
Curbside recycling included in trash rates	53% 139	20% 52	14% 36	1% 3	7% 19	5% 12	259
Curbside recycling service for an extra fee	11% 29	23% 59	22% 56	15% 39	26% 68	3% 7	258
Pay-As-You-Throw-Variable Trash Rates - households pay less for less trash put out/smaller carts (recycling is included in trash cost) larger carts/more trash costs more	26% 66	23% 59	18% 46	9% 24	17% 43	7% 18	256
Curbside yard waste service included in trash rate	41% 105	21% 54	17% 43	5% 12	8% 21	7% 19	254
Curbside yard waste service for an extra fee	11% 27	17% 44	19% 49	19% 49	28% 72	6% 15	256
Yard waste drop-off center in the City	33% 84	24% 61	20% 52	7% 17	11% 29	5% 14	257
Composting training programs offering discounted backyard compost bins	25% 64	16% 41	31% 80	8% 24	8% 22	9% 24	255
Setting a recycling or diversion goal for Greeley	39% 101	23% 59	20% 52	2% 6	8% 20	7% 19	257
Household hazardous & Electronic waste special events (round-ups) with small fees for monitors, etc.	49% 137	31% 80	9% 23	3% 7	4% 11	5% 12	260
The City bids out for (by District) only 1 hauler that the City chooses, but potentially lowers your monthly fee	23% 60	21% 53	13% 34	13% 33	26% 66	4% 11	257

762 Ek

HOAs

	Strongly support	Somewhat support	Neutral	Somewhat oppose	Strongly oppose	Don't know	Total
Curbside recycling included in trash rates	57% 54	19% 18	14% 13	0% 0	4% 4	5% 5	94
Curbside recycling service for an extra fee	7% 6	19% 17	26% 23	21% 19	23% 21	4% 4	90
Pay-As-You-Throw-Variable Trash Rates - households pay less for less trash put out/smaller carts (recycling is included in trash cost) larger carts/more trash costs more	23% 21	30% 28	18% 17	12% 11	14% 13	3% 3	93
Curbside yard waste service included in trash rate	46% 41	24% 22	16% 14	3% 3	7% 6	4% 4	90
Curbside yard waste service for an extra fee	5% 5	22% 20	26% 24	15% 14	24% 22	7% 6	91
Yard waste drop-off center in the City	28% 26	27% 26	29% 27	4% 4	5% 5	5% 5	92
Composting training programs offering discounted backyard compost bins	21% 19	19% 17	38% 35	8% 8	5% 5	8% 7	91
Setting a recycling or diversion goal for Greeley	37% 33	26% 23	22% 20	8% 7	3% 3	4% 4	90
Household hazardous & Electronic waste special events (round-ups) with small fees for monitors, etc.	54% 51	23% 22	15% 14	1% 1	6% 6	0% 0	94
The City bids out for (by District) only 1 hauler that the City chooses, but potentially lowers your monthly fee	22% 21	17% 16	19% 18	10% 9	21% 20	11% 10	94

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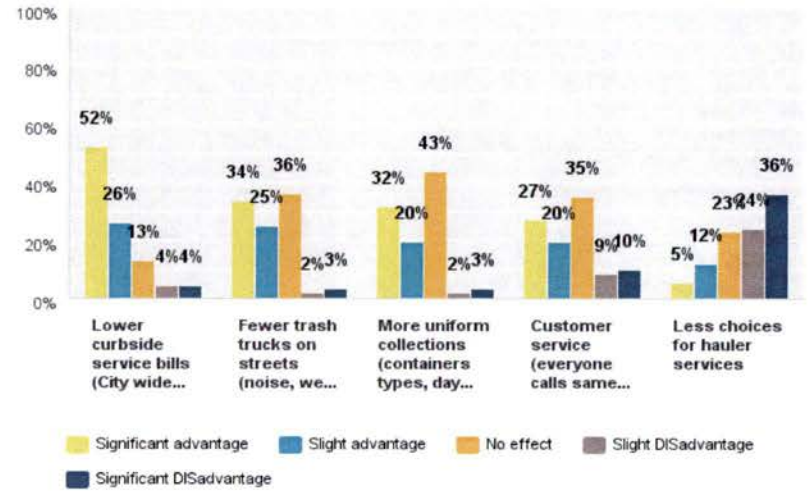
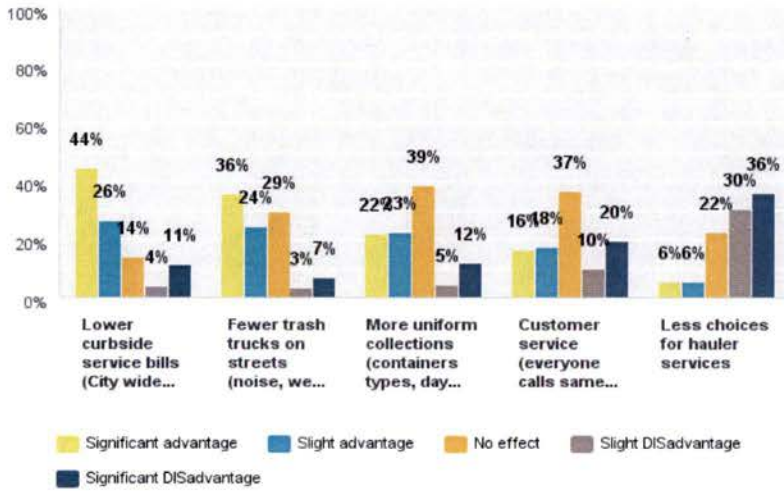
**Q33: If the City were to use just ONE trash hauler, citywide or by large districts, to provide service citywide, please tell us how you would consider the following...**

Answered: 258 Skipped: 15

Answered: 92 Skipped: 8

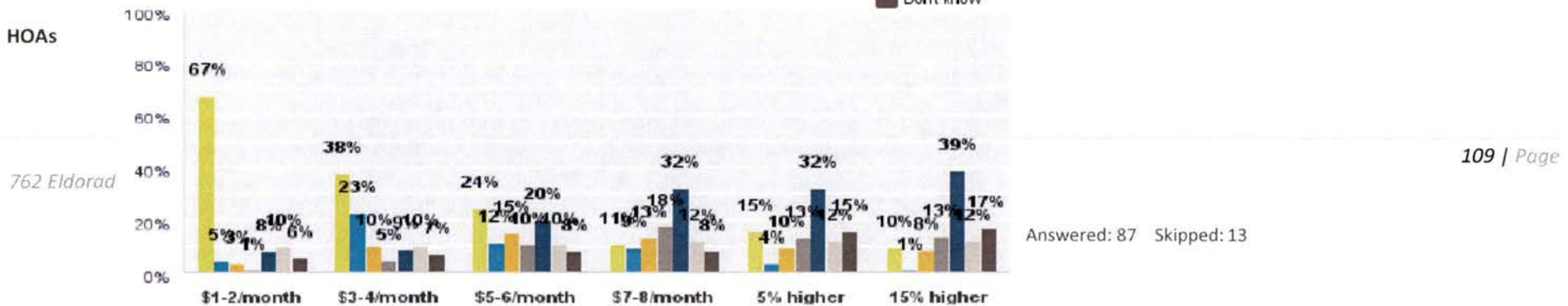
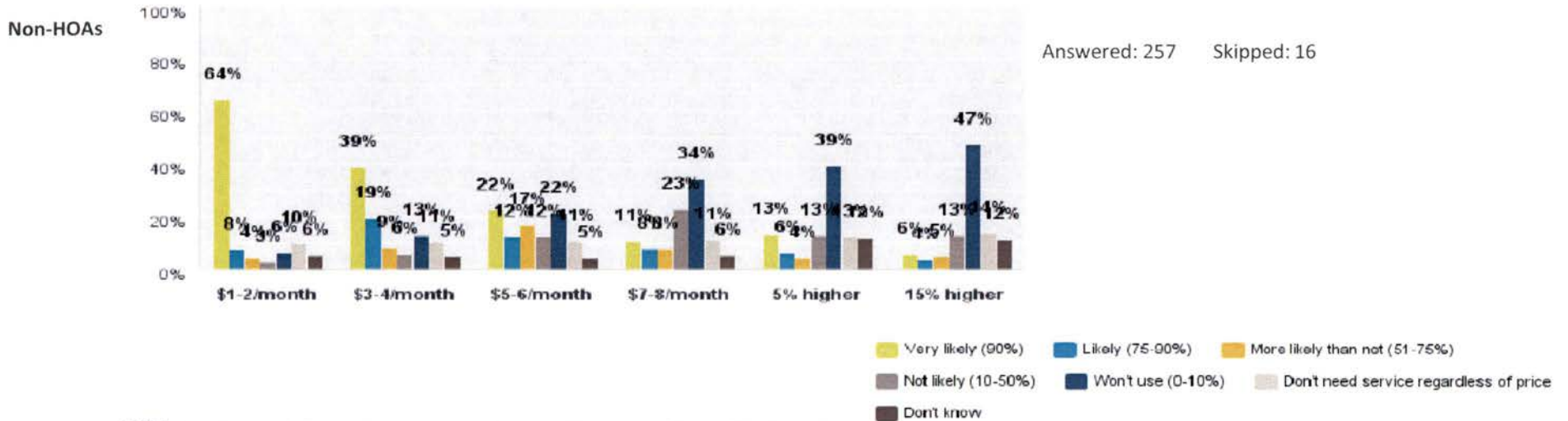
Non-HOAs

HOAs





**Q34: If the City of Greeley were to require haulers to provide recycling to all households (reducing everyone's recycling cost), how likely would you be to use the service at.....**



Non-HOAs

HOAs

	Very likely (90%)	Likely (75-90%)	More likely than not (51-75%)	Not likely (10-50%)	Won't use (0-10%)	Don't need service regardless of price	Don't know	Total Respondents
\$1-2/month	64% 163	8% 19	4% 11	3% 7	6% 16	10% 25	6% 14	263
\$3-4/month	39% 94	19% 47	9% 21	6% 14	13% 31	11% 26	5% 12	242
\$5-6/month	22% 54	12% 30	17% 41	12% 30	22% 52	11% 27	5% 11	241
\$7-8/month	11% 26	8% 19	8% 19	23% 54	34% 81	11% 27	6% 13	236
5% higher	13% 30	6% 14	4% 10	13% 29	39% 88	13% 28	12% 27	223
15% higher	6% 13	4% 9	5% 11	13% 28	47% 103	14% 30	12% 25	217

	Very likely (90%)	Likely (75-90%)	More likely than not (51-75%)	Not likely (10-50%)	Won't use (0-10%)	Don't need service regardless of price	Don't know	Total Respondents
\$1-2/month	67% 59	6% 4	3% 3	1% 1	8% 7	10% 9	6% 5	88
\$3-4/month	38% 33	23% 20	10% 9	5% 4	9% 8	10% 9	7% 6	86
\$5-6/month	24% 21	12% 10	15% 13	10% 9	20% 17	10% 9	8% 7	86
\$7-8/month	11% 9	9% 8	13% 11	18% 15	32% 27	12% 10	8% 7	85
5% higher	15% 13	4% 3	10% 8	13% 11	32% 27	12% 10	15% 13	84
15% higher	10% 8	1% 1	8% 7	13% 11	39% 32	12% 10	17% 14	83

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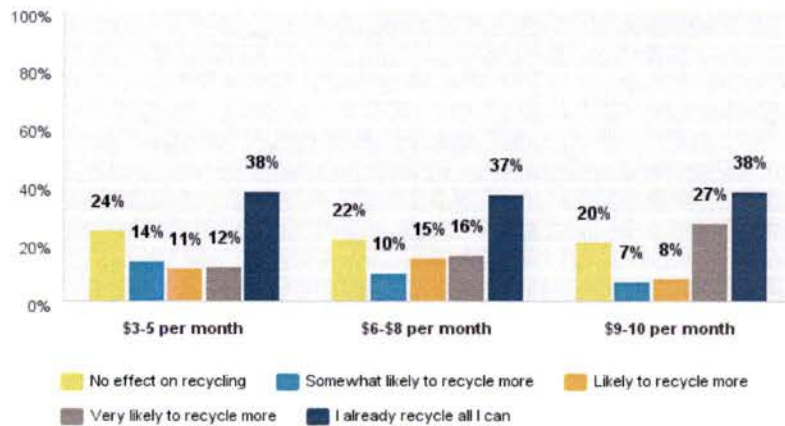
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Q35: Greeley is exploring options including a curbside Pay-As-You-Throw system where residents are asked to pay for trash collection directly based on the amount of trash they actually generate. There is no additional charge to recycle as much as you want, but those throwing out more trash pay more. If you recycled more you could use a smaller trash can and save money on your monthly bill. What level of savings per month on trash service would cause you to increase your recycling and use a smaller trash cart?

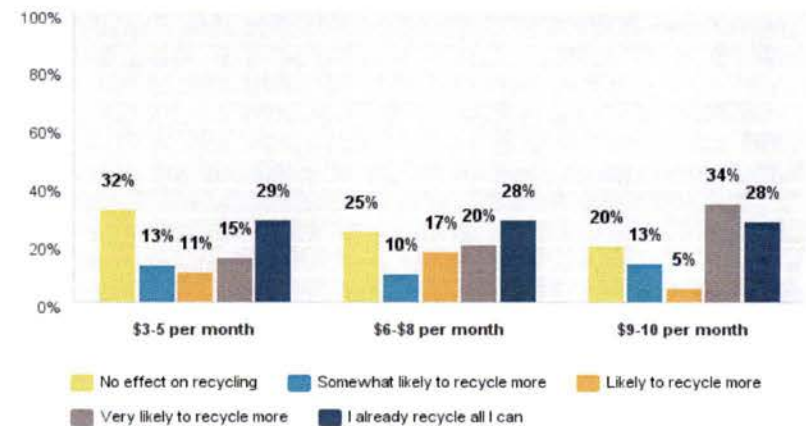
Answered: 253 Skipped: 20

Answered: 92 Skipped: 8

**Non-HOAs**



**HOAs**



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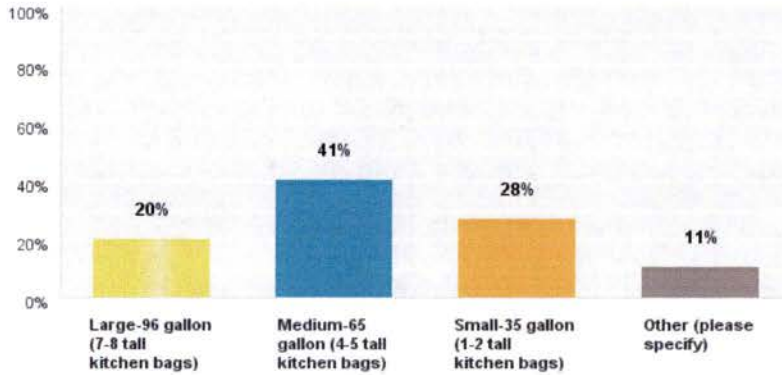
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**Q36: If the City uses the above Pay-As-You-Throw system and recycling is included at no extra cost, what size TRASH cart do you think you would use?**

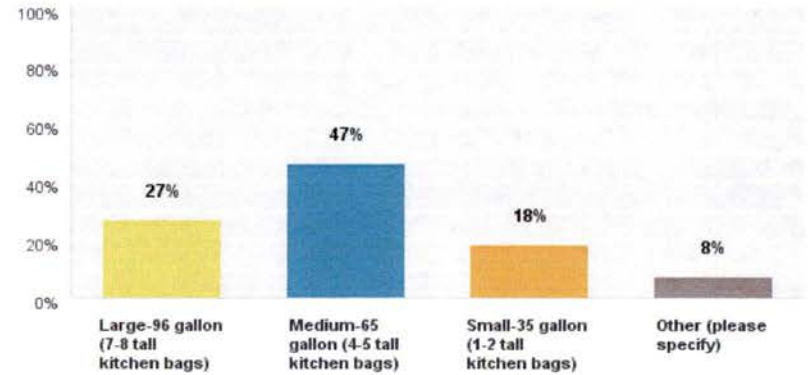
Answered: 254 Skipped: 19

Answered: 92 Skipped: 8

**Non-HOAs**



**HOAs**

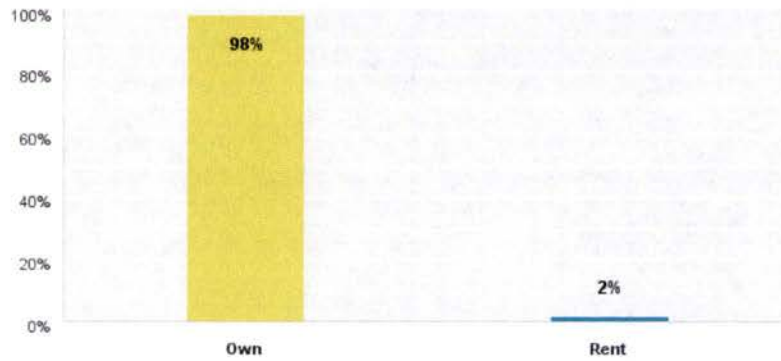


# Q38: Do you or members of your household own or rent?

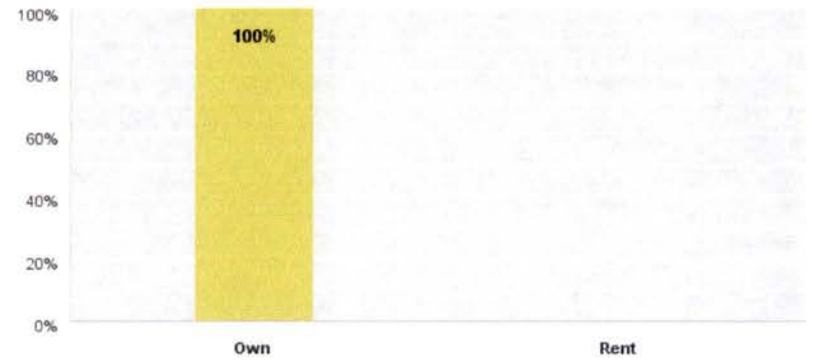
Answered: 256 Skipped: 17

Answered: 89 Skipped: 11

## Non-HOAs



## HOAs

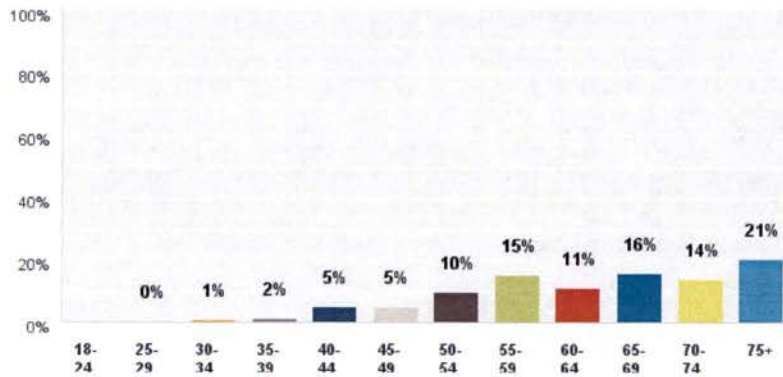


# Q39: How old is the head of your household?

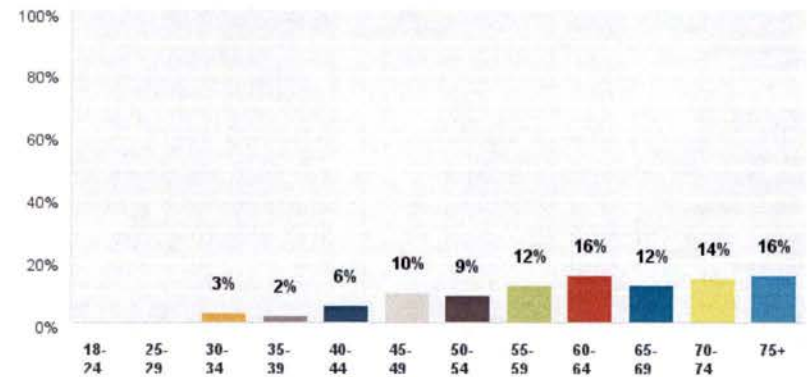
Answered: 252 Skipped: 21

Answered: 90 Skipped: 10

## Non-HOAs



## HOAs

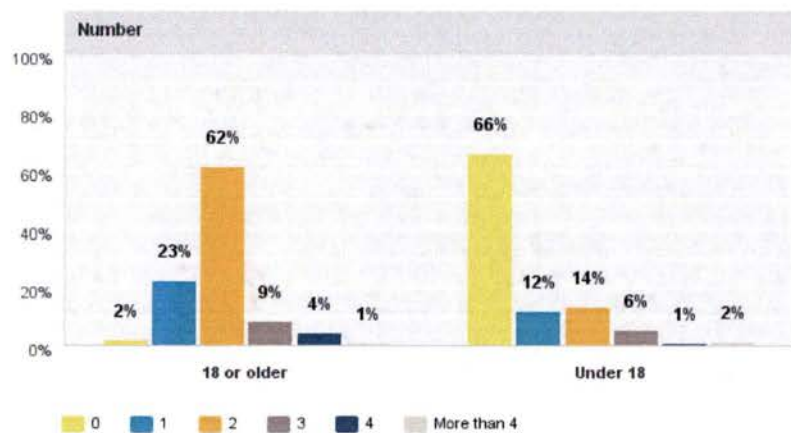


**Q40: Including yourself, how many people normally live in your household (exclude any children away at college or in military; include all members of your household whether they are related to you or not)**

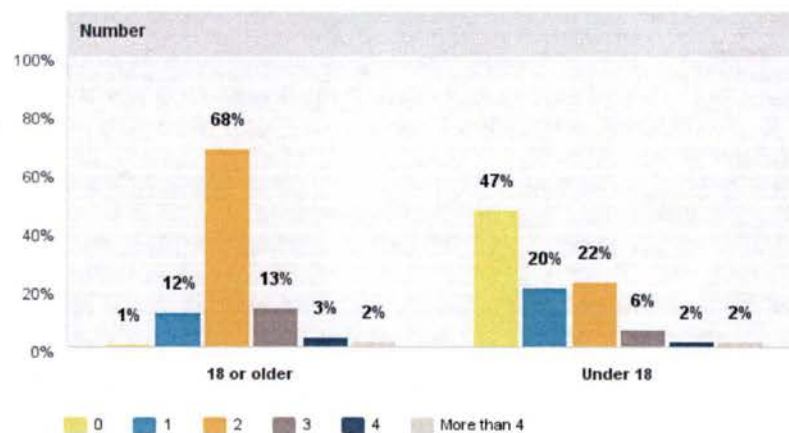
Answered: 252 Skipped: 21

Answered: 91 Skipped: 9

**Non-HOAs**



**HOAs**



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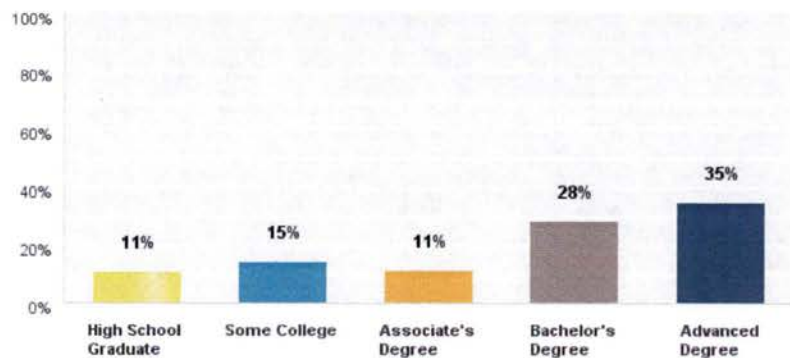


# Q41: What is the highest level of education for your head of household?

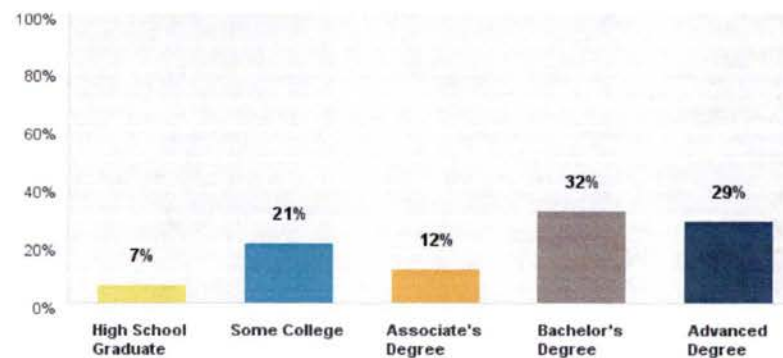
Answered: 247 Skipped: 26

Answered: 91 Skipped: 3

Non-HOAs



HOAs

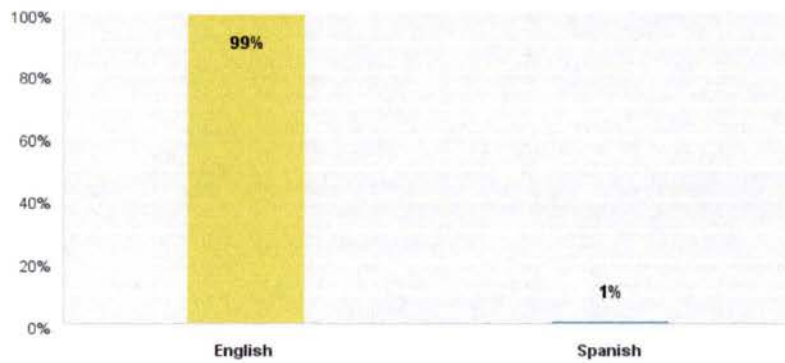


## Q42: What is the primary language spoken in your home?

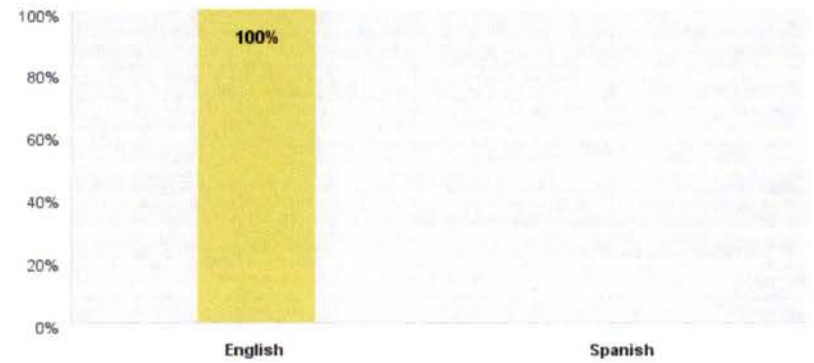
Answered: 254 Skipped: 19

Answered: 90 Skipped: 10

### Non-HOAs



### HOAs



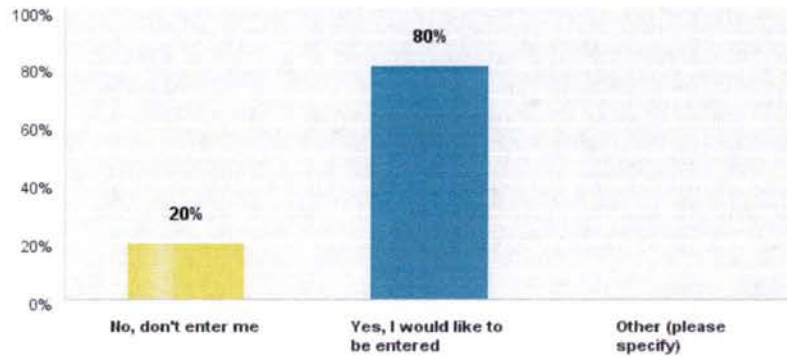
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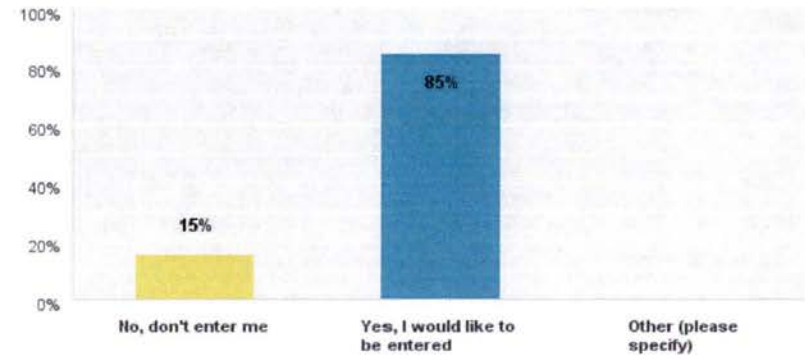
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# Q43: As a thank you- would you like to be entered into the drawing to win ONE of THREE \$50 Target Gift Cards?

Answered: 256 Skipped: 17



HOAs



Answered: 91 Skipped: 9

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## Greeley 2016 Residential Solid Waste and Recycling

### 1. Introduction

**The City of Greeley is actively working to improve trash collection and recycling. The City Council and staff are currently reviewing recommendations and are seeking public input during this process. *Your feedback will help us define the future of waste reduction in Greeley.***

**In appreciation of your time, we would like to offer you the chance to win *one of three* \$50 Target Gift Cards by completing this survey. Thank you again for your help!**

1. Please choose next to get started or click here for the Spanish version. Para Espanol - haz clic aqui.

Espanol

2. How did you find out about this survey?

Got a green postcard

Got a yellow postcard

Got a blue postcard

Email or newsletter

Word of mouth

Other (please specify)

2. Basic Services

1. Please tell us what type of home you live in?

- Single family- unattached
- Single family attached / Townhouse- less than 4 units
- Condo/ Townhouse / Apartment 5-19 units
- Condo / Townhouse / Apartment over 20 units
- Mobile Home
- Other (please specify)

2. Do you live in a Home Owners Association neighborhood with HOA fees?

- NO
- IF YES- Please list the HOA NAME

\* 3. How do you dispose of and pay for your trash?

- We contract and pay the hauler directly for collection and we choose whichever hauler we want
- We contract and pay the hauler directly for collection, but we only have one to choose from
- Hauler collects and fee is included in our rent
- Collection services are included in our HOA fees (not listed separately)
- Collection services are included in our HOA fees ( listed as a separate line item)
- I only use landfill drop-off services for trash
- Other

Other (please specify)

## Greeley 2016 Residential Solid Waste and Recycling

### 3. Drop-Off trash quantity

1. How frequently do you take your trash to the landfill drop-off facility?

- Twice per week
- Weekly
- Every other week
- Once per month
- Every few months
- Once per year
- Other (please specify)

2. Can you estimate the amount of trash you take to the drop-off facility per trip?

- About 1 trash bag full
- About 2 trash bags full
- About 3 trash bags full
- About 4 trash bags full
- About 5 trash bags full
- More than 5 trash bags full (if more, please estimate and specify below)

#### 4. Hauler Trash Services

1. Which company provides your TRASH service?

2. How many days a week is your trash collected?

- 1 day per week
- 2 days per week
- 3 days per week
- Other (please specify)

3. How often do you set out your trash can / cart?

- Every Week
- Every Other Week
- About once a month
- I take all my trash to the landfill drop-off facility
- Other (please specify)

#### 5. Trash Carts

1. Who provides your trash containers?

- Trash hauler provides free
- Trash hauler charges me
- Use my own
- HOA / Complex
- Other (please specify)



**35 Gallon**  
Holds 2 to 3 tall kitchen bags of trash a week

**65 Gallon**  
Holds 4 to 5 tall kitchen bags of trash a week

**95 Gallon**  
Holds 7 to 8 tall kitchen bags of trash a week



\* 2. How many of each size TRASH cart do you use? (please mark closest size)

	1	2	3	4	5
90-96 gallon cart (large)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64 / 65 gallon cart (medium)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32 / 35 gallon cart (small or metal type can)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20 gallon (mini- not shown)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bags only	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-5 CY Dumpster (shared with other residents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-5 CY Dumpster (not shared with other residents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

More than 5 - please list

3. How full are your TRASH carts when you set them out?

	About 1/4 full (25% or less)	About 1/2 full (50%)	About 3/4 full (75%)	Completely full (100%)	Overflowing- (lid doesn't close all the way)
90-96 gallon cart (large)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64 / 65 gallon cart (medium)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32 / 35 gallon cart (small or metal type can)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20 gallon (mini- not shown)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dumpster	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BAGS - please list how many (or other comments)

6. Service Options

\* 1. Does your TRASH hauler provide any of the following options?

	Yes	No	Not sure
Free Curbside recycling (NO extra charge)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curbside recycling for an extra charge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay-as-you-throw variable levels of service where smaller trash cans costs less money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bulky item collection (i.e. couches, washing machines)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unlimited trash set out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited trash set outs with additional charges if you exceed the limit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compost -separate cart, not in trash (Yard Waste or Food Waste) included free with trash service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compost- separate cart, not in trash (Yard Waste or Food Waste) for an extra charge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

7. Type Recycling

\* 1. How does your household RECYCLE? (Check all that apply)

- Regular free recycling collection service by hauler (NO extra charge)
- Regular recycling collection service by hauler for an additional fee
- Recycling drop-off center (Operated by Northern Colorado Disposal)
- At my/spouse's workplace
- With a friend/relative in a town with recycling
- Do not recycle
- Don't know

Other (please specify)

## Greeley 2016 Residential Solid Waste and Recycling

### 8. Drop Off Recycling

1. If you use the drop-off recycling operated by Northern Colorado Disposal, how often do you bring materials there?

- Once a week
- Every other week
- Once a month
- A few times a year
- Once a year

2. About how much material do you take to the drop-off center on a regular basis?

- None- I don't recycle
- A little- about 10% of the material that would go in my trash can
- Quite a bit- about a quarter (25%) of the material that would go in my trash can
- A lot - about half (50%) of the material that would go in my trash can
- I recycle *the majority* of the waste material I generate (more than half)

9. Recycling Service

1. About how much material do you recycle on a regular basis?

- A little- about 10% of the material that would go in my trash can
- Quite a bit- about a quarter (25%) of the material that would go in my trash can
- A lot - about half (50%) of the material that would go in my trash can
- I recycle *the majority* of the waste material I generate (more than half)
- None- I don't recycle (skip to next page)
- Other (please specify)

2. If you have recycling service, which company collects your RECYCLING?

3. If you have recycling service, are your recycling bins provided to you by the hauler?

- Yes, hauler provides for no additional charge
- Yes, hauler provides the containers but I must pay for them
- No, I provide my own containers

Other (please specify)

4. If you have curbside recycling service provided by a hauler, how are materials collected?

- In 18-gallon bins (no lid, rectangular type bins)
- In 32-gallon roll-carts
- In 64-gallon roll-carts
- In 96-gallon roll-carts
- In a container you provide
- In bags

Other (please specify)

5. If you have curbside recycling service, are your materials collected in separate streams ( i.e. paper in one bin, cans, plastics and other containers in a different bin) or are they collected in a single stream (all materials together in one container)?

- Single stream
- Two streams
- More than two streams
- No recycling service
- Don't know

Other (please specify)

6. Which of the following materials do you recycle fairly regularly? (Select all that apply)

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Glass bottles   | <input type="checkbox"/> Newspaper        | <input type="checkbox"/> Household hazardous waste |
| <input type="checkbox"/> Plastic bottles | <input type="checkbox"/> Cardboard        | <input type="checkbox"/> Electronics               |
| <input type="checkbox"/> Aluminum cans   | <input type="checkbox"/> Cereal boxes     | <input type="checkbox"/> None, don't recycle       |
| <input type="checkbox"/> Tin/steel cans  | <input type="checkbox"/> Other paper      |  |
| <input type="checkbox"/> Milk cartons    | <input type="checkbox"/> Yard/green waste |  |

Other (please specify)

7. Which materials still remain in your trash after any recycling efforts that you do (check all that apply)?

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Glass bottles      | <input type="checkbox"/> Pet waste/kitty litter | <input type="checkbox"/> Clothing / fabric              |
| <input type="checkbox"/> Plastic bottles    | <input type="checkbox"/> Wood waste             | <input type="checkbox"/> Paint cans                     |
| <input type="checkbox"/> Plastic containers | <input type="checkbox"/> Pizza boxes            | <input type="checkbox"/> Diapers                        |
| <input type="checkbox"/> Aluminum cans      | <input type="checkbox"/> Remodeling materials   | <input type="checkbox"/> Plastic bags / other packaging |
| <input type="checkbox"/> Tin/steel cans     | <input type="checkbox"/> Toys, etc.             | <input type="checkbox"/> Rubber/leather                 |
| <input type="checkbox"/> Milk cartons       | <input type="checkbox"/> Electronics            | <input type="checkbox"/> Bulky items                    |
| <input type="checkbox"/> Cardboard          | <input type="checkbox"/> Newspaper              | <input type="checkbox"/> Scrap metal (appliances)       |
| <input type="checkbox"/> Cereal boxes       | <input type="checkbox"/> Other paper            | <input type="checkbox"/> Styrofoam                      |
| <input type="checkbox"/> Yard/green waste   | <input type="checkbox"/> Food waste             |   |

8. How often does your service collect your recycling?

- Every week
- Every other week
- Other (please specify)

## Greeley 2016 Residential Solid Waste and Recycling

### 10. Yard/green waste

1. Which of the following do you have at your house?

- |  |  |
|--|--|
| <input type="checkbox"/> Lawn                        | <input type="checkbox"/> Shrubs          |
| <input type="checkbox"/> Mature trees                | <input type="checkbox"/> Xeriscaping     |
| <input type="checkbox"/> Garden (flowers or edibles) | <input type="checkbox"/> No lawn or yard |

Other (please specify)

2. Please select any of the following behaviors your household does with their YARD WASTE (grass, tree trimmings, leaves, plant waste, etc.) (check all that apply)

	Leave in place	Goes in trash	Compost at home	Take to Greeley GROW Center or other drop-off (not landfill)	Maintance / Lawn service (or HOA) takes	Yard waste collected by hauler	Take to Landfill	Burn	Don't have Any
Grass Clippings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tree / Shrub branches / limbs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yard waste materials other than grass or branches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

3. What do you do with most of your FOOD WASTE?

- Put in garbage disposal
- Put in trash
- Home compost bin
- Hauler collects separately or with other compostables
- Feed to the dog/pet

Other (please specify)

1. How satisfied are you with the following?

	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't use
Current curbside garbage collection SERVICE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current curbside recycling collection SERVICE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current yard waste / organics collection SERVICE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garbage RATES / value of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling RATES / value of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organics RATES / value of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness of hauler to service issues / problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drop off recycling options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments?

\* 2. What do you see as primary barriers to doing more recycling? (check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> No curbside program                     | <input type="checkbox"/> Busy / not interested / too much effort |
| <input type="checkbox"/> Don't know of any drop-off sites        | <input type="checkbox"/> Expensive to sign up for service        |
| <input type="checkbox"/> Too hard to take materials to drop-off  | <input type="checkbox"/> What I do doesn't make a difference     |
| <input type="checkbox"/> Disposal is inexpensive                 | <input type="checkbox"/> Not sure it really gets recycled anyway |
| <input type="checkbox"/> Not enough materials accepted           | <input type="checkbox"/> HOA/apartment doesn't offer recycling   |
| <input type="checkbox"/> Don't know what can / can't be recycled | <input type="checkbox"/> Other (Please specify in comment box)   |
| <input type="checkbox"/> I already recycle a lot – no barriers   |  |

Other (please specify)



Greeley 2016 Residential Solid Waste and Recycling

12. Fees

1. About how much is your bill per month?

Garbage **monthly** rate

Recycling **monthly** rate

Yard waste / organics  
**monthly** rate (if available)

Greeley 2016 Residential Solid Waste and Recycling

13. Programs

\* 1. Which of the following program and operational changes for solid waste management in the City would you support?

	Strongly support	Somewhat support	Neutral	Somewhat oppose	Strongly oppose	Don't know
Curbside recycling <i>included</i> in trash rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curbside recycling service for an extra fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay-As-You-Throw-Variable Trash Rates -households pay less for less trash put out/smaller carts ( <i>recycling is included in trash cost</i> ) larger carts/ more trash costs more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curbside yard waste service <i>included</i> in trash rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curbside yard waste service for an extra fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yard waste drop-off center in the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Composting training programs offering discounted backyard compost bins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting a recycling or diversion goal for Greeley	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Household hazardous & Electronic waste special events (round-ups) with small fees for monitors, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City bids out for (by District) only 1 hauler that the City chooses, but potentially lowers your monthly fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there any other programs you would like to see?

2. If the City were to use just ONE trash hauler, citywide or by large districts, to provide service citywide, please tell us how you would consider the following...

	Significant advantage	Slight advantage	No effect	Slight DISadvantage	Significant DISadvantage
Lower curbside service bills (City wide contract)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fewer trash trucks on streets (noise, wear & tear)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More uniform collections (containers types, days set out)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service (everyone calls same hauler)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Less choices for hauler services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Greeley 2016 Residential Solid Waste and Recycling

14. Potential Trash & Recycling Option

\* 1. If the City of Greeley were to require haulers to provide recycling to all households (reducing everyone's recycling cost), how likely would you be to use the service at....

	Very likely (90%)	Likely (75- 90%)	More likely than not (51- 75%)	Not likely (10- 50%)	Won't use (0- 10%)	Don't need service regardless of price	Don't know
\$1-2/month	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$3-4/month	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$5-6/month	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$7-8/month	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5% higher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15% higher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

2. Greeley is exploring options including a curbside Pay-As-You-Throw system where residents are asked to pay for trash collection directly based on the amount of trash they actually generate. There is no additional charge to recycle as much as you want, but those throwing out more trash pay more. If you recycled more you could use a smaller trash can and save money on your monthly bill.

What level of savings per month on trash service would cause you to increase your recycling and use a smaller trash cart?

	No effect on recycling	Somewhat likely to recycle more	Likely to recycle more	Very likely to recycle more	I already recycle all I can
\$3-5 per month	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
\$6-\$8 per month	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
\$9-10 per month	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

3. If the City uses the above Pay-As-You-Throw system and recycling is included at no extra cost, what size TRASH cart do you think you would use?

- Large-96 gallon (7-8 tall kitchen bags)
- Medium-65 gallon (4-5 tall kitchen bags)
- Small-35 gallon (1-2 tall kitchen bags)
- Other (please specify)

## Greeley 2016 Residential Solid Waste and Recycling

### 15. Demographics- Last Page

1. How long have you/your family lived in.....

Greeley (years)

Colorado (years)

2. Do you or members of your household own or rent?

Own

Rent

Other (please specify)

3. How old is the head of your household?

18-24

50-54

25-29

55-59

30-34

60-64

35-39

65-69

40-44

70-74

45-49

75+

4. Including yourself, how many people normally live in your household (exclude any children away at college or in military; include all members of your household whether they are related to you or not)

Number

18 or older

Under 18

5. What is the highest level of education for your head of household?

High School Graduate

Some College

Associate's Degree

Bachelor's Degree

Advanced Degree

Other (please specify)

6. What is the primary language spoken in your home?

English

Spanish

Other (please specify)

## Greeley 2016 Residential Solid Waste and Recycling

16. Thanks for all your help for Greeley!

**Thank you for both your time and information. Both are invaluable to us!**

1. As a thank you- would you like to be entered into the drawing to win ONE of THREE \$50 Target Gift Cards?

No, don't enter me

Yes, I would like to be entered

## Greeley 2016 Residential Solid Waste and Recycling

17. Gift Card Drawing Contact Information

\* 1. Please enter your contact information so we can get a hold of you in you win (this information will not be used for any other purposes).

Name	<input type="text"/>
Phone	<input type="text"/>
Email	<input type="text"/>
Address	<input type="text"/>

2. Thank you. If you are done please click here to exit.

Done-Exit here

## Greeley 2016 Residential Solid Waste and Recycling

### 18. Introducción - Encuesta de Basura, Reciclado, y Compost de la Ciudad de Westminster

**Hola,**

**La Ciudad de Westminster está investigando el reciclaje en la ciudad, y nos gustaria saber su opinión. También puede ser más opciones de los tamaños de botes de basura y mejores incentivos para el reciclaje y la reducción del volumen de basura.**

**Por favor tome unos minutos y dejenos saber lo que usted piensa.**

**Si usted desea completar la encuesta por teléfono por favor llámenos al 303-494-1178.**

**¡Gracias por su participación en la evaluación de nuevas opciones de servicio para Westminster!**

**Al final de la encuesta, participantes tienen la oportunidad de ganar 1 de 3 certificados de regalo de \$50.**

1. Actualmente vive usted en...

- Casa
- Duplex / Triplex / Fourplex
- Condominio / Edificio de apartamentos - **de 5 - 19 unidades**
- Condominio / Edificio de apartamentos - **más de 20 unidades**
- Casa Mobil



<b>35 Gallon</b> Holds 2 to 3 tall kitchen bags of trash a week	<b>65 Gallon</b> Holds 4 to 5 tall kitchen bags of trash a week	<b>95 Gallon</b> Holds 7 to 8 tall kitchen bags of trash a week
--	--	--

2. ¿Qué tamaño (y cuántos) de bote de BASURA usa actualmente?

	1	2	3	4
96 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32 / 35 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uso Mi propio bote (de aproximadamente 35 galones)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bolsa de basura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contenedor de basura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Otro (especifique)



3. ¿Con qué frecuencia saca su bote de BASURA para la colección?

- Semanal / cada colección
- Cada otra semana
- Una vez al mes
- Rara vez
- Otro (especifique)

4. En general, ¿que tan lleno esta su bote de BASURA cuando lo saca para la colección?

	Sobre lleno	Lleno (100%)	Casi lleno (cerca de 75% lleno)	A la mitad (50%)	Un cuarto de lleno (alrededor del 25% lleno)	Casi vacío (10% o menos)
96 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32 / 35 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mi propio bote (de aproximadamente 35 galones)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bolsa de basura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contenedor de basura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Otro (especifique)

5. ¿Quien es su proveedor de servicio de basura ?

6. ¿Vive en una asociación del dueño de casa con los honorarios?

- Si
- No

7. ¿Cómo paga por su servicio de basura?

- Pagamos el transportador directamente, muchas opciones
- Pagamos el transportador directamente, sólo un transportador disponible
- El costo está incluido en el alquiler
- El coste es incluido en los honorarios de la asociación del dueño de casa

## 19. El Reciclado

1. ¿Cómo paga por su servicio de reciclaje?

- Es incluido en mi servicio de la basura, ningunos honorarios adicionales
- Pago unos honorarios adicionales con mi servicio de la basura
- El costo está incluido en el alquiler
- El coste es incluido en los honorarios de la asociación del dueño de casa (HOA)
- Tomar el reciclaje a una gota del centro (drop-off center)
- Tomar el reciclaje para trabajar
- No reciclar

2. ¿Con qué frecuencia saca su botes de RECICLAJE para la colección? (O tome a un centro de reciclaje)

- Cada semana
- Cada otra semana
- Una vez al mes
- Rara vez
- Nunca

3. En general, ¿cómo llena está su bote de reciclaje lo pone fuera de colección?

	Sobre lleno	Lleno (100%)	Casi lleno (cerca de 75% lleno)	A la mitad (50%)	Un cuarto de lleno (alrededor del 25% lleno)	Casi vacío (10% o menos)
96 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32 / 35 galones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pequeña caja rectangular de reciclaje	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bolsa de basura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contenedor de basura	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Otro (especifique)

## Greeley 2016 Residential Solid Waste and Recycling

### 20. Material Orgánico

1. ¿Normalmente que hace usted con sus hojas, pasto, árboles y ramas de su yarda?

- Poner en el bote de basura
- Compost en mi patio
- Lo llevo al facilidad de Compost
- Contrata servicio de yarda para que se lo lleve

2. ¿Normalmente que hace usted con los desperdicios de frutas y vegetales?

- Poner en el bote de basura
- Compost en mi patio
- Lo llevo al Facilidad de Compost
- Poner en el triturador de desperdicios
- Otro (especifique)

Greeley 2016 Residential Solid Waste and Recycling

21. Última página

1. ¿Cuántas personas viven en su casa?

2. ¿Eres propietario o estás de alquiler?

- Soy propietario
- Alquilo
- Otro (especifique)

Greeley 2016 Residential Solid Waste and Recycling

## 22. Preguntas y Comentarios

1. Gracias por ayudarnos a completar nuestra encuesta. Le agradecemos su tiempo y sus respuestas.

Otros comentarios o recomendaciones

Si usted desea puede entrar en el sorteo para ganar 1 de 3 tarjetas de regalo de \$50 para la tienda Target, por favor denos su información de contacto para poder comunicarnos con usted si gana.

Su información se mantendrá privada y no será compartida o utilizada para otros fines.

Nombre

Email

Número de Teléfono

Comentarios

# Worksession Agenda Summary

September 26, 2017

## **Agenda Item Number 7**

Contact: Roy Otto, City Manager

### Title

Scheduling of Meetings, Other Events

### Summary

During this portion of the meeting the City Manager or City Council may review the attached Council Calendar or Worksession Schedule regarding any upcoming meetings or events.

### Attachments

Council Meetings/Other Events Calendar

Council Meeting/Worksession Schedule

Status Report of Council Petitions and Related Information

# September 2017 - October 2017

October 2017						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2017						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 24	25 11:30am Greeley Chamber of Commerce (Gates) 6:30pm Youth Commission (Payton)	26 9:00am Railroad Safety Week Blitz Kick-off and Media Event (Greeley Train Depot/Chamber of 5:00pm City Council Worksession (1025 9th Ave)	27 7:00am Upstate Colorado Economic Development (Norton/Finn) 1:00pm Greeley Remarkable Business Forum (RSVPs 6:00pm Greeley Remarkable Banquet (RSVPs Required)	28	29	30 10:00am Roundtables with Rochelle (Joe Molina's Art Gallery, 930 8th Avenue, Greeley CO)
Oct 1	2 4:00pm 2017 CML Fall District 2 Meeting (RSVP's Required) (Berthoud Town Hall, 807 Mountain Avenue, Berthoud ) - Council Master Calendar	3 6:30pm City Council Meeting (1025 9th Ave)	4	5 7:00am Poudre River Trail (Finn) 3:30pm IG Adv. Board (Gates) 6:00pm MPO (Casseday, Norton)	6	7
8	9	10 5:00pm City Council Worksession (1025 9th Ave)	11	12	13	14
15	16	17 7:30am Visit Greeley (Finn) 6:30pm City Council Meeting (1025 9th Ave)	18 2:00pm Water & Sewer Board (Norton) (School District Six Facility)	19 7:30am DDA (Elder/Casseday) 11:45am October 2017 Government Agencies 3:30pm Airport Authority (Elder/Finn) 6:00pm Town/County Dinner Meeting (RSVPs Required)	20	21
22	23 11:30am Greeley Chamber of Commerce (Gates) 6:30pm Youth Commission (Payton)	24 11:30am 2017 Profiles Luncheon (DoubleTree Hilton Greeley Lincoln Park) - Council Master 5:00pm City Council Worksession (1025 9th Ave)	25 7:00am Upstate Colorado Economic Development (Norton/Finn)	26	27	28 10:00am Roundtables with Rochelle (Joe Molina's Art Gallery, 930 8th Avenue, Greeley CO)

## City Council Meeting Schedule

<u>Date</u>	<u>Description</u>	<u>Staff Contact</u>	
October 3, 2017 Council Meeting	Resolution - Union Colony Transfer	Doug Marek	Consent
	Ordinance - Intro - 2018 Budget	Victoria Runkle	Consent
	Ordinance - Intro - Pay Plan	Sharon McCabe	Consent
	Ordinance - Intro - Detienne's Rezone	Brad Mueller	Consent
	Ordinance - Intro - West Point Commerce Rezone	Brad Mueller	Consent
	Ordinance - Intro - Signature Bluffs Natural Area Annexation Nos. 1 through 3 and Establishment of Zoning	Brad Mueller	Consent
	Ordinance - Intro - Dale Annexation and Establishment of Zoning	Brad Mueller	Consent
	Ordinance - Intro - 4704 24th Street Rezone	Brad Mueller	Consent
	Ordinance - Intro - 402 15th Street Rezone	Brad Mueller	Consent
	Ordinance - Intro - Amendments to Chapter 4.04 of the Greeley Municipal Code	Victoria Runkle	Consent
	Ordinance - Intro - Amendments to Chapter 4.04 of the Greeley Municipal Code regarding Sales & Use Tax	Victoria Runkle	Consent
	Ordinance - Final - Chapter 2.41 Amendments to the Greeley Municipal Code	Victoria Runkle	Regular
	Public Hearing - 2018 CDBG and Home Budget	Becky Safarik	Regular
	October 10, 2017 Worksession	Auditor Selection	Victoria Runkle
Boards & Commissions Policy Discussion		Betsy Holder	0.50
Downtown Redevelopment Incentives		Becky Safarik	0.50
October 17, 2017 Council Meeting	Resolution - 95th Avenue ROW Dedication	Brad Mueller	Consent
	Resolution - Adoption of Stormwater Utility Fees for 2018	Joel Hemesath	Consent
	Resolution - In Support of Greeley's Ballot Measures	Victoria Runkle	Regular
	Ordinance - Final - 2018 Budget	Victoria Runkle	Regular
	Ordinance - Final - Pay Plan	Sharon McCabe	Regular
	Ordinance - Final - Detienne's Rezone	Brad Mueller	Regular
	Ordinance - Final - West Point Commerce Rezone	Brad Mueller	Regular
	Ordinance - Final - Signature Bluffs Natural Area Annexation Nos. 1 through 3 and Establishment of Zoning	Brad Mueller	Regular
	Ordinance - Final - Dale Annexation and Establishment of Zoning	Brad Mueller	Regular
	Ordinance - Final - 4704 24th Street Rezone	Brad Mueller	Regular
	Ordinance - Final - 402 15th Street Rezone	Brad Mueller	Regular
	Ordinance - Final - Amendments to Chapter 4.04 of the Greeley Municipal Code	Victoria Runkle	Regular
	Ordinance - Final - Amendments to Chapter 4.04 of the Greeley Municipal Code regarding Sales & Use Tax	Victoria Runkle	Regular
	Board and Commission Appointments	Betsy Holder	Regular
October 24, 2017 Worksession	Monthly Financial Report	Victoria Runkle	0.50
	Quiet Zone Study	Joel Hemesath	0.50
	3rd Quarter CIP Update	Joel Hemesath	0.50
November 7, 2017 Council Meeting			
November 14, 2017 Special Meeting	Proposed Special Meeting for New Council to include Oaths of Office	Betsy Holder	
November 21, 2017 Council Meeting	Ordinance - Intro - Amendments to Title 2 of the Greeley Municipal Code	Victoria Runkle	Consent
	Board and Commission Appointments	Betsy Holder	Regular
November 28, 2017 Worksession	Monthly Financial Report	Victoria Runkle	0.50
December 5, 2017 Council Meeting	Ordinance - Final - Amendments to Title 2 of the Greeley Municipal Code	Victoria Runkle	Regular
December 12, 2017 Worksession	Metro District Model Service Plan Ordinance	Brad Mueller	0.50
December 19, 2017 Council Meeting			
	Board and Commission Appointments	Betsy Holder	Regular
December 26, 2017 Worksession	Monthly Financial Report	Victoria Runkle	0.50



Greeley City Council

Status Report of Council Petitions

September 26, 2017

Council Request		Council Meeting, Worksession, or Committee Meeting Date Requested	Status or Disposition (After completion, item is shown one time as completed and then removed.)	Assigned to:
01-2017	Mayor Norton asked Andy McRoberts to provide something that demonstrates what the public is getting for the money being invested into the shared efforts with the school districts this year (new fields, courts, etc).	09-12-2017 Worksession		Andy McRoberts
02-2017	Councilmembers asked that staff research two policy changes with regard to Boards and Commissions – 1) the residency requirement; and 2) attendance. Councilmembers Elder and Galindo are wondering if after 3-4 absences, staff would reach out to see if the member wishes to continue serving or not, in an effort to assist with quorums, and basically just completing the board/commission agenda	09-19-2017 Council Meeting	This item is scheduled to be presented at the October 10, 2017 Worksession meeting.	Betsy Holder