

2021 BUDGET

"A Utes Voice" by Reven Marie Swanson, 2014



City of
Greeley
Colorado



2021 BUDGET
 CITY OF GREELEY, COLORADO
 JANUARY 1, 2021 - DECEMBER 31, 2021

POLICY GUIDE OPERATING PLAN FINANCIAL STRATEGY BUDGET SUMMARY

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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, 2019**. 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
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**City of Greeley
Colorado**

For the Biennium Beginning

January 1, 2019

Christopher P. Morrill

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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READER'S GUIDE



City of Greeley 2021 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 - a major fund to account for all financial resources except those required by law or administrative action to be accounted for in another fund; per City of Greeley Charter Section 5-5.
- 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 and trust 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 have 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, program, 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 that measure output in relation to the resources allocated.

Program

Programs are derived from activities. Programs can be one activity, a combination of activities, or a part of an activity. The program is assigned a Priority Based Budgeting (PBB) quartile and defined as either Governance or Community. Governance programs are used to indirectly support the overall City operations such as budget, health claims, and accounting. Community programs are the work done to directly provide City services to the public such as water services, street cleaning, & museums.

Each program has been assigned a quartile from 1 to 4 with 1 being the best quartile. Quartiles were created based upon a methodology of how each program is sustainable to meet Council goals and objectives. PBB was first implemented during the 2019-2020 budget process to better identify and align program budgets to Council objectives. Additional materials and relationships of PBB to the overall budget will be provided during the 2021 budget process.

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 that 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.

Priorities

Objective Directed Activities

The City Council priorities are presented in this section. Other visionary strategies are presented in the City Council's Priorities and the City Manager's Work Program (a separate document). Departments prepare their performance measures in concert with these broader priorities. Departmental priorities are presented at the end of the Reader's Guide that shows the relationship between the City Council priorities and department performance measures.

Capital Improvements

The City's proposed Capital Improvements Program (CIP) for 2021-2025 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:

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CITY GOVERNMENT FORM & 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 the 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 two issues outstanding: 2012 and 2014. 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 & 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 to be based on a cash flow model and a yield curve. Thus, a 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. The investment pool intends 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 a state or federally chartered savings and loans which are state-approved depositories and are insured by the FDIC. Certificates of deposit that 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 the 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 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.
- The use of fund balance or working capital must be appropriated by City Council.

Debt reserves are established to protect bondholders 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 10th. Prior to December 15th 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 15th, 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 Department Meetings, Budget Manual Distribution & Capital Prioritization & Scoring												
Departments Prepare Revenue & 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 & Mill Levy Set												

BUDGET DOCUMENT LAYOUT

The 2021 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 **Budget Overview** is designed to summarize the City's total revenues and expenditures. In addition to the complete budget, this section displays the fund balances by type of fund (Governmental Operations, Special Revenue, Debt Service, Capital Projects, Permanent, Enterprise, and Internal Service).
- The **Revenue** tab contains information on the City's revenue sources and a brief explanation of the major sources.
- The **Expenditures** tab displays the City's total expenditures and gives detail of the City's debt service.
- The **Personnel Summaries** tab describes the standard Full-Time Equivalents (FTE) count and changes in FTEs throughout the City. Various summary reports and a comparison of positions are also included.
- The **Fund Summaries** tabs have schedules that 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 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, highlights, achievements, and Priority Based Budgeting allocation. Within each department, each of the following are documented for the divisions: purpose, division budget summary, and 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 year's 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 original and proposed amounts budgeted for the 2020 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 and sixth columns identify the change from the 2020 proposed budget and the 2020 revised budget. Changes are expressed as a percentage for expenditures and revenue comparisons.

2021 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. The following section outlines the 2021 priorities and objectives.

VISION FOR 2040



This council's 2040 vision and Greeley's future success will come from continued strategic foresight in the following areas:

- Greeley Water: History, Heritage, Innovation
- Leadership in Educational Excellence
- A Dynamic and Resilient Economy
- Your Home is Here
- Greeley on the Move: Ample, Easy, Connected
- We are Greeley Proud
- We are One
- Operational Excellence

Greeley Water: History, Heritage, Innovation

In 2040, Greeley is Northern Colorado’s leader in water resources. Building on its visionary and innovative heritage, Greeley prides itself on its ability to secure an abundant supply of high quality water that supports its vibrant economy. “Greeley Gold” drives sustainable growth and gives the City a competitive edge in the region.

- Acquire water when and where available at fiscally responsible prices for the circumstance.
- Secure and implement long term water storage solution.
- Develop and implement a strategy to inform the public on our water future.
- Increase water conservation efforts and build a culture of conservation.
- Implement a non-potable irrigation water system.

Leadership in Educational Excellence

In 2040, Greeley is a community known as a creative, educational and learning environment that fosters a symbiosis of personal development, commerce, and leadership. Lifelong learning is embedded in Greeley’s values with comprehensive educational systems and opportunities. The City’s integrated partnerships serve as a catalyst for innovation that supports a robust economy and fulfilling lifestyle.

- With UNC and Aims, develop and implement programs and strategies to enhance the college community’s experience of being in Greeley—“Operation College Town”.
- Strategize opportunities and mechanism for cross promotion of Greeley’s Pre-K to 12 school and city achievements and successes.
- Increase higher education student internship opportunities with the City.

A Dynamic and Resilient Economy

In 2040, Greeley is a community of choice for forward-thinking commerce supporting a diverse, vibrant, and resilient economy. We incubate small local business and draw national and international industrial leaders. Our economy supports and sustains an attractive standard of living by providing a healthy continuum of employment opportunities for its residents. Further, our work environment fully complements and capitalizes on our world-class educational system.

- Implement the 2019 Economic Development Action Plan (Master Plan) that identifies industries, opportunities and businesses that will be our future.

Your Home is Here

In 2040, Greeley is a distinctive, character-rich community known for its high quality standard of living. Residents have access to an amazing variety of housing options including style, price, and location. Our unique neighborhoods are built around the village concept, featuring entertainment, retail, parks, and dining options within a central, walkable location.

- Evaluate the Strategic Housing Plan and implement it.
- Design a program that supports the identification of Greeley neighborhoods to ensure that they have a distinct identity.
- Put a plan in place to ensure that future development is built around the village concept.
- Explore expansion and marketing of the G-HOPE program and others that assist with home down payment assistance.

Greeley on the Move: Ample, Easy, Connected

In 2040, Greeley's economy continues to thrive as a result of thoughtful planning and be driven by multi-modal transportation that fosters interconnectedness, mobility, and access to Greeley's neighborhoods, amenities, and commerce.

- Mount a successful ballot initiative to support needed transportation improvements.
- Expand service model of Greeley Evans Transit (GET) commensurate with growth.
- Explore opportunities and partnerships for regional transportation (i.e. rail, transit, air).
- Streamline the process for identifying and improving existing streets infrastructure (i.e. sidewalks, curbs, gutters).
- Update the Transportation Master Plan, including bike routes and trails.
- Advocate for Greeley interchange improvements and implement as funding is available, including future public education on projects and status.

We are Greeley Proud

In 2040, Greeley celebrates 170 years of a rich agricultural and western heritage and hospitality, Greeley offers a wide variety of cultural events, amenities, and recreational opportunities that are attractive to people of all ages. We are a destination where residents experience Rocky Mountain vistas, fulfilling employment, excellent healthcare, unique activities to enjoy, and a strong sense of community.

- Implement myGreeley image campaign.
- Develop and implement a Master Tourism Plan to enhance tourism, including evaluation of roles for Visit Greeley and the City's image campaign to ensure alignment.
- Monitor and address odor emanating from the JBS beef plant.

We are One

In 2040, Greeley embraces the diverse cultures in our community by coming together and recognizing that we are all one! Our residents are engaged. Community events are well attended and residents revel in strong engagement in civic organizations, local boards and commissions. Agency partnerships unite us as one community.

Implement a comprehensive engagement plan focused on these values:

- Celebrate our cultural differences while maintaining the culture of one community.
- Continue to support and actively celebrate the diversity of the community.
- Grow participation in local events.
- Enhance Council participation in community events (with Clerk's Office notices).

Operational Excellence

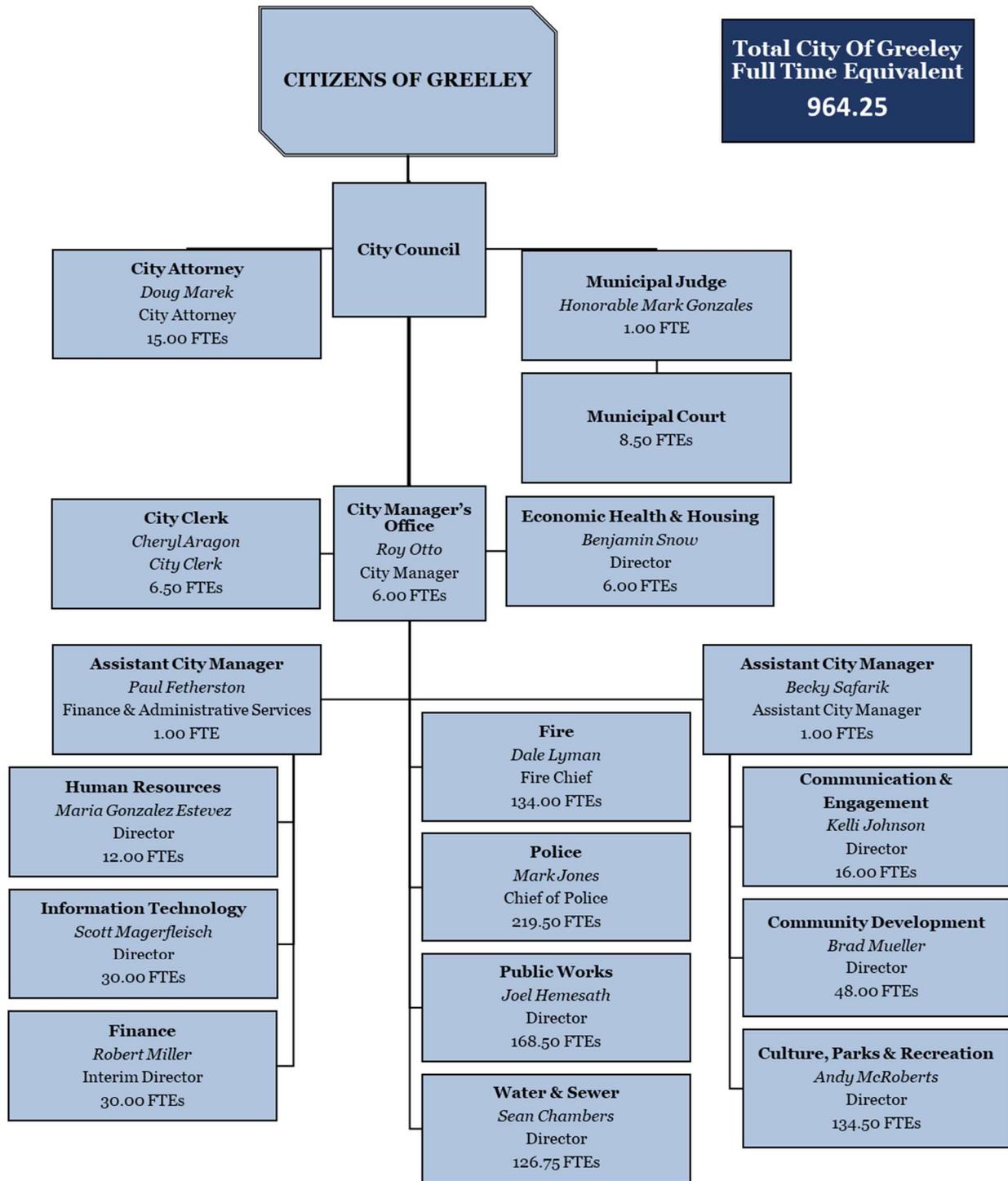
In 2040, Greeley is recognized as the State's municipal employer of choice. The organization is a benchmark for operational excellence and its residents benefit from fiscal responsibility, customer responsiveness, and transparency. Resident involvement in local government has never been stronger. Create comprehensive City services funding strategy. Streamline and improve processes for business permitting and licensing.

- Move forward to rethink the Human Resources function as a strategic partner.
- Implement interim plan for becoming an employer of choice with a focus on leadership, growth mindset, and change management.
- Develop a staff compensation plan to position Greeley as an employer of choice.
- Develop and conduct an evaluation of the City's customer responsiveness.

2021 ORGANIZATIONAL CHART



**Total City Of Greeley
Full Time Equivalent
964.25**



FTE SUMMARY BY DEPARTMENT



Department/Division	2013	2014	2015	2016	2017	2018	2019	2020	2021 Proposed
City Attorney									
Law	11.75	11.75	13.00	13.00	13.00	13.00	14.00	14.00	15.00
Total City Attorney's Office	11.75	11.75	13.00	13.00	13.00	13.00	14.00	14.00	15.00
City Clerk									
Legislative	4.50	4.50	4.50	4.50	5.50	5.50	6.50	6.50	6.50
Total City Clerk's Office	4.50	4.50	4.50	4.50	5.50	5.50	6.50	6.50	6.50
City Manager									
^h City Manager's Office	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00
^h GATV/Channel 8	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-
^h Public Information	3.00	3.00	5.00	5.00	5.00	6.00	-	-	-
^f Real Estate	-	-	-	-	-	-	3.00	4.00	4.00
ⁱ Urban Renewal Authority	4.00	4.00	4.00	4.00	4.00	4.00	-	-	-
Total City Manager's Office	13.00	13.00	15.00	15.00	15.00	16.00	7.00	8.00	8.00
Communication & Engagement									
GATV/Channel 8	-	-	-	-	-	-	1.00	1.00	1.00
^h Marketing	-	-	-	-	-	-	5.75	5.75	-
Public Information	-	-	-	-	-	-	9.00	10.00	15.00
Total Communication & Engagement	-	-	-	-	-	-	15.75	16.75	16.00
Community Development									
Building Inspection	7.00	9.00	9.00	9.00	9.00	9.00	9.00	10.00	9.00
Code Compliance	8.00	9.00	8.00	7.00	7.00	6.00	6.00	6.00	6.00
^{b,c} Economic Development	1.00	1.00	-	-	-	-	-	-	-
^g Engineering Development Review	3.50	4.50	5.50	5.50	5.50	18.00	19.00	19.00	18.00
Planning	8.00	10.00	11.00	11.00	11.50	12.00	14.00	14.00	15.00
Total Community Development	27.50	33.50	33.50	32.50	33.00	45.00	48.00	49.00	48.00
Culture, Parks & Recreation									
Administration	5.75	6.00	6.50	6.50	6.50	6.75	6.75	6.75	9.50
^k Cemetery	-	-	-	-	-	-	-	-	5.00
Culture & Public Art	11.00	11.00	11.75	11.75	11.75	11.75	11.75	11.75	11.00
Golf Courses	8.00	8.00	8.00	8.00	8.00	9.00	9.00	9.00	9.00
Island Grove	14.00	14.00	14.00	14.00	14.00	14.00	15.00	17.00	17.00
^h Marketing	6.50	6.50	5.75	5.75	5.75	4.75	-	-	-
Museums	11.00	11.00	12.25	12.25	11.50	11.50	11.75	11.75	8.00
^j Natural Areas & Trails	-	-	-	-	-	-	6.00	6.00	6.00
^{j,k} Parks	34.75	38.75	39.75	40.75	41.75	43.50	41.00	43.00	38.00
Recreation	29.75	29.75	29.50	29.50	29.50	29.50	35.00	35.00	31.00
Youth Enrichment	6.50	6.00	6.00	6.00	6.00	6.00	-	-	-
Total Culture, Parks, & Recreation	127.25	131.00	133.50	134.50	134.75	136.75	136.25	140.25	134.50
Economic Health & Housing									
^c Economic Development	-	-	3.00	3.00	3.00	3.00	3.00	4.00	3.00
ⁱ Urban Renewal Authority	-	-	-	-	-	-	3.00	3.00	3.00
Total Economic Health & Housing	-	-	3.00	3.00	3.00	3.00	6.00	7.00	6.00

Department/Division	2013	2014	2015	2016	2017	2018	2019	2020	2021 Proposed
Finance									
Accounting Operations	-	-	-	-	-	-	6.00	6.00	6.00
Budget & Revenue Compliance	-	-	-	-	-	-	2.00	4.00	4.00
Cash Operations & Utility Billing	-	-	-	-	-	-	7.50	7.50	7.00
Financial Reporting	-	-	-	-	-	-	4.00	4.00	4.00
Financial Services	20.25	20.25	22.50	23.50	25.50	22.50	-	-	-
Fiscal Management	2.00	2.00	2.00	2.00	2.00	3.00	1.00	1.00	1.00
Purchasing	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
^f Real Estate	-	-	-	-	-	3.00	-	-	-
Sales Tax Administration	-	-	-	-	-	-	5.00	5.00	5.00
Total Finance	26.25	26.25	28.50	28.50	30.50	31.50	28.50	30.50	30.00
Fire									
Administration	2.00	2.00	2.00	2.00	2.00	4.00	4.00	4.00	3.00
Community Safety	3.00	3.00	4.00	4.00	4.00	3.00	4.00	5.00	7.00
Operations	101.00	102.00	102.00	102.00	102.00	105.00	119.00	124.00	124.00
Total Fire	106.00	107.00	108.00	108.00	108.00	112.00	127.00	133.00	134.00
Human Resources									
Health	2.05	2.30	2.30	2.30	2.05	2.05	2.50	2.50	1.40
Liability	1.30	1.30	1.30	1.30	1.30	1.30	1.38	1.38	0.85
Operations	4.85	6.10	6.10	6.10	7.10	7.10	6.57	6.57	8.80
Worker's Compensation	0.56	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.95
Total Human Resources	8.75	9.25	10.25	10.25	11.00	11.00	11.00	11.00	12.00
Information Technology									
Information Technology	21.75	22.75	24.00	24.00	25.00	26.00	27.00	30.00	30.00
Total Information Technology	21.75	22.75	24.00	24.00	25.00	26.00	27.00	30.00	30.00
Municipal Court									
Municipal Court	8.25	8.25	8.25	9.25	9.25	9.25	9.25	9.25	8.50
Ticket Collection	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Municipal Court	9.25	9.25	9.25	10.25	10.25	10.25	10.25	10.25	9.50
Police									
^a Investigations	24.50	24.50	24.50	-	-	-	-	-	-
^d Operations	-	-	-	164.00	167.00	169.00	130.00	133.00	132.00
Parking Enforcement	2.00	2.00	2.00	2.00	2.00	2.00	-	-	-
^e Patrol	117.50	122.50	122.50	-	-	-	-	-	-
Support Services	49.50	52.50	52.50	38.50	38.50	39.50	82.50	86.50	87.50
Total Police	193.50	201.50	201.50	204.50	207.50	210.50	212.50	219.50	219.50
Public Works									
Administration	2.90	2.90	2.90	2.90	3.90	3.90	2.90	2.90	3.90
^d Engineering	19.50	19.50	22.50	23.50	24.50	17.00	18.00	18.00	16.00
Equipment Maintenance	14.25	14.50	15.50	9.00	9.00	9.00	9.00	9.00	9.00
Facilities Management	17.00	18.00	18.00	19.00	19.00	19.00	19.00	23.00	23.00
Parking Enforcement	-	-	-	-	-	-	2.00	2.00	2.20
Stormwater	17.10	20.10	20.10	20.10	20.10	20.10	20.10	20.10	20.10
Street Maintenance	22.00	22.00	22.00	22.00	22.00	22.00	22.00	22.00	22.00
Transit Services	35.30	36.30	37.50	50.00	50.00	50.00	55.50	55.50	55.50
Transportation Services	16.00	16.00	16.00	16.00	16.00	17.00	17.00	17.00	16.80
Total Public Works	144.05	149.30	154.50	162.50	164.50	158.00	165.50	169.50	168.50

Department/Division	2013	2014	2015	2016	2017	2018	2019	2020	2021 Proposed
Sewer									
^g Sewer General Management	4.00	4.00	4.00	4.20	4.60	3.10	4.10	4.10	4.10
Wastewater Collection	13.50	13.50	13.50	12.50	11.50	11.00	11.00	11.00	11.50
Wastewater Treatment	23.00	23.00	23.00	22.50	23.00	23.50	23.50	23.50	23.00
Total Sewer	40.50	40.50	40.50	39.20	39.10	37.60	38.60	38.60	38.60
Water									
Water General Management	13.30	13.30	14.30	15.10	14.70	13.20	11.90	14.90	14.65
Water Transmission/Distribution	30.25	31.25	31.50	29.50	33.00	33.00	34.75	35.75	37.50
Water Treatment and Supply	35.45	35.45	35.45	37.95	34.95	34.95	35.50	35.50	36.00
Total Water	79.00	80.00	81.25	82.55	82.65	81.15	82.15	86.15	88.15
Grand Total Regular Positions	813.05	839.55	860.25	872.25	882.75	897.25	936.00	970.00	964.25

^a In 2013 the Police Dispatch (54 FTEs) was moved from the Police Department to Weld County.

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

^c In 2015 Economic Development was moved from Community Development and was established as its own department

^d In 2016 the Police Department created the Operations division

^e In 2016 the Police Department reclassified the Patrol division into Operations.

^f In 2018 Real Estate was moved to report to Finance Director. Fiscal Management moved to Fiscal Services.

^g In 2018 Civil Inspections were moved to Engineering Development Review from Water, Sewer, and Engineering.

^h In 2019 Communications Services Department created from City Manager's Office and Marketing.

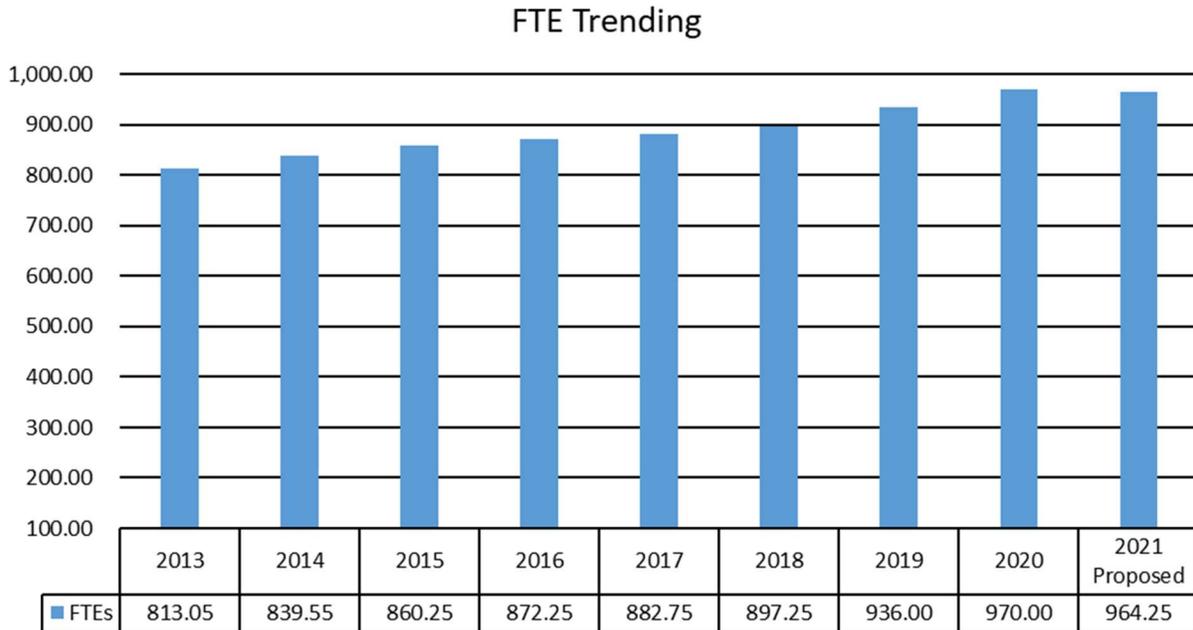
ⁱ In 2019 Urban Renewal moved to Economic Development.

^j In 2019 Natural Resource Division created from Parks Division, renamed to Natural Areas & Trails in 2020

^k In 2020 the Cemetery division was distinguished from the Parks Division

DISCUSSION OF FTE CHANGES

The chart below details the change in FTEs from 970.00 in 2020 to a proposed 2021 budget for 964.25 FTEs, a reduction of 5.75 FTEs.



The following section is provided to help illustrate how the City of Greeley has made modifications to positions in the identified departments that occurred during 2020 as Mid-Year Adjustments, reductions due to current circumstances, and the additions that will allow the City to continue to make strategic long term decisions that will benefit the City.

2020 Total Full-Time Equivalents 970.00

Mid Year Adjustments

Human Resource Information Systems Analyst	1.00
Human Resources	1.00

Court Clerk II [0.75 to 1.00]	0.25
Municipal Court	0.25

Total Mid Year Adjustments 1.25

Reductions	
Administrative Specialist II	-1.00
Community Development Reductions	-1.00
Administrative Specialist II	-0.75
Administrative Specialist II	-1.00
Assistant Museum Curator (Exhibits)	-0.75
Assistant Museum Curator (Collections)	-1.00
Museum Curator	-1.00
Recreation Manager	-1.00
Recreation Coordinator I	-1.00
Recreation Coordinator II	-1.00
Culture, Parks, & Recreation Reductions	-7.50
Economic Development Specialist	-1.00
Economic Health & Housing Reductions	-1.00
Finance Service Specialist I	-0.50
Finance Reductions	-0.50
Probation Officer	-1.00
Municipal Court Reductions	-1.00
Senior Land Surveyor	-1.00
Senior Survey Technician	-1.00
Public Works Reductions	-2.00
Total Reductions	-13.00

Additions		
Assistant City Attorney II	1.00	
City Attorney's Office		1.00
Budget Analyst	1.00	
Culture, Parks, & Recreation Additions		1.00
Assistant Emergency Manager Specialist	1.00	
Fire Department Additions		1.00
Deputy Director	1.00	
Public Works Additions		1.00
Water Quality Technician I	1.00	
Water Resource Planning Manager	1.00	
Water & Sewer Additions		2.00
Total Additions		6.00

Note: The 0.75 Marketing Sponsorship Coordinator transitioned from Communication & Engagement to Culture, Parks, & Recreation

2021 Full-Time Equivalents	964.25
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2021 BUDGETED FUND BALANCE WORKSHEET



Fund Description	Projected Fund Balance 1/1/2021	Resource Budget	Expenditure Budget	Projected Fund Balance 12/31/2021
000 - General				
001 - General	29,360,246	106,225,700	109,746,923	25,839,023
000 - General Total	29,360,246	106,225,700	109,746,923	25,839,023
100 - Special Revenue				
102 - Convention & Visitors	603,450	479,646	721,950	361,146
103 - Community Development	227,865	916,150	841,549	302,466
104 - Streets & Roads	(10,160)	10,703,805	10,693,645	-
105 - Conservation Trust	505,705	1,001,000	964,969	541,736
106 - Sales & Use Tax	-	79,450,782	79,450,782	-
108 - Designated Revenue	6,329,515	3,090,721	3,046,644	6,373,592
110 - Conference Center Development	-	764,500	728,000	36,500
111 - Downtown Development Authority TIF	1,343,320	725,000	535,000	1,533,320
112 - NEHR Grants	-	-	-	-
113 - Weld Drug Task Force Equitable Sharing	710,499	-	-	710,499
602 - Museum	143,999	2,500	250	146,249
604 - Senior Citizen	33,920	300	50	34,170
606 - Senior Center Clubs	38,331	15,395	21,675	32,051
607 - Community Memorials	110,741	400	1,095	110,046
100 - Special Revenue Total	10,037,185	97,150,199	97,005,609	10,181,775
200 - Debt Service				
200 - General Debt Service	1,811,006	6,621,250	6,618,316	1,813,940
201 - Greeley Building Authority	-	-	-	-
200 - Debt Service Total	1,811,006	6,621,250	6,618,316	1,813,940
300 - Capital Projects				
301 - Public Improvement	760,870	375,000	375,000	760,870
303 - Public Art	471,627	242,753	251,087	463,293
304 - Food Tax	952,664	8,523,727	8,206,888	1,269,503
305 - Softball Improvement	83,797	13,150	175	96,772
306 - Fire Equip & Acquisition Replacement	1,349,733	1,414,868	1,513,694	1,250,907
307 - Fire Protection Development	792,131	517,743	2,600	1,307,274
308 - Police Development	525,404	118,834	260,950	383,288
309 - Island Grove Development	23,821	162,492	95,175	91,138
312 - Transportation Development	2,918,762	6,297,031	8,880,583	335,210
314 - Park Development	188,212	2,187,143	2,187,143	188,212
316 - Trails Development	831,922	304,624	209,000	927,546
318 - Quality of Life	1,326,752	6,092,167	4,646,310	2,772,609
320 - FASTER	136,436	630,500	600,700	166,236
321 - Keep Greeley Moving	(1,059,051)	14,896,069	13,837,018	-
322 - 2016 City Center	323,240	10,000	5,000	328,240
300 - Capital Projects Total	9,626,320	41,786,101	41,071,323	10,341,098

Fund Description	Projected Fund Balance 1/1/2021	Resource Budget	Expenditure Budget	Projected Fund Balance 12/31/2021
400 - Enterprise				
401 - Sewer	3,543,586	6,689,915	7,626,046	2,607,455
402 - Sewer Construction*	2,639,494	2,647,096	1,021,744	4,264,846
403 - Sewer Capital Replacement*	11,658,140	36,495,422	41,755,276	6,398,286
404 - Water	23,933,492	23,867,501	21,494,646	26,306,347
405 - Water Construction*	4,361,867	3,767,835	5,815,537	2,314,165
406 - Water Capital Replacement*	3,252,408	35,838,934	18,228,122	20,863,220
407 - Water Rights Acquisition*	1,358,819	19,895,503	9,430,733	11,823,589
408 - Cemetery	236,417	652,706	640,662	248,461
409 - Municipal Golf Courses	263,585	1,915,133	1,903,783	274,935
410 - Downtown Parking	254,636	324,100	331,620	247,116
411 - Stormwater	1,770,641	2,942,852	2,835,132	1,878,361
412 - Stormwater Construction*	186,883	1,682,139	1,252,031	616,991
413 - Stormwater Replacement	400,774	1,987,216	1,791,246	596,744
420 - Sewer Debt Service	1,338,227	2,284,340	1,375,244	2,247,323
421 - Water Debt Service	9,179,989	12,384,202	10,886,381	10,677,810
422 - Stormwater Debt Service	342,900	566,000	548,550	360,350
400 - Enterprise Total	64,721,858	153,940,894	126,936,753	91,725,999

500 - Internal Service				
502 - Equipment Maintenance	454,104	2,963,125	2,893,597	523,632
503 - Information Technology	276,115	6,147,903	6,114,474	309,544
504 - Health	3,959,968	16,128,731	16,551,575	3,537,124
505 - Workers' Compensation	5,010,851	996,278	1,722,799	4,284,330
506 - Communications	696,971	255,618	204,200	748,389
507 - Liability	1,704,053	2,931,956	2,670,904	1,965,105
512 - Fleet Replacement	2,030,769	2,885,689	1,804,228	3,112,230
513 - Information Technology Acquisition	1,903,235	96,769	580,769	1,419,235
500 - Internal Service Total	16,036,066	32,406,069	32,542,546	15,899,589

600 - Permanent				
601 - Cemetery Endowment	1,564,715	268,443	47,536	1,785,622
603 - Petriken Memorial	2,212	25	10	2,227
605 - Memorials	364,138	15,000	700	378,438
600 - Permanent Total	1,931,065	283,468	48,246	2,166,287

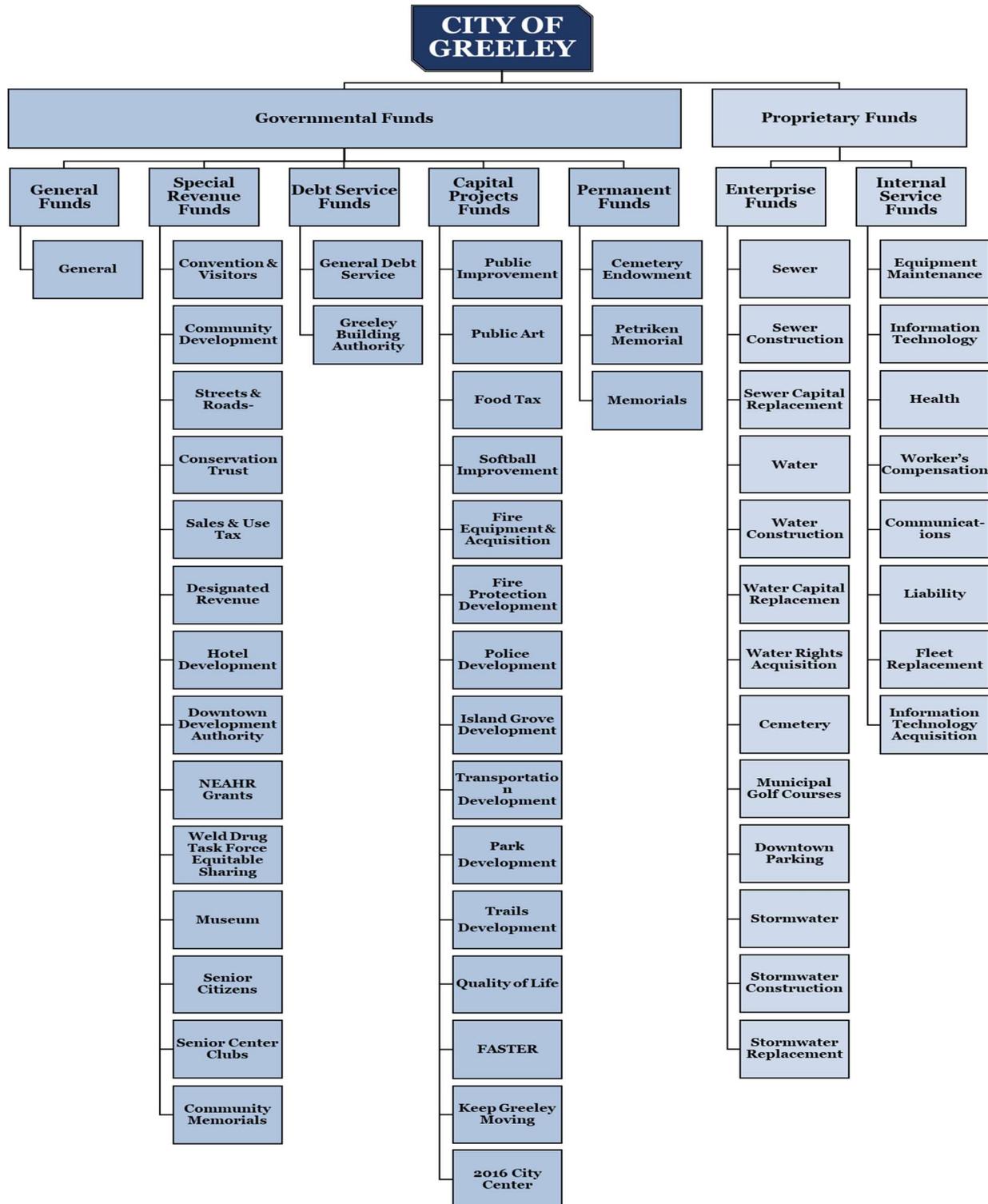
Total Appropriation	\$ 133,523,746	\$ 438,413,681	\$ 413,969,716	\$ 157,967,711
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***Cash Flow / Timing of Payments (Capital Improvement Plan)**

Fund Description	Projected Fund Balance 1/1/2021	Resource Budget	Expenditure Budget	Projected Fund Balance 12/31/2021
402 - Sewer Construction	6,426,500	2,647,096	4,911,240	4,162,356
403 - Sewer Capital Replacement	36,826,208	36,495,422	18,957,130	54,364,500
405 - Water Construction	62,053,632	3,767,835	5,815,537	60,005,930
406 - Water Capital Replacement	6,557,503	35,838,934	25,609,622	16,786,815
407 - Water Rights Acquisition	5,936,562	19,895,503	10,835,743	14,996,322
412 - Stormwater Construction	186,883	1,682,139	1,252,031	616,991
Total Cash Flow/ Timing of Payments	\$ 228,053,423	\$ 438,413,681	\$ 403,847,576	\$ 262,619,528

Total Adjustment From Cash Flow/ Timing of Payments	\$ 94,529,677	\$ -	\$ (10,122,140)	\$ 104,651,817
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FUND STRUCTURE



2021 FUND BALANCE SCHEDULE



	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 222,289,148	\$ 238,936,547	\$ 133,523,746	(\$ 105,412,801)	-44.12%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	113,529,076	122,317,714	120,822,265	(1,495,449)	-1.22%
Fines & Forfeits	2,251,054	2,438,191	2,433,191	(5,000)	-0.21%
Intergovernmental Revenue	22,910,145	25,233,069	13,090,348	(12,142,721)	-48.12%
Licenses & Permits	3,161,432	2,568,947	2,331,797	(237,150)	-9.23%
Taxes	109,755,264	110,650,940	109,157,017	(1,493,923)	-1.35%
Miscellaneous Revenue	19,350,007	8,128,443	18,658,705	10,530,262	130%
Bond Proceeds	12,446,233	-	65,500,000	65,500,000	-
Transfers In	119,524,053	117,389,773	106,420,358	(10,969,415)	-9.34%
Total Resources	\$ 402,927,263	\$ 388,727,077	\$ 438,413,681	\$ 49,686,604	12.78%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	88,622,042	101,999,482	101,602,594	(396,888)	-0.39%
Supplies & Services	66,877,043	88,071,473	72,658,320	(15,413,153)	-17.50%
Capital	90,124,066	258,166,170	112,558,418	(145,607,752)	-56.40%
Debt	21,132,659	22,118,332	20,730,026	(1,388,306)	-6.28%
Transfers Out	119,524,053	119,864,098	106,420,358	(13,443,740)	-11.22%
Total Expenditures by Category	\$ 386,279,864	\$ 590,219,555	\$ 413,969,716	(\$ 176,249,839)	-29.86%

Expenditures by Fund Type	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	52,266,831	107,402,965	41,071,323	(66,331,642)	-61.76%
Debt Service	6,015,959	7,516,849	6,618,316	(898,533)	-11.95%
Enterprise	90,585,617	213,550,611	126,936,753	(86,613,858)	-40.56%
General	110,705,480	122,392,405	109,746,923	(12,645,482)	-10.33%
Internal Service	28,708,351	36,187,506	32,542,546	(3,644,960)	-10.07%
Outside Funds	-	-	-	-	-
Permanent	35,783	40,889	48,246	7,357	17.99%
Special Revenue	97,961,842	103,128,330	97,005,609	(6,122,721)	-5.94%
Total Expenditures by Fund Type	\$ 386,279,864	\$ 590,219,555	\$ 413,969,716	(\$ 176,249,839)	-29.86%

Expenditures by Department	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Capital Projects	52,266,831	107,402,965	41,071,323	(66,331,642)	-61.76%
City Attorneys Office	1,601,653	2,033,840	2,305,900	272,060	13.38%
City Clerk	859,225	1,029,582	968,883	(60,699)	-5.90%
City Managers Office	1,444,434	2,053,588	1,831,451	(222,137)	-10.82%
Communication & Engagement	1,815,793	2,650,733	2,544,301	(106,432)	-4.02%
Community Development	4,959,415	5,854,663	5,480,771	(373,892)	-6.39%
Culture, Parks & Recreation	21,095,006	23,881,195	20,972,616	(2,908,579)	-12.18%
Economic Health & Housing	1,782,535	2,453,673	1,415,510	(1,038,163)	-42.31%
Finance	2,717,958	3,385,477	3,427,175	41,698	1.23%
Fire	18,273,171	20,410,191	21,181,432	771,241	3.78%
Human Resources	17,933,317	21,047,201	22,755,140	1,707,939	8.11%
Information Technology	6,322,563	10,105,610	6,695,243	(3,410,367)	-33.75%
Municipal Court	1,095,917	1,242,566	1,232,160	(10,406)	-0.84%
Non-Departmental	110,227,030	116,764,959	100,418,353	(16,346,606)	-14.00%
Police	28,739,832	31,657,392	31,857,723	200,331	0.63%
Public Works	38,100,272	37,188,041	32,178,006	(5,010,035)	-13.47%
Sewer	16,918,490	46,911,918	51,778,310	4,866,392	10.37%
Water	60,126,422	154,145,961	65,855,419	(88,290,542)	-57.28%
Total Expenditures by Department	\$ 386,279,864	\$ 590,219,555	\$ 413,969,716	(\$ 176,249,839)	-29.86%
Total Expenditures by Fund Cash Flow	-	(\$ 96,079,677)	(\$ 10,122,140)	\$ 85,957,537	-89.46%
Projected Ending Fund Balance & Reserves	\$ 238,936,547	\$ 133,523,746	\$ 168,089,851	\$ 34,566,105	25.89%

Program	Expenditures by PBB Quartile	2020 Revised		2021 Proposed	\$ Change	% Change
		2019 Actual	Budget	Budget		
Community	Unassigned	223,499,817	402,967,518	234,855,989	(168,111,529)	-41.72%
	1	57,535,991	64,431,509	64,923,586	492,076	0.76%
	2	30,676,588	33,333,705	31,189,486	(2,144,219)	-6.43%
	3	34,042,367	39,080,613	37,051,627	(2,028,986)	-5.19%
	4	4,603,617	4,873,756	4,394,095	(479,661)	-9.84%
	Total Community	350,358,381	544,687,101	372,414,782	-172,272,318	-62.42%
Governance	1	3,900,366	5,286,053	5,274,932	(11,121)	-0.21%
	2	23,502,825	28,470,378	26,421,677	(2,048,701)	-7.20%
	3	4,167,725	5,671,867	5,117,848	(554,019)	-9.77%
	4	4,350,568	6,104,157	4,740,477	(1,363,680)	-22.34%
		Total Community	35,921,483	45,532,454	41,554,934	-3,977,521
	Total Expenditures by PBB Quartile	\$ 386,279,864	\$ 590,219,555	\$ 413,969,716	(\$ 176,249,839)	-29.86%

SUMMARY ADDITIONS & REQUESTS



Funded Ongoing Requests: General Fund Revenue Source		
Description	Department	2021
Liability Insurance	Police	\$ 500,000
Microsoft Enterprise Agreement	Information Technology	381,243
Remote Work Environment	Information Technology	234,000
Police Attorney II & Contracted Services	City Attorney	191,749
Deputy Public Works Director	Public Works	186,094
Human Resources Deputy	Human Resources	150,000
Assistant City Engineer	Public Works	145,000
Budget Analyst	Culture, Parks & Recreation	109,908
Asset Manager	Public Works	102,930
Capital Projects Planner	Public Works	102,090
Strategice Business Partner	Human Resources	100,000
Office of Emergency Management Expansion	Fire	95,009
Asset Specialist, Technician	Public Works	87,434
Budget Technician	Public Works	86,434
Lexipol Online Policy & Procedure Software	Fire	72,716
Executive Assistant	Public Works	65,000
Emerald Ash Borer Management: Forestry	Culture, Parks & Recreation	60,150
Total Additions: General Fund		\$ 2,669,757

Funded Ongoing Requests: Utilites - Water & Sewer Revenue Source		
Description	Department	2021
Wastewater Treatment and Reclamation Facility Operations	Sewer	\$ 254,000
Water Quality Operating Expenses	Water	176,407
Water Quality Technician I	Water	136,745
Water & Sewer Capital Projects Manager	Water	132,847
Bellvue Filter Plant Operating Expenses	Water	96,600
Wastewater Treatment and Reclamation Facility Maintenance	Sewer	83,585
Water Administration Operating Budget	Water	55,000
Water Engineering Operating Costs	Water	21,000
Sewer Administration Bank Charges	Sewer	20,000
Wastewater Treatment and Reclamation Facility Laboratory Operational Expenses	Sewer	10,000
Total Additions: Utilities - Water & Sewer		\$ 986,184

All Funds - Total Ongoing Requests	\$3,655,941
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Funded One-Time Requests		
Description	Department	2021
University of Northern Colorado: 16th Street	Capital: Public Improvement	\$ 400,000
Culture, Parks & Recreation Assessment	Culture, Parks, & Recreation	200,000
Organizational Staffing Review & Assessment	Water	140,000
Water Conservation Van	Water	45,000
Finance Internal Controls Assessment	Finance	50,000
Total Additions		\$ 835,000

All Funds - Total Ongoing & One-Time Requests	\$4,490,941
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Unfunded Requests		
Description		2021
Front Line Technicians & Division Support	Public Works	\$ 850,000
Position Funding for Culture, Parks & Recreation & Finance Assessments	CPRD / Finance	600,000
Funding for Compensation Strategy	Human Resources	500,000
Transportation Planning Manager	Public Works	142,041
Senior Capital Facility Project Manager	Public Works	116,695
Database Administrator	Public Works	112,128
Parking Supervisor	Public Works	100,000
GIS Analyst	Public Works	98,390
Transportation Planner	Public Works	95,835
Breathing Air Compressor Replacement Plan	Fire	25,000
Salamander Emergency Management Credential System	Public Works	21,750
Drone Program Equipment	Fire	4,100
Total Unfunded Requests		\$ 2,665,939
All Funds - All Requests (Funded & Unfunded)		\$7,156,880

GENERAL FUND



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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 32,707,808	\$ 38,331,286	\$ 29,360,246	(\$ 8,971,040)	-23.40%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	10,616,233	10,954,115	8,937,938	(2,016,177)	-18.41%
Fines & Forfeits	2,042,323	2,254,191	2,249,191	(5,000)	-0.22%
Intergovernmental Revenue	12,304,605	8,059,329	6,278,101	(1,781,228)	-22.10%
Licenses & Permits	3,144,835	2,521,357	2,284,207	(237,150)	-9.41%
Taxes	11,698,109	15,242,667	15,527,520	284,853	1.87%
Miscellaneous Revenue	7,700,962	3,952,319	2,321,430	(1,630,889)	-41.26%
Transfers In	68,821,891	70,437,387	68,627,313	(1,810,074)	-2.57%
Total Resources	\$ 116,328,958	\$ 113,421,365	\$ 106,225,700	(\$ 7,195,665)	-6.34%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	64,446,428	75,192,569	75,115,259	(77,310)	-0.10%
Supplies & Services	23,760,722	30,474,936	24,556,008	(5,918,928)	-19.42%
Capital	4,410,111	1,852,254	1,726,710	(125,544)	-6.78%
Debt	-	72,000	72,000	-	-
Transfers Out	18,088,220	14,800,646	8,276,946	(6,523,700)	-44.08%
Total Expenditures by Category	\$ 110,705,480	\$ 122,392,405	\$ 109,746,923	(\$ 12,645,482)	-10.33%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
City Attorneys Office	1,601,653	2,033,840	2,305,900	272,060	13.38%
City Clerk	859,225	1,029,582	968,883	(60,699)	-5.90%
City Managers Office	1,444,434	2,053,588	1,831,451	(222,137)	-10.82%
Communication & Engagement	1,532,948	2,363,062	2,392,801	29,739	1.26%
Community Development	4,959,415	5,854,663	5,480,771	(373,892)	-6.39%
Culture, Parks & Recreation	18,078,428	20,158,501	17,878,470	(2,280,031)	-11.31%
Economic Health & Housing	560,566	613,254	573,961	(39,293)	-6.41%
Finance	2,530,498	2,874,045	2,915,743	41,698	1.45%
Fire	18,273,171	20,410,191	21,181,432	771,241	3.78%
Human Resources	1,184,765	1,930,978	1,809,862	(121,116)	-6.27%
Municipal Court	1,048,533	1,110,219	1,134,174	23,955	2.16%
Non-Departmental	18,945,290	20,371,546	9,410,238	(10,961,308)	-53.81%
Police	28,564,179	31,481,030	31,662,442	181,412	0.58%
Public Works	11,122,376	10,107,906	10,200,795	92,889	0.92%
Total Expenditures by Department	\$ 110,705,480	\$ 122,392,405	\$ 109,746,923	(\$ 12,645,482)	-10.33%

Projected Ending Fund Balance & Reserves	\$ 38,331,286	\$ 29,360,246	\$ 25,839,023	(\$ 3,521,223)	-11.99%
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SPECIAL REVENUE FUNDS

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 8,462,002	\$ 10,505,624	\$ 10,037,185	(\$ 468,439)	-4.46%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,851,250	1,581,904	1,819,057	237,153	14.99%
Fines & Forfeits	6,883	9,000	9,000	-	-
Intergovernmental Revenue	6,617,314	6,666,256	5,297,875	(1,368,381)	-20.53%
Licenses & Permits	15,030	15,590	15,590	-	-
Taxes	84,409,818	84,152,858	81,444,428	(2,708,430)	-3.22%
Miscellaneous Revenue	1,233,041	748,921	1,070,480	321,559	42.94%
Transfers In	5,872,129	9,485,362	7,493,769	(1,991,593)	-21.00%
Total Resources	\$ 100,005,464	\$ 102,659,891	\$ 97,150,199	(\$ 5,509,692)	-5.37%

Resources by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Convention & Visitors (102)	761,733	462,758	479,646	16,888	3.65%
Community Development (103)	949,825	1,409,427	916,150	(493,277)	-35.00%
Streets & Roads (104)	9,824,021	10,822,265	10,703,805	(118,460)	-1.09%
Conservation Trust (105)	1,218,985	1,001,000	1,001,000	-	-
Sales & Use Tax (106)	81,884,895	82,176,100	79,450,782	(2,725,318)	-3.32%
Designated Revenue (108)	2,689,703	4,543,142	3,090,721	(1,452,421)	-31.97%
Conference Center Development (110)	676,091	728,000	764,500	36,500	5.01%
Downtown Development Authority TIF (111)	898,635	725,000	725,000	-	-
NEAHR Grants (112)	245,132	775,104	-	(775,104)	-100%
Weld Drug Task Force Equitable Sharing (113)	804,280	-	-	-	-
Museum (602)	28,976	1,000	2,500	1,500	150%
Senior Citizen (604)	1,297	300	300	-	-
Senior Center Clubs (606)	16,808	15,395	15,395	-	-
Community Memorials (607)	5,083	400	400	-	-
Total Resources by Fund	\$ 100,005,464	\$ 102,659,891	\$ 97,150,199	(\$ 5,509,692)	-5.37%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	5,162,472	5,848,331	5,685,646	(162,685)	-2.78%
Supplies & Services	7,040,059	8,472,339	6,577,534	(1,894,805)	-22.36%
Capital	221,695	333,788	-	(333,788)	-100%
Debt	675,312	727,500	727,500	-	-
Transfers Out	84,862,303	87,746,372	84,014,929	(3,731,443)	-4.25%
Total Expenditures by Category	\$ 97,961,842	\$ 103,128,330	\$ 97,005,609	(\$ 6,122,721)	-5.94%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Convention & Visitors (102)	439,540	840,565	721,950	(118,615)	-14.11%
Community Development (103)	1,221,969	1,840,419	841,549	(998,870)	-54.27%
Streets & Roads (104)	10,482,871	10,997,114	10,693,645	(303,469)	-2.76%
Conservation Trust (105)	967,090	1,234,619	964,969	(269,650)	-21.84%
Sales & Use Tax (106)	81,884,895	82,176,100	79,450,782	(2,725,318)	-3.32%
Designated Revenue (108)	1,528,725	3,946,639	3,046,644	(899,995)	-22.80%
Conference Center Development (110)	675,365	728,000	728,000	-	-
Downtown Development Authority TIF (111)	425,593	500,000	535,000	35,000	7.00%
NEAHR Grants (112)	217,951	775,104	-	(775,104)	-100%
Weld Drug Task Force Equitable Sharing (113)	93,781	-	-	-	-
Museum (602)	7,702	66,950	250	(66,700)	-100%
Senior Citizen (604)	878	50	50	-	-
Senior Center Clubs (606)	13,574	21,675	21,675	-	-
Community Memorials (607)	1,908	1,095	1,095	-	-
Total Expenditures by Fund	\$ 97,961,842	\$ 103,128,330	\$ 97,005,609	(\$ 6,122,721)	-5.94%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Communication & Engagement	282,844	287,671	151,500	(136,171)	-47.34%
Culture, Parks & Recreation	195,930	329,405	213,891	(115,514)	-35.07%
Economic Health & Housing	1,221,969	1,840,419	841,549	(998,870)	-54.27%
Finance	-	307,232	307,232	-	-
Non-Departmental	85,225,577	88,835,960	84,342,263	(4,493,697)	-5.06%
Police	31,000	31,000	31,000	-	-
Public Works	11,004,523	11,496,643	11,118,174	(378,469)	-3.29%
Total Expenditures by Department	\$ 97,961,842	\$ 103,128,330	\$ 97,005,609	(\$ 6,122,721)	-5.94%

Projected Ending Fund Balance & Reserves	\$ 10,505,624	\$ 10,037,185	\$ 10,181,775	\$ 144,590	1.44%
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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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 659,064	\$ 981,257	\$ 603,450	(\$ 377,807)	-38.50%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Taxes	738,831	457,758	474,646	16,888	3.69%
Miscellaneous Revenue	22,903	5,000	5,000	-	-
Total Resources	\$ 761,733	\$ 462,758	\$ 479,646	\$ 16,888	3.65%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	250,492	272,365	152,250	(120,115)	-44.10%
Transfers Out	189,048	568,200	569,700	1,500	0.26%
Total Expenditures by Category	\$ 439,540	\$ 840,565	\$ 721,950	(\$ 118,615)	-14.11%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Communication & Engagement	250,000	260,000	151,500	(108,500)	-41.73%
Culture, Parks & Recreation	-	11,615	-	(11,615)	-100%
Non-Departmental	189,540	568,950	570,450	1,500	0.26%
Total Expenditures by Department	\$ 439,540	\$ 840,565	\$ 721,950	(\$ 118,615)	-14.11%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 981,257	\$ 603,450	\$ 361,146	(\$ 242,304)	-40.15%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 931,000	\$ 658,857	\$ 227,865	(\$ 430,992)	-65.42%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Intergovernmental Revenue	735,394	1,343,277	850,000	(493,277)	-36.72%
Miscellaneous Revenue	181,120	-	-	-	-
Transfers In	33,311	66,150	66,150	-	-
Total Resources	\$ 949,825	\$ 1,409,427	\$ 916,150	(\$ 493,277)	-35.00%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	263,324	380,794	241,371	(139,423)	-36.61%
Supplies & Services	958,645	1,459,625	600,178	(859,447)	-58.88%
Total Expenditures by Category	\$ 1,221,969	\$ 1,840,419	\$ 841,549	(\$ 998,870)	-54.27%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Economic Health & Housing	1,221,969	1,840,419	841,549	(998,870)	-54.27%
Total Expenditures by Department	\$ 1,221,969	\$ 1,840,419	\$ 841,549	(\$ 998,870)	-54.27%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 658,857	\$ 227,865	\$ 302,466	\$ 74,601	32.74%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 823,539	\$ 164,689	(\$ 10,160)	(\$ 174,849)	-106%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,589,841	1,309,688	1,559,688	250,000	19.09%
Intergovernmental Revenue	3,615,377	3,500,875	3,400,875	(100,000)	-2.86%
Licenses & Permits	15,030	15,590	15,590	-	-
Taxes	887,457	794,000	794,000	-	-
Miscellaneous Revenue	625,635	296,019	643,368	347,349	117%
Transfers In	3,090,682	4,906,093	4,290,284	(615,809)	-12.55%
Total Resources	\$ 9,824,021	\$ 10,822,265	\$ 10,703,805	(\$ 118,460)	-1.09%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	4,819,546	5,148,879	5,230,056	81,177	1.58%
Supplies & Services	5,137,527	5,848,235	5,463,589	(384,646)	-6.58%
Capital	200,798	-	-	-	-
Transfers Out	325,000	-	-	-	-
Total Expenditures by Category	\$ 10,482,871	\$ 10,997,114	\$ 10,693,645	(\$ 303,469)	-2.76%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Works	10,482,871	10,997,114	10,693,645	(303,469)	-2.76%
Total Expenditures by Department	\$ 10,482,871	\$ 10,997,114	\$ 10,693,645	(\$ 303,469)	-2.76%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 164,689	(\$ 10,160)	-	\$ 10,160	-100%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 487,429	\$ 739,324	\$ 505,705	(\$ 233,619)	-31.60%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Intergovernmental Revenue	1,202,286	1,000,000	1,000,000	-	-
Miscellaneous Revenue	16,699	1,000	1,000	-	-
Total Resources	\$ 1,218,985	\$ 1,001,000	\$ 1,001,000	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	7,852	12,750	2,250	(10,500)	-82.35%
Capital	-	83,150	-	(83,150)	-100%
Transfers Out	959,238	1,138,719	962,719	(176,000)	-15.46%
Total Expenditures by Category	\$ 967,090	\$ 1,234,619	\$ 964,969	(\$ 269,650)	-21.84%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	967,090	1,234,619	964,969	(269,650)	-21.84%
Total Expenditures by Department	\$ 967,090	\$ 1,234,619	\$ 964,969	(\$ 269,650)	-21.84%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 739,324	\$ 505,705	\$ 541,736	\$ 36,031	7.12%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	-	-	-	-	-

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Taxes	81,884,895	82,176,100	79,450,782	(2,725,318)	-3.32%
Total Resources	\$ 81,884,895	\$ 82,176,100	\$ 79,450,782	(\$ 2,725,318)	-3.32%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	-	129,584	121,336	(8,248)	-6.36%
Supplies & Services	-	-129,584	-121,336	8,248	-6.36%
Transfers Out	81,884,895	82,176,100	79,450,782	(2,725,318)	-3.32%
Total Expenditures by Category	\$ 81,884,895	\$ 82,176,100	\$ 79,450,782	(\$ 2,725,318)	-3.32%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Finance	-	307,232	307,232	-	-
Non-Departmental	81,884,895	81,868,868	79,143,550	(2,725,318)	-3.33%
Total Expenditures by Department	\$ 81,884,895	\$ 82,176,100	\$ 79,450,782	(\$ 2,725,318)	-3.32%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	-	-	-	-	-

DESIGNATED REVENUE FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 4,572,034	\$ 5,733,012	\$ 6,329,515	\$ 596,503	10.40%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	148,623	117,821	104,974	(12,847)	-10.90%
Fines & Forfeits	6,883	9,000	9,000	-	-
Intergovernmental Revenue	29,000	47,000	47,000	-	-
Miscellaneous Revenue	331,585	431,202	403,912	(27,290)	-6.33%
Transfers In	2,173,612	3,938,119	2,525,835	(1,412,284)	-35.86%
Total Resources	\$ 2,689,703	\$ 4,543,142	\$ 3,090,721	(\$ 1,452,421)	-31.97%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Communication & Engagement	32,844	27,671	-	(27,671)	-100%
Culture, Parks & Recreation	172,942	229,115	191,916	(37,199)	-16.24%
Non-Departmental	771,287	3,160,324	2,400,199	(760,125)	-24.05%
Police	30,000	30,000	30,000	-	-
Public Works	521,652	499,529	424,529	(75,000)	-15.01%
Total Expenditures by Department	\$ 1,528,725	\$ 3,946,639	\$ 3,046,644	(\$ 899,995)	-22.80%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 5,733,012	\$ 6,329,515	\$ 6,373,592	\$ 44,077	0.70%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	(\$ 725)	-	-	-	-

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	99,240	150,000	150,000	-	-
Miscellaneous Revenue	2,326	3,000	3,000	-	-
Transfers In	574,524	575,000	611,500	36,500	6.35%
Total Resources	\$ 676,091	\$ 728,000	\$ 764,500	\$ 36,500	5.01%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	53	500	500	-	-
Debt	675,312	727,500	727,500	-	-
Total Expenditures by Category	\$ 675,365	\$ 728,000	\$ 728,000	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	675,365	728,000	728,000	-	-
Total Expenditures by Department	\$ 675,365	\$ 728,000	\$ 728,000	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	-	-	\$ 36,500	\$ 36,500	-

DOWNTOWN DEVELOPMENT AUTHORITY

TIF FUND DEVELOPMENT FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 645,278	\$ 1,118,320	\$ 1,343,320	\$ 225,000	20.12%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Taxes	898,635	725,000	725,000	-	-
Total Resources	\$ 898,635	\$ 725,000	\$ 725,000	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	221,593	325,000	325,000	-	-
Transfers Out	204,000	175,000	210,000	35,000	20.00%
Total Expenditures by Category	\$ 425,593	\$ 500,000	\$ 535,000	\$ 35,000	7.00%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	425,593	500,000	535,000	35,000	7.00%
Total Expenditures by Department	\$ 425,593	\$ 500,000	\$ 535,000	\$ 35,000	7.00%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,118,320	\$ 1,343,320	\$ 1,533,320	\$ 190,000	14.14%

NEAHR GRANTS FUND AUTHORITY TIF **FUND DEVELOPMENT FUND**

To account for the Federal Pass-through funding of purchases as the Northeast All Hazard Region Homeland Security Grant Fiscal Agent. Annual Grants are utilized to fund public safety response planning, equipment, and training (Intergovernmental agreement with the State of Colorado).

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	(\$ 27,181)	-	-	-	-

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	4,843	-	-	-	-
Intergovernmental Revenue	240,290	775,104	-	(775,104)	-100%
Total Resources	\$ 245,132	\$ 775,104	-	(\$ 775,104)	-100%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	2,839	50,217	-	(50,217)	-100%
Supplies & Services	200,904	510,920	-	(510,920)	-100%
Capital	14,208	213,967	-	(213,967)	-100%
Total Expenditures by Category	\$ 217,951	\$ 775,104	-	(\$ 775,104)	-100%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	-	-	-	-	-

WELD DRUG TASK FORCE EQUITABLE SHARING TIF FUND DEVELOPMENT FUND

To account for the Federal Pass-through funding of purchases as the Northeast All Hazard Region Homeland Security Grant Fiscal Agent. Annual Grants are utilized to fund public safety response planning, equipment, and training (Intergovernmental agreement)

Federally forfeited property seized through investigation by the Weld County Drug Task Force (WCDF), with participating Greeley Police Department members; allows an equitable share of the net proceeds to be retained. Equitably shared funds must be used by law enforcement agencies for law enforcement purposes only.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	(\$ 0)	\$ 710,499	\$ 710,499	-	-

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Intergovernmental Revenue	794,967	-	-	-	-
Miscellaneous Revenue	9,313	-	-	-	-
Total Resources	\$ 804,280	-	-	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	74,881	-	-	-	-
Transfers Out	18,900	-	-	-	-
Total Expenditures by Category	\$ 93,781	-	-	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 710,499	\$ 710,499	\$ 710,499	-	-

MUSEUM FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 188,675	\$ 209,949	\$ 143,999	(\$ 65,950)	-31.41%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	109	-	-	-	-
Miscellaneous Revenue	28,867	1,000	2,500	1,500	150%
Total Resources	\$ 28,976	\$ 1,000	\$ 2,500	\$ 1,500	150%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	-	13,500	-	(13,500)	-100%
Supplies & Services	1,702	12,950	250	(12,700)	-98.07%
Capital	-	9,000	-	(9,000)	-100%
Transfers Out	6,000	31,500	-	(31,500)	-100%
Total Expenditures by Category	\$ 7,702	\$ 66,950	\$ 250	(\$ 66,700)	-100%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	7,702	66,950	250	(66,700)	-100%
Total Expenditures by Department	\$ 7,702	\$ 66,950	\$ 250	(\$ 66,700)	-100%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 209,949	\$ 143,999	\$ 146,249	\$ 2,250	1.56%

SENIOR CITIZEN FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 33,251	\$ 33,670	\$ 33,920	\$ 250	0.74%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	1,297	300	300	-	-
Total Resources	\$ 1,297	\$ 300	\$ 300	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	878	50	50	-	-
Total Expenditures by Category	\$ 878	\$ 50	\$ 50	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	878	50	50	-	-
Total Expenditures by Department	\$ 878	\$ 50	\$ 50	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 33,670	\$ 33,920	\$ 34,170	\$ 250	0.74%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 41,376	\$ 44,611	\$ 38,331	(\$ 6,280)	-14.08%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	7,845	4,395	4,395	-	-
Miscellaneous Revenue	8,964	11,000	11,000	-	-
Total Resources	\$ 16,808	\$ 15,395	\$ 15,395	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	13,574	21,675	21,675	-	-
Total Expenditures by Category	\$ 13,574	\$ 21,675	\$ 21,675	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	13,574	21,675	21,675	-	-
Total Expenditures by Department	\$ 13,574	\$ 21,675	\$ 21,675	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 44,611	\$ 38,331	\$ 32,051	(\$ 6,280)	-16.38%

COMMUNITY MEMORIALS FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 108,261	\$ 111,436	\$ 110,741	(\$ 695)	-0.62%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	750	-	-	-	-
Miscellaneous Revenue	4,333	400	400	-	-
Total Resources	\$ 5,083	\$ 400	\$ 400	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	1,908	1,095	1,095	-	-
Total Expenditures by Category	\$ 1,908	\$ 1,095	\$ 1,095	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	835	-	-	-	-
Non-Departmental	73	95	95	-	-
Police	1,000	1,000	1,000	-	-
Total Expenditures by Department	\$ 1,908	\$ 1,095	\$ 1,095	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 111,436	\$ 110,741	\$ 110,046	(\$ 695)	-0.63%



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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,605,370	\$ 1,796,373	\$ 1,811,006	\$ 14,633	0.81%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	59,105	10,000	10,000	-	-
Transfers In	6,147,856	7,521,482	6,611,250	(910,232)	-12.10%
Total Resources	\$ 6,206,961	\$ 7,531,482	\$ 6,621,250	(\$ 910,232)	-12.09%

Resources by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
General Debt Service (200)	6,206,961	7,531,482	6,621,250	(910,232)	-12.09%
Total Resources by Fund	\$ 6,206,961	\$ 7,531,482	\$ 6,621,250	(\$ 910,232)	-12.09%

Resources by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	6,206,961	7,531,482	6,621,250	(910,232)	-12.09%
Total Resources by Department	\$ 6,206,961	\$ 7,531,482	\$ 6,621,250	(\$ 910,232)	-12.09%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	1,548	2,500	5,000	2,500	100%
Debt	6,014,410	7,514,349	6,613,316	(901,033)	-11.99%
Total Expenditures by Category	\$ 6,015,959	\$ 7,516,849	\$ 6,618,316	(\$ 898,533)	-11.95%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
General Debt Service (200)	6,015,959	7,516,849	6,618,316	(898,533)	-11.95%
Total Expenditures by Fund	\$ 6,015,959	\$ 7,516,849	\$ 6,618,316	(\$ 898,533)	-11.95%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	6,015,959	7,516,849	6,618,316	(898,533)	-11.95%
Total Expenditures by Department	\$ 6,015,959	\$ 7,516,849	\$ 6,618,316	(\$ 898,533)	-11.95%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,796,373	\$ 1,811,006	\$ 1,813,940	\$ 2,934	0.16%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,605,370	\$ 1,796,373	\$ 1,811,006	\$ 14,633	0.81%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	59,105	10,000	10,000	-	-
Transfers In	6,147,856	7,521,482	6,611,250	(910,232)	-12.10%
Total Resources	\$ 6,206,961	\$ 7,531,482	\$ 6,621,250	(\$ 910,232)	-12.09%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	1,548	2,500	5,000	2,500	100%
Debt	6,014,410	7,514,349	6,613,316	(901,033)	-11.99%
Total Expenditures by Category	\$ 6,015,959	\$ 7,516,849	\$ 6,618,316	(\$ 898,533)	-11.95%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	6,015,959	7,516,849	6,618,316	(898,533)	-11.95%
Total Expenditures by Department	\$ 6,015,959	\$ 7,516,849	\$ 6,618,316	(\$ 898,533)	-11.95%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,796,373	\$ 1,811,006	\$ 1,813,940	\$ 2,934	0.16%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	-	-	-	-	-

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Transfers In	107,630	-	-	-	-
Total Resources	\$ 107,630	-	-	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Debt	107,630	-	-	-	-
Total Expenditures by Category	\$ 107,630	-	-	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	107,630	-	-	-	-
Total Expenditures by Department	\$ 107,630	-	-	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	-	-	-	-	-



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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 44,585,143	\$ 65,799,987	\$ 9,626,320	(\$ 56,173,667)	-85.37%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	6,702,047	4,343,297	5,950,423	1,607,126	37.00%
Intergovernmental Revenue	3,845,834	5,775,141	1,514,072	(4,261,069)	-73.78%
Taxes	13,647,336	11,255,415	12,185,069	929,654	8.26%
Miscellaneous Revenue	2,066,639	524,489	548,006	23,517	4.48%
Bond Proceeds	12,446,233	-	-	-	-
Transfers In	34,773,586	27,780,956	21,588,531	(6,192,425)	-22.29%
Total Resources	\$ 73,481,675	\$ 49,679,298	\$ 41,786,101	(\$ 7,893,197)	-15.89%

Resources by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Improvement (301)	18,128,712	6,347,947	375,000	(5,972,947)	-94.09%
Public Art (303)	385,199	261,614	242,753	(18,861)	-7.21%
Food Tax (304)	8,395,757	9,340,083	8,523,727	(816,356)	-8.74%
Softball Improvement (305)	11,884	4,625	13,150	8,525	184%
Fire Equip & Acquisition Replacement (306)	3,559,198	1,391,707	1,414,868	23,161	1.66%
Fire Protection Development (307)	535,437	333,523	517,743	184,220	55.23%
Police Development (308)	130,147	77,016	118,834	41,818	54.30%
Island Grove Development (309)	173,678	158,345	162,492	4,147	2.62%
Transportation Development (312)	7,385,505	9,037,071	6,297,031	(2,740,040)	-30.32%
Park Development (314)	1,995,524	1,388,413	2,187,143	798,730	57.53%
Trails Development (316)	316,478	582,389	304,624	(277,765)	-47.69%
Quality of Life/Imagine Greeley (318)	8,511,057	5,159,994	6,092,167	932,173	18.07%
FASTER (320)	740,905	784,500	630,500	(154,000)	-19.63%
Keep Greeley Moving (321)	16,464,824	13,965,915	14,896,069	930,154	6.66%
2016 City Center (322)	6,747,370	846,156	10,000	(836,156)	-98.82%
Total Resources by Fund	\$ 73,481,675	\$ 49,679,298	\$ 41,786,101	(\$ 7,893,197)	-15.89%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
	Salaries & Benefits	1,187,895	178,301	99,950	(78,351)
Supplies & Services	1,419,198	5,599,358	317,419	(5,281,939)	-94.33%
Capital	35,816,057	87,761,439	30,711,344	(57,050,095)	-65.01%
Debt	592,332	264,018	259,218	(4,800)	-1.82%
Transfers Out	13,251,351	13,599,849	9,683,392	(3,916,457)	-28.80%
Total Expenditures by Category	\$ 52,266,831	\$ 107,402,965	\$ 41,071,323	(\$ 66,331,642)	-61.76%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
	Public Improvement (301)	6,849,181	30,582,041	375,000	(30,207,041)
Public Art (303)	387,418	958,338	251,087	(707,251)	-73.80%
Food Tax (304)	6,923,272	12,983,428	8,206,888	(4,776,540)	-36.79%
Softball Improvement (305)	48	150	175	25	16.67%
Fire Equip & Acquisition Replacement (306)	1,470,115	2,700,022	1,513,694	(1,186,328)	-43.94%
Fire Protection Development (307)	945,287	1,602,400	2,600	(1,599,800)	-100%
Police Development (308)	16,385	100,800	260,950	160,150	159%
Island Grove Development (309)	100,860	335,150	95,175	(239,975)	-71.60%
Transportation Development (312)	6,247,134	17,301,993	8,880,583	(8,421,410)	-48.67%
Park Development (314)	3,008,541	1,388,413	2,187,143	798,730	57.53%
Trails Development (316)	50,870	993,383	209,000	(784,383)	-78.96%
Quality of Life/Imagine Greeley (318)	5,972,561	13,836,699	4,646,310	(9,190,389)	-66.42%
FASTER (320)	920,844	1,313,832	600,700	(713,132)	-54.28%
Keep Greeley Moving (321)	15,747,256	18,178,776	13,837,018	(4,341,758)	-23.88%
2016 City Center (322)	3,627,060	5,127,540	5,000	(5,122,540)	-100%
Total Expenditures by Fund	\$ 52,266,831	\$ 107,402,965	\$ 41,071,323	(\$ 66,331,642)	-61.76%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 65,799,987	\$ 9,626,320	\$ 10,341,098	\$ 714,778	7.43%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 13,715,433	\$ 24,994,964	\$ 760,870	(\$ 24,234,094)	-96.96%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	79,155	-	-	-	-
Intergovernmental Revenue	1,694,498	2,869,832	-	(2,869,832)	-100%
Miscellaneous Revenue	802,528	387,341	375,000	(12,341)	-3.19%
Bond Proceeds	12,446,233	-	-	-	-
Transfers In	3,106,298	3,090,774	-	(3,090,774)	-100%
Total Resources	\$ 18,128,712	\$ 6,347,947	\$ 375,000	(\$ 5,972,947)	-94.09%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	132,180	-	-	-	-
Supplies & Services	724,810	5,153,503	10,000	(5,143,503)	-100%
Capital	5,663,415	25,428,538	365,000	(25,063,538)	-98.56%
Debt	228,776	-	-	-	-
Transfers Out	100,000	-	-	-	-
Total Expenditures by Category	\$ 6,849,181	\$ 30,582,041	\$ 375,000	(\$ 30,207,041)	-98.77%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	6,849,181	30,582,041	375,000	(30,207,041)	-98.77%
Total Expenditures by Department	\$ 6,849,181	\$ 30,582,041	\$ 375,000	(\$ 30,207,041)	-98.77%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 24,994,964	\$ 760,870	\$ 760,870	-	-

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,170,570	\$ 1,168,351	\$ 471,627	(\$ 696,724)	-59.63%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	10,203	1,000	1,000	-	-
Miscellaneous Revenue	37,650	6,500	6,500	-	-
Transfers In	337,346	254,114	235,253	(18,861)	-7.42%
Total Resources	\$ 385,199	\$ 261,614	\$ 242,753	(\$ 18,861)	-7.21%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	96,240	68,101	74,550	6,449	9.47%
Supplies & Services	14,157	29,445	24,318	(5,127)	-17.41%
Capital	277,021	860,792	152,219	(708,573)	-82.32%
Total Expenditures by Category	\$ 387,418	\$ 958,338	\$ 251,087	(\$ 707,251)	-73.80%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	387,418	958,338	251,087	(707,251)	-73.80%
Total Expenditures by Department	\$ 387,418	\$ 958,338	\$ 251,087	(\$ 707,251)	-73.80%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,168,351	\$ 471,627	\$ 463,293	(\$ 8,334)	-1.77%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 3,123,524	\$ 4,596,009	\$ 952,664	(\$ 3,643,345)	-79.27%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	217,331	220,000	20,000	(200,000)	-90.91%
Intergovernmental Revenue	-	736,000	-	(736,000)	-100%
Miscellaneous Revenue	78,940	3,399	3,101	(298)	-8.77%
Transfers In	8,099,486	8,380,684	8,500,626	119,942	1.43%
Total Resources	\$ 8,395,757	\$ 9,340,083	\$ 8,523,727	(\$ 816,356)	-8.74%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	80,506	35,200	5,400	(29,800)	-84.66%
Supplies & Services	150,240	141,183	150,278	9,095	6.44%
Capital	3,144,526	10,107,045	5,351,210	(4,755,835)	-47.05%
Transfers Out	3,548,000	2,700,000	2,700,000	-	-
Total Expenditures by Category	\$ 6,923,272	\$ 12,983,428	\$ 8,206,888	(\$ 4,776,540)	-36.79%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	6,923,272	12,983,428	8,206,888	(4,776,540)	-36.79%
Total Expenditures by Department	\$ 6,923,272	\$ 12,983,428	\$ 8,206,888	(\$ 4,776,540)	-36.79%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 4,596,009	\$ 952,664	\$ 1,269,503	\$ 316,839	33.26%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 67,486	\$ 79,322	\$ 83,797	\$ 4,475	5.64%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	9,730	3,775	12,150	8,375	222%
Miscellaneous Revenue	2,154	850	1,000	150	17.65%
Total Resources	\$ 11,884	\$ 4,625	\$ 13,150	\$ 8,525	184%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	48	150	175	25	16.67%
Total Expenditures by Category	\$ 48	\$ 150	\$ 175	\$ 25	16.67%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	48	150	175	25	16.67%
Total Expenditures by Department	\$ 48	\$ 150	\$ 175	\$ 25	16.67%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 79,322	\$ 83,797	\$ 96,772	\$ 12,975	15.48%

FIRE EQUIPMENT ACQUISITION/REPLACEMENT

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 568,965	\$ 2,658,048	\$ 1,349,733	(\$ 1,308,315)	-49.22%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Intergovernmental Revenue	736,256	876,309	885,072	8,763	1.00%
Miscellaneous Revenue	59,255	15,398	29,796	14,398	93.51%
Transfers In	2,763,687	500,000	500,000	-	-
Total Resources	\$ 3,559,198	\$ 1,391,707	\$ 1,414,868	\$ 23,161	1.66%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	108,220	221,095	70,131	(150,964)	-68.28%
Capital	887,532	1,869,273	978,734	(890,539)	-47.64%
Debt	268,753	264,018	259,218	(4,800)	-1.82%
Transfers Out	205,610	345,636	205,611	(140,025)	-40.51%
Total Expenditures by Category	\$ 1,470,115	\$ 2,700,022	\$ 1,513,694	(\$ 1,186,328)	-43.94%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	1,470,115	2,700,022	1,513,694	(1,186,328)	-43.94%
Total Expenditures by Department	\$ 1,470,115	\$ 2,700,022	\$ 1,513,694	(\$ 1,186,328)	-43.94%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 2,658,048	\$ 1,349,733	\$ 1,250,907	(\$ 98,826)	-7.32%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 2,470,858	\$ 2,061,008	\$ 792,131	(\$ 1,268,877)	-61.57%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	462,904	317,523	500,393	182,870	57.59%
Miscellaneous Revenue	72,533	16,000	17,350	1,350	8.44%
Total Resources	\$ 535,437	\$ 333,523	\$ 517,743	\$ 184,220	55.23%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	1,600	2,400	2,600	200	8.33%
Transfers Out	943,687	1,600,000	-	(1,600,000)	-100%
Total Expenditures by Category	\$ 945,287	\$ 1,602,400	\$ 2,600	(\$ 1,599,800)	-100%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	945,287	1,602,400	2,600	(1,599,800)	-100%
Total Expenditures by Department	\$ 945,287	\$ 1,602,400	\$ 2,600	(\$ 1,599,800)	-100%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 2,061,008	\$ 792,131	\$ 1,307,274	\$ 515,143	65.03%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 435,426	\$ 549,188	\$ 525,404	(\$ 23,784)	-4.33%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	115,294	71,616	112,334	40,718	56.86%
Miscellaneous Revenue	14,853	5,400	6,500	1,100	20.37%
Total Resources	\$ 130,147	\$ 77,016	\$ 118,834	\$ 41,818	54.30%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	2,329	-	-	-	-
Supplies & Services	324	800	1,000	200	25.00%
Capital	13,732	94,109	259,950	165,841	176%
Transfers Out	-	5,891	-	(5,891)	-100%
Total Expenditures by Category	\$ 16,385	\$ 100,800	\$ 260,950	\$ 160,150	159%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	16,385	100,800	260,950	160,150	159%
Total Expenditures by Department	\$ 16,385	\$ 100,800	\$ 260,950	\$ 160,150	159%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 549,188	\$ 525,404	\$ 383,288	(\$ 142,116)	-27.05%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 127,807	\$ 200,626	\$ 23,821	(\$ 176,805)	-88.13%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	127,941	128,121	130,743	2,622	2.05%
Intergovernmental Revenue	-	-	-	-	-
Miscellaneous Revenue	37,987	22,224	22,749	525	2.36%
Transfers In	7,750	8,000	9,000	1,000	12.50%
Total Resources	\$ 173,678	\$ 158,345	\$ 162,492	\$ 4,147	2.62%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	2,461	150	175	25	16.67%
Capital	3,595	335,000	95,000	(240,000)	-71.64%
Debt	94,803	-	-	-	-
Total Expenditures by Category	\$ 100,860	\$ 335,150	\$ 95,175	(\$ 239,975)	-71.60%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	100,860	335,150	95,175	(239,975)	-71.60%
Total Expenditures by Department	\$ 100,860	\$ 335,150	\$ 95,175	(\$ 239,975)	-71.60%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 200,626	\$ 23,821	\$ 91,138	\$ 67,317	283%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 8,495,312	\$ 9,633,684	\$ 2,918,762	(\$ 6,714,922)	-69.70%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	3,413,257	1,977,598	2,684,586	706,988	35.75%
Intergovernmental Revenue	-1	325,000	-	(325,000)	-100%
Miscellaneous Revenue	372,250	9,473	12,445	2,972	31.37%
Transfers In	3,600,000	6,725,000	3,600,000	(3,125,000)	-46.47%
Total Resources	\$ 7,385,505	\$ 9,037,071	\$ 6,297,031	(\$ 2,740,040)	-30.32%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	132,228	-	-	-	-
Supplies & Services	6,756	6,825	7,200	375	5.49%
Capital	5,202,831	17,244,268	8,838,413	(8,405,855)	-48.75%
Transfers Out	905,319	50,900	34,970	(15,930)	-31.30%
Total Expenditures by Category	\$ 6,247,134	\$ 17,301,993	\$ 8,880,583	(\$ 8,421,410)	-48.67%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	6,247,134	17,301,993	8,880,583	(8,421,410)	-48.67%
Total Expenditures by Department	\$ 6,247,134	\$ 17,301,993	\$ 8,880,583	(\$ 8,421,410)	-48.67%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 9,633,684	\$ 2,918,762	\$ 335,210	(\$ 2,583,552)	-88.52%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,201,230	\$ 188,212	\$ 188,212	-	-

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,981,719	1,387,663	2,186,393	798,730	57.56%
Miscellaneous Revenue	13,804	750	750	-	-
Total Resources	\$ 1,995,524	\$ 1,388,413	\$ 2,187,143	\$ 798,730	57.53%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	282	75	500	425	567%
Transfers Out	3,008,260	1,388,338	2,186,643	798,305	57.50%
Total Expenditures by Category	\$ 3,008,541	\$ 1,388,413	\$ 2,187,143	\$ 798,730	57.53%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	3,008,541	1,388,413	2,187,143	798,730	57.53%
Total Expenditures by Department	\$ 3,008,541	\$ 1,388,413	\$ 2,187,143	\$ 798,730	57.53%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 188,212	\$ 188,212	\$ 188,212	-	-

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 977,308	\$ 1,242,916	\$ 831,922	(\$ 410,994)	-33.07%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	284,513	231,389	302,824	71,435	30.87%
Intergovernmental Revenue	-	350,000	-	(350,000)	-100%
Miscellaneous Revenue	31,965	1,000	1,800	800	80.00%
Total Resources	\$ 316,478	\$ 582,389	\$ 304,624	(\$ 277,765)	-47.69%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	701	150	1,000	850	567%
Capital	48,818	745,223	206,000	(539,223)	-72.36%
Transfers Out	1,351	248,010	2,000	(246,010)	-99%
Total Expenditures by Category	\$ 50,870	\$ 993,383	\$ 209,000	(\$ 784,383)	-78.96%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	50,870	993,383	209,000	(784,383)	-78.96%
Total Expenditures by Department	\$ 50,870	\$ 993,383	\$ 209,000	(\$ 784,383)	-78.96%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,242,916	\$ 831,922	\$ 927,546	\$ 95,624	11.49%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 7,464,961	\$ 10,003,457	\$ 1,326,752	(\$ 8,676,705)	-86.74%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Intergovernmental Revenue	645,632	-	-	-	-
Miscellaneous Revenue	254,405	34,154	48,515	14,361	42.05%
Transfers In	7,611,019	5,125,840	6,043,652	917,812	17.91%
Total Resources	\$ 8,511,057	\$ 5,159,994	\$ 6,092,167	\$ 932,173	18.07%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	106,922	55,000	-	(55,000)	-100%
Supplies & Services	403,479	39,782	42,142	2,360	5.93%
Capital	4,671,163	10,480,843	3,650,000	(6,830,843)	-65.17%
Transfers Out	790,997	3,261,074	954,168	(2,306,906)	-70.74%
Total Expenditures by Category	\$ 5,972,561	\$ 13,836,699	\$ 4,646,310	(\$ 9,190,389)	-66.42%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	5,972,561	13,836,699	4,646,310	(9,190,389)	-66.42%
Total Expenditures by Department	\$ 5,972,561	\$ 13,836,699	\$ 4,646,310	(\$ 9,190,389)	-66.42%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 10,003,457	\$ 1,326,752	\$ 2,772,609	\$ 1,445,857	109%

FASTER FUND

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).

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 845,707	\$ 665,768	\$ 136,436	(\$ 529,332)	-79.51%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Intergovernmental Revenue	719,449	618,000	629,000	11,000	1.78%
Miscellaneous Revenue	21,456	1,500	1,500	-	-
Transfers In	-	165,000	-	(165,000)	-100%
Total Resources	\$ 740,905	\$ 784,500	\$ 630,500	(\$ 154,000)	-19.63%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	34,462	-	-	-	-
Supplies & Services	476	700	700	-	-
Capital	885,906	1,313,132	600,000	(713,132)	-54.31%
Total Expenditures by Category	\$ 920,844	\$ 1,313,832	\$ 600,700	(\$ 713,132)	-54.28%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	920,844	1,313,832	600,700	(713,132)	-54.28%
Total Expenditures by Department	\$ 920,844	\$ 1,313,832	\$ 600,700	(\$ 713,132)	-54.28%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 665,768	\$ 136,436	\$ 166,236	\$ 29,800	21.84%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 2,436,242	\$ 3,153,810	(\$ 1,059,051)	(\$ 4,212,861)	-134%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Taxes	13,647,336	11,255,415	12,185,069	929,654	8.26%
Miscellaneous Revenue	117,488	10,500	11,000	500	4.76%
Transfers In	2,700,000	2,700,000	2,700,000	-	-
Total Resources	\$ 16,464,824	\$ 13,965,915	\$ 14,896,069	\$ 930,154	6.66%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	590,249	20,000	20,000	-	-
Supplies & Services	2,163	2,100	2,200	100	4.76%
Capital	11,448,256	14,156,676	10,214,818	(3,941,858)	-27.84%
Transfers Out	3,706,587	4,000,000	3,600,000	(400,000)	-10.00%
Total Expenditures by Category	\$ 15,747,256	\$ 18,178,776	\$ 13,837,018	(\$ 4,341,758)	-23.88%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	15,747,256	18,178,776	13,837,018	(4,341,758)	-23.88%
Total Expenditures by Department	\$ 15,747,256	\$ 18,178,776	\$ 13,837,018	(\$ 4,341,758)	-23.88%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 3,153,810	(\$ 1,059,051)	-	\$ 1,059,051	-100%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,484,314	\$ 4,604,624	\$ 323,240	(\$ 4,281,384)	-92.98%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	-	4,612	-	(4,612)	-100%
Intergovernmental Revenue	50,000	-	-	-	-
Miscellaneous Revenue	149,370	10,000	10,000	-	-
Transfers In	6,548,000	831,544	-	(831,544)	-100%
Total Resources	\$ 6,747,370	\$ 846,156	\$ 10,000	(\$ 836,156)	-98.82%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	12,778	-	-	-	-
Supplies & Services	3,481	1,000	5,000	4,000	400%
Capital	3,569,261	5,126,540	-	(5,126,540)	-100%
Transfers Out	41,540	-	-	-	-
Total Expenditures by Category	\$ 3,627,060	\$ 5,127,540	\$ 5,000	(\$ 5,122,540)	-100%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Capital Projects	3,627,060	5,127,540	5,000	(5,122,540)	-100%
Total Expenditures by Department	\$ 3,627,060	\$ 5,127,540	\$ 5,000	(\$ 5,122,540)	-100%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 4,604,624	\$ 323,240	\$ 328,240	\$ 5,000	1.55%



PERMANENT FUNDS



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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,370,658	\$ 1,686,060	\$ 1,931,065	\$ 245,005	14.53%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	351,185	285,894	283,468	(2,426)	-0.85%
Total Resources	\$ 351,185	\$ 285,894	\$ 283,468	(\$ 2,426)	-0.85%

Resources by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Cemetery Endowment (601)	292,179	270,869	268,443	(2,426)	-0.90%
Petriken Memorial (603)	65	25	25	-	-
Memorials (605)	58,941	15,000	15,000	-	-
Total Resources by Fund	\$ 351,185	\$ 285,894	\$ 283,468	(\$ 2,426)	-0.85%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	1,205	1,285	1,710	425	33.07%
Transfers Out	34,578	39,604	46,536	6,932	17.50%
Total Expenditures by Category	\$ 35,783	\$ 40,889	\$ 48,246	\$ 7,357	17.99%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Cemetery Endowment (601)	35,373	40,604	47,536	6,932	17.07%
Petriken Memorial (603)	1	10	10	-	-
Memorials (605)	409	275	700	425	155%
Total Expenditures by Fund	\$ 35,783	\$ 40,889	\$ 48,246	\$ 7,357	17.99%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	411	285	710	425	149%
Non-Departmental	35,373	40,604	47,536	6,932	17.07%
Total Expenditures by Department	\$ 35,783	\$ 40,889	\$ 48,246	\$ 7,357	17.99%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,686,060	\$ 1,931,065	\$ 2,166,287	\$ 235,222	12.18%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,077,644	\$ 1,334,450	\$ 1,564,715	\$ 230,265	17.26%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	292,179	270,869	268,443	(2,426)	-0.90%
Total Resources	\$ 292,179	\$ 270,869	\$ 268,443	(\$ 2,426)	-0.90%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	795	1,000	1,000	-	-
Transfers Out	34,578	39,604	46,536	6,932	17.50%
Total Expenditures by Category	\$ 35,373	\$ 40,604	\$ 47,536	\$ 6,932	17.07%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Non-Departmental	35,373	40,604	47,536	6,932	17.07%
Total Expenditures by Department	\$ 35,373	\$ 40,604	\$ 47,536	\$ 6,932	17.07%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,334,450	\$ 1,564,715	\$ 1,785,622	\$ 220,907	14.12%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 2,133	\$ 2,197	\$ 2,212	\$ 15	0.68%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	65	25	25	-	-
Total Resources	\$ 65	\$ 25	\$ 25	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	1	10	10	-	-
Total Expenditures by Category	\$ 1	\$ 10	\$ 10	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	1	10	10	-	-
Total Expenditures by Department	\$ 1	\$ 10	\$ 10	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 2,197	\$ 2,212	\$ 2,227	\$ 15	0.68%

MEMORIALS FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 290,881	\$ 349,413	\$ 364,138	\$ 14,725	4.21%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	58,941	15,000	15,000	-	-
Total Resources	\$ 58,941	\$ 15,000	\$ 15,000	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	409	275	700	425	155%
Total Expenditures by Category	\$ 409	\$ 275	\$ 700	\$ 425	155%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	409	275	700	425	155%
Total Expenditures by Department	\$ 409	\$ 275	\$ 700	\$ 425	155%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 349,413	\$ 364,138	\$ 378,438	\$ 14,300	3.93%

ENTERPRISE FUNDS



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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 116,497,279	\$ 101,323,396	\$ 64,721,858	(\$ 36,601,538)	-36.12%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	68,258,777	75,115,828	74,028,224	(1,087,604)	-1.45%
Fines & Forfeits	201,847	175,000	175,000	-	-
Intergovernmental Revenue	142,392	4,732,343	300	(4,732,043)	-100%
Licenses & Permits	1,568	32,000	32,000	-	-
Miscellaneous Revenue	6,690,419	2,062,468	13,876,681	11,814,213	573%
Bond Proceeds	-	-	65,500,000	65,500,000	-
Transfers In	116,731	301,757	328,689	26,932	8.93%
Total Resources	\$ 75,411,735	\$ 82,419,396	\$ 153,940,894	\$ 71,521,498	86.78%

Resources by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Sewer (401)	6,024,994	5,643,240	6,689,915	1,046,675	18.55%
Sewer Construction (402)	2,562,755	1,327,249	2,647,096	1,319,847	99%
Sewer Capital Replacement (403)	4,349,037	3,569,049	36,495,422	32,926,373	923%
Water (404)	20,993,788	18,616,092	23,867,501	5,251,409	28.21%
Water Construction (405)	5,273,464	2,199,959	3,767,835	1,567,876	71.27%
Water Capital Replacement (406)	9,764,177	23,403,816	35,838,934	12,435,118	53.13%
Water Rights Acquisition (407)	2,845,095	3,660,928	19,895,503	16,234,575	443%
Cemetery (408)	605,305	635,774	652,706	16,932	2.66%
Municipal Golf Courses (409)	1,781,129	1,915,133	1,915,133	-	-
Downtown Parking (410)	346,404	244,100	324,100	80,000	32.77%
Stormwater (411)	1,123,097	2,942,852	2,942,852	-	-
Stormwater Construction (412)	3,751,883	1,776,342	1,682,139	(94,203)	-5.30%
Stormwater Replacement (413)	1,534,845	2,062,057	1,987,216	(74,841)	-3.63%
Sewer Debt Service (420)	1,390,841	2,242,162	2,284,340	42,178	1.88%
Water Debt Service (421)	12,487,591	11,614,643	12,384,202	769,559	6.63%
Stormwater Debt Service (422)	577,331	566,000	566,000	-	-
Total Resources by Fund	\$ 75,411,735	\$ 82,419,396	\$ 153,940,894	\$ 71,521,498	86.78%

Resources by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	2,386,434	2,550,907	2,567,839	16,932	0.66%
Finance	27,473	-	-	-	-
Municipal Court	200,209	175,000	175,000	-	-
Non-Departmental	8,809	1,100	1,100	-	-
Police	77	-	-	-	-
Public Works	7,096,991	7,415,251	7,326,207	(89,044)	-1.20%
Sewer	14,327,627	12,781,700	48,116,773	35,335,073	276%
Water	51,364,115	59,495,438	95,753,975	36,258,537	60.94%
Total Resources by Department	\$ 75,411,735	\$ 82,419,396	\$ 153,940,894	\$ 71,521,498	86.78%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	13,950,113	16,333,142	16,120,063	(213,079)	-1.30%
Supplies & Services	13,502,636	15,418,951	15,311,080	(107,871)	-0.70%
Capital	46,133,411	164,785,188	78,687,812	(86,097,376)	-52.25%
Debt	13,711,856	13,401,715	12,919,243	(482,472)	-3.60%
Transfers Out	3,287,602	3,611,615	3,898,555	286,940	7.94%
Total Expenditures by Category	\$ 90,585,617	\$ 213,550,611	\$ 126,936,753	(\$ 86,613,858)	-40.56%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Sewer (401)	7,832,025	7,258,867	7,626,046	367,179	5.06%
Sewer Construction (402)	3,353,324	6,812,903	1,021,744	(5,791,159)	-85.00%
Sewer Capital Replacement (403)	4,296,996	30,959,632	41,755,276	10,795,644	34.87%
Water (404)	16,906,999	21,441,383	21,494,646	53,263	0.25%
Water Construction (405)	5,660,638	67,371,639	5,815,537	(61,556,102)	-91.37%
Water Capital Replacement (406)	22,902,164	30,769,825	18,228,122	(12,541,703)	-40.76%
Water Rights Acquisition (407)	3,073,083	23,709,633	9,430,733	(14,278,900)	-60.22%
Cemetery (408)	668,848	785,809	640,662	(145,147)	-18.47%
Municipal Golf Courses (409)	1,771,316	2,254,601	1,903,783	(350,818)	-15.56%
Downtown Parking (410)	231,542	313,681	331,620	17,939	5.72%
Stormwater (411)	2,217,141	2,878,767	2,835,132	(43,635)	-1.52%
Stormwater Construction (412)	7,236,254	2,692,278	1,252,031	(1,440,247)	-53.50%
Stormwater Replacement (413)	892,607	3,017,946	1,791,246	(1,226,700)	-40.65%
Sewer Debt Service (420)	1,436,145	1,880,516	1,375,244	(505,272)	-26.87%
Water Debt Service (421)	11,583,538	10,853,481	10,886,381	32,900	0.30%
Stormwater Debt Service (422)	522,997	549,650	548,550	(1,100)	-0.20%
Total Expenditures by Fund	\$ 90,585,617	\$ 213,550,611	\$ 126,936,753	(\$ 86,613,858)	-40.56%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	2,440,164	3,040,410	2,544,445	(495,965)	-16.31%
Finance	6,192	-	-	-	-
Municipal Court	47,384	132,347	97,986	(34,361)	-25.96%
Non-Departmental	4,832	-	-	-	-
Police	144,653	145,362	164,281	18,919	13.02%
Public Works	10,897,480	9,174,613	6,496,312	(2,678,301)	-29.19%
Sewer	16,918,490	46,911,918	51,778,310	4,866,392	10.37%
Water	60,126,422	154,145,961	65,855,419	(88,290,542)	-57.28%
Total Expenditures by Department	\$ 90,585,617	\$ 213,550,611	\$ 126,936,753	(\$ 86,613,858)	-40.56%

Projected Ending Fund Balance & Reserves	\$ 101,323,396	\$ 64,721,858	\$ 101,848,139	\$ 37,126,281	57.36%
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SEWER FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 6,966,244	\$ 5,159,213	\$ 3,543,586	(\$ 1,615,627)	-31.32%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	4,947,965	5,438,240	6,484,915	1,046,675	19.25%
Licenses & Permits	-	32,000	32,000	-	-
Miscellaneous Revenue	1,077,028	173,000	173,000	-	-
Total Resources	\$ 6,024,994	\$ 5,643,240	\$ 6,689,915	\$ 1,046,675	18.55%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	3,368,248	3,868,668	3,726,331	(142,337)	-3.68%
Supplies & Services	3,840,459	2,815,623	3,217,561	401,938	14.28%
Capital	13,505	-	-	-	-
Transfers Out	609,813	574,576	682,154	107,578	18.72%
Total Expenditures by Category	\$ 7,832,025	\$ 7,258,867	\$ 7,626,046	\$ 367,179	5.06%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Sewer	7,832,025	7,258,867	7,626,046	367,179	5.06%
Total Expenditures by Department	\$ 7,832,025	\$ 7,258,867	\$ 7,626,046	\$ 367,179	5.06%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 5,159,213	\$ 3,543,586	\$ 2,607,455	(\$ 936,131)	-26.42%

SEWER CONSTRUCTION FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 5,128,710	\$ 4,338,142	\$ 2,639,494	(\$ 1,698,648)	-39.16%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	2,245,393	1,300,000	2,128,591	828,591	63.74%
Miscellaneous Revenue	317,362	27,249	18,505	(8,744)	-32.09%
Bond Proceeds	-	-	500,000	500,000	-
Total Resources	\$ 2,562,755	\$ 1,327,249	\$ 2,647,096	\$ 1,319,847	99%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	89,036	-	-	-	-
Supplies & Services	7,496	2,997	4,270	1,273	42.48%
Capital	3,099,087	6,643,961	879,000	(5,764,961)	-86.77%
Transfers Out	157,705	165,945	138,474	(27,471)	-16.55%
Total Expenditures by Category	\$ 3,353,324	\$ 6,812,903	\$ 1,021,744	(\$ 5,791,159)	-85.00%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Sewer	3,353,324	6,812,903	1,021,744	(5,791,159)	-85.00%
Total Expenditures by Department	\$ 3,353,324	\$ 6,812,903	\$ 1,021,744	(\$ 5,791,159)	-85.00%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 4,338,142	\$ 2,639,494	\$ 375,350	(\$ 2,264,144)	-85.78%

Cash Flow for Capital Improvement Plan	\$ 4,338,142	\$ 6,426,500	\$ 272,860	(\$ 6,153,640)	-95.75%
Projected Ending Fund Balance & Reserves					

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 13,828,614	\$ 13,880,655	\$ 11,658,140	(\$ 2,222,515)	-16.01%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	4,122,196	3,505,131	3,994,668	489,537	13.97%
Miscellaneous Revenue	226,841	63,918	4,000,754	3,936,836	6,159%
Bond Proceeds	-	-	28,500,000	28,500,000	-
Total Resources	\$ 4,349,037	\$ 3,569,049	\$ 36,495,422	\$ 32,926,373	923%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	89,101	-	-	-	-
Supplies & Services	59,818	7,031	13,076	6,045	85.98%
Capital	4,148,077	30,952,601	41,742,200	10,789,599	34.86%
Total Expenditures by Category	\$ 4,296,996	\$ 30,959,632	\$ 41,755,276	\$ 10,795,644	34.87%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Sewer	4,296,996	30,959,632	41,755,276	10,795,644	34.87%
Total Expenditures by Department	\$ 4,296,996	\$ 30,959,632	\$ 41,755,276	\$ 10,795,644	34.87%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 13,880,655	\$ 11,658,140	\$ 29,196,432	\$ 17,538,292	150%

Cash Flow for Capital Improvement Plan	\$ 13,880,655	\$ 36,826,208	\$ 77,162,646	\$ 40,336,438	109.53%
Projected Ending Fund Balance & Reserves					

SEWER DEBT SERVICE FUND FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,021,885	\$ 976,581	\$ 1,338,227	\$ 361,646	37.03%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,357,718	2,242,162	2,284,340	42,178	1.88%
Miscellaneous Revenue	33,124	-	-	-	-
Total Resources	\$ 1,390,841	\$ 2,242,162	\$ 2,284,340	\$ 42,178	1.88%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	737	-	5,000	5,000	-
Debt	1,435,408	1,880,516	1,370,244	(510,272)	-27.13%
Total Expenditures by Category	\$ 1,436,145	\$ 1,880,516	\$ 1,375,244	(\$ 505,272)	-26.87%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Sewer	1,436,145	1,880,516	1,375,244	(505,272)	-26.87%
Total Expenditures by Department	\$ 1,436,145	\$ 1,880,516	\$ 1,375,244	(\$ 505,272)	-26.87%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 976,581	\$ 1,338,227	\$ 2,247,323	\$ 909,096	67.93%

WATER FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 22,671,994	\$ 26,758,783	\$ 23,933,492	(\$ 2,825,291)	-10.56%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	19,024,342	18,373,939	23,675,348	5,301,409	28.85%
Miscellaneous Revenue	1,887,293	110,000	110,000	-	-
Transfers In	82,153	132,153	82,153	(50,000)	-37.83%
Total Resources	\$ 20,993,788	\$ 18,616,092	\$ 23,867,501	\$ 5,251,409	28.21%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	6,905,078	8,783,137	8,888,906	105,769	1.20%
Supplies & Services	8,097,726	10,500,284	10,235,367	(264,917)	-2.52%
Capital	14,107	-	64,100	64,100	-
Transfers Out	1,890,088	2,157,962	2,306,273	148,311	6.87%
Total Expenditures by Category	\$ 16,906,999	\$ 21,441,383	\$ 21,494,646	\$ 53,263	0.25%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Water	16,906,999	21,441,383	21,494,646	53,263	0.25%
Total Expenditures by Department	\$ 16,906,999	\$ 21,441,383	\$ 21,494,646	\$ 53,263	0.25%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 26,758,783	\$ 23,933,492	\$ 26,306,347	\$ 2,372,855	9.91%

WATER CONSTRUCTION FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 12,228,956	\$ 11,841,782	\$ 4,361,867	(\$ 7,479,915)	-63.17%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	4,606,676	2,095,000	3,639,881	1,544,881	73.74%
Intergovernmental Revenue	55,840	-	-	-	-
Miscellaneous Revenue	610,948	104,959	127,954	22,995	21.91%
Bond Proceeds	-	-	-	-	-
Total Resources	\$ 5,273,464	\$ 2,199,959	\$ 3,767,835	\$ 1,567,876	71.27%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	44,748	-	-	-	-
Supplies & Services	14,464	2,195	2,000	(195)	-8.88%
Capital	5,456,521	67,217,299	5,645,500	(61,571,799)	-91.60%
Transfers Out	144,905	152,145	168,037	15,892	10.45%
Total Expenditures by Category	\$ 5,660,638	\$ 67,371,639	\$ 5,815,537	(\$ 61,556,102)	-91.37%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Water	5,660,638	67,371,639	5,815,537	(61,556,102)	-91.37%
Total Expenditures by Department	\$ 5,660,638	\$ 67,371,639	\$ 5,815,537	(\$ 61,556,102)	-91.37%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 11,841,782	\$ 4,361,867	\$ 2,314,165	(\$ 2,047,702)	-46.95%

Cash Flow for Capital Improvement Plan	\$ 11,841,782	\$ 62,053,632	\$ 60,005,930	(\$ 2,047,702)	-3.30%
Projected Ending Fund Balance & Reserves					

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 20,451,309	\$ 7,313,322	\$ 3,252,408	(\$ 4,060,914)	-55.53%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	9,059,772	18,649,126	9,207,734	(9,441,392)	-50.63%
Intergovernmental Revenue	86,252	4,732,043	-	(4,732,043)	-100%
Miscellaneous Revenue	618,153	22,647	9,131,200	9,108,553	40,220%
Bond Proceeds	-	-	17,500,000	17,500,000	-
Total Resources	\$ 9,764,177	\$ 23,403,816	\$ 35,838,934	\$ 12,435,118	53.13%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	155,661	-	-	-	-
Supplies & Services	55,471	4,691	2,379	(2,312)	-49.29%
Capital	22,691,033	30,765,134	18,176,233	(12,588,901)	-40.92%
Transfers Out	-	-	49,510	49,510	-
Total Expenditures by Category	\$ 22,902,164	\$ 30,769,825	\$ 18,228,122	(\$ 12,541,703)	-40.76%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Water	22,902,164	30,769,825	18,228,122	(12,541,703)	-40.76%
Total Expenditures by Department	\$ 22,902,164	\$ 30,769,825	\$ 18,228,122	(\$ 12,541,703)	-40.76%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 7,313,322	\$ 3,252,408	\$ 13,481,720	\$ 10,229,312	315%

Cash Flow for Capital Improvement Plan	\$ 7,313,322	\$ 6,557,503	\$ 9,405,315	\$ 2,847,812	43.43%
Projected Ending Fund Balance & Reserves					

WATER RIGHTS ACQUISITION FUND

To account for the purchase of water rights.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 17,057,769	\$ 16,829,781	\$ 1,358,819	(\$ 15,470,962)	-91.93%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,788,873	2,350,000	850,000	(1,500,000)	-63.83%
Miscellaneous Revenue	1,056,222	1,310,928	45,503	(1,265,425)	-96.53%
Bond Proceeds	-	-	19,000,000	19,000,000	-
Total Resources	\$ 2,845,095	\$ 3,660,928	\$ 19,895,503	\$ 16,234,575	443%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	7,359	-	-	-	-
Supplies & Services	11,042	11,872	11,233	(639)	-5.38%
Capital	3,054,683	23,697,761	9,419,500	(14,278,261)	-60.25%
Total Expenditures by Category	\$ 3,073,083	\$ 23,709,633	\$ 9,430,733	(\$ 14,278,900)	-60.22%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Water	3,073,083	23,709,633	9,430,733	(14,278,900)	-60.22%
Total Expenditures by Department	\$ 3,073,083	\$ 23,709,633	\$ 9,430,733	(\$ 14,278,900)	-60.22%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 16,829,781	\$ 1,358,819	\$ 10,418,579	\$ 9,059,760	667%

Cash Flow for Capital Improvement Plan	\$ 16,829,781	\$ 5,936,562	\$ 13,591,312	\$ 7,654,750	128.94%
Projected Ending Fund Balance & Reserves					

WATER DEBT SERVICE FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 7,514,774	\$ 8,418,827	\$ 9,179,989	\$ 761,162	9.04%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	12,118,334	11,614,643	12,384,202	769,559	6.63%
Miscellaneous Revenue	369,257	-	-	-	-
Total Resources	\$ 12,487,591	\$ 11,614,643	\$ 12,384,202	\$ 769,559	6.63%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	8,237	-	-	-	-
Debt	11,575,301	10,853,481	10,886,381	32,900	0.30%
Total Expenditures by Category	\$ 11,583,538	\$ 10,853,481	\$ 10,886,381	\$ 32,900	0.30%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Water	11,583,538	10,853,481	10,886,381	32,900	0.30%
Total Expenditures by Department	\$ 11,583,538	\$ 10,853,481	\$ 10,886,381	\$ 32,900	0.30%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 8,418,827	\$ 9,179,989	\$ 10,677,810	\$ 1,497,821	16.32%

CEMETERY FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 449,995	\$ 386,452	\$ 236,417	(\$ 150,035)	-38.82%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	326,949	345,270	345,270	-	-
Miscellaneous Revenue	243,778	120,900	60,900	(60,000)	-49.63%
Transfers In	34,578	169,604	246,536	76,932	45.36%
Total Resources	\$ 605,305	\$ 635,774	\$ 652,706	\$ 16,932	2.66%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	418,319	463,973	451,604	(12,369)	-2.67%
Supplies & Services	214,928	271,836	189,058	(82,778)	-30.45%
Capital	35,602	50,000	-	(50,000)	-100%
Total Expenditures by Category	\$ 668,848	\$ 785,809	\$ 640,662	(\$ 145,147)	-18.47%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	668,848	785,809	640,662	(145,147)	-18.47%
Total Expenditures by Department	\$ 668,848	\$ 785,809	\$ 640,662	(\$ 145,147)	-18.47%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 386,452	\$ 236,417	\$ 248,461	\$ 12,044	5.09%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 593,240	\$ 603,053	\$ 263,585	(\$ 339,468)	-56.29%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,754,472	1,913,533	1,913,533	-	-
Miscellaneous Revenue	26,656	1,600	1,600	-	-
Total Resources	\$ 1,781,129	\$ 1,915,133	\$ 1,915,133	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	932,128	1,029,468	1,005,387	(24,081)	-2.34%
Supplies & Services	660,811	1,068,065	780,328	(287,737)	-26.94%
Capital	-	35,000	-	(35,000)	-100%
Debt	178,377	119,068	115,068	(4,000)	-3.36%
Transfers Out	-	3,000	3,000	-	-
Total Expenditures by Category	\$ 1,771,316	\$ 2,254,601	\$ 1,903,783	(\$ 350,818)	-15.56%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	1,771,316	2,254,601	1,903,783	(350,818)	-15.56%
Total Expenditures by Department	\$ 1,771,316	\$ 2,254,601	\$ 1,903,783	(\$ 350,818)	-15.56%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 603,053	\$ 263,585	\$ 274,935	\$ 11,350	4.31%

DOWNTOWN PARKING FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 209,356	\$ 324,217	\$ 254,636	(\$ 69,581)	-21.46%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Fines & Forfeits	201,847	175,000	175,000	-	-
Miscellaneous Revenue	144,556	69,100	149,100	80,000	116%
Total Resources	\$ 346,404	\$ 244,100	\$ 324,100	\$ 80,000	32.77%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	139,986	185,811	155,630	(30,181)	-16.24%
Supplies & Services	91,556	127,870	175,990	48,120	37.63%
Total Expenditures by Category	\$ 231,542	\$ 313,681	\$ 331,620	\$ 17,939	5.72%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Finance	6,192	-	-	-	-
Municipal Court	47,384	132,347	97,986	(34,361)	-25.96%
Non-Departmental	4,832	-	-	-	-
Police	144,653	145,362	164,281	18,919	13.02%
Public Works	28,481	35,972	69,353	33,381	92.80%
Total Expenditures by Department	\$ 231,542	\$ 313,681	\$ 331,620	\$ 17,939	5.72%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 324,217	\$ 254,636	\$ 247,116	(\$ 7,520)	-2.95%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 2,800,601	\$ 1,706,556	\$ 1,770,641	\$ 64,085	3.76%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,062,604	2,915,445	2,915,445	-	-
Intergovernmental Revenue	300	300	300	-	-
Licenses & Permits	1,568	-	-	-	-
Miscellaneous Revenue	58,625	27,107	27,107	-	-
Total Resources	\$ 1,123,097	\$ 2,942,852	\$ 2,942,852	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	1,544,294	2,002,085	1,892,205	(109,880)	-5.49%
Supplies & Services	437,905	602,065	670,322	68,257	11.34%
Capital	15,662	2,382	-	(2,382)	-100%
Transfers Out	219,280	272,235	272,605	370	0.14%
Total Expenditures by Category	\$ 2,217,141	\$ 2,878,767	\$ 2,835,132	(\$ 43,635)	-1.52%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Works	2,217,141	2,878,767	2,835,132	(43,635)	-1.52%
Total Expenditures by Department	\$ 2,217,141	\$ 2,878,767	\$ 2,835,132	(\$ 43,635)	-1.52%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,706,556	\$ 1,770,641	\$ 1,878,361	\$ 107,720	6.08%

STORMWATER CONSTRUCTION FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 4,587,190	\$ 1,102,819	\$ 186,883	(\$ 915,936)	-83.05%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	3,688,533	1,760,608	1,666,406	(94,202)	-5.35%
Miscellaneous Revenue	63,350	15,734	15,733	(1)	-0.01%
Bond Proceeds	-	-	-	-	-
Total Resources	\$ 3,751,883	\$ 1,776,342	\$ 1,682,139	(\$ 94,203)	-5.30%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	148,897	-	-	-	-
Supplies & Services	1,296	2,122	2,196	74	3.49%
Capital	6,820,250	2,411,654	971,333	(1,440,321)	-59.72%
Transfers Out	265,810	278,502	278,502	-	-
Total Expenditures by Category	\$ 7,236,254	\$ 2,692,278	\$ 1,252,031	(\$ 1,440,247)	-53.50%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Works	7,236,254	2,692,278	1,252,031	(1,440,247)	-53.50%
Total Expenditures by Department	\$ 7,236,254	\$ 2,692,278	\$ 1,252,031	(\$ 1,440,247)	-53.50%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,102,819	\$ 186,883	\$ 616,991	\$ 430,108	230%

Cash Flow for Capital Improvement Plan	\$ 1,102,819	\$ 186,883	\$ 616,991	\$ 430,108	230.15%
Projected Ending Fund Balance & Reserves					

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 714,425	\$ 1,356,663	\$ 400,774	(\$ 955,889)	-70.46%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,589,264	2,046,731	1,971,891	(74,840)	-3.66%
Miscellaneous Revenue	-54,419	15,326	15,325	(1)	-0.01%
Total Resources	\$ 1,534,845	\$ 2,062,057	\$ 1,987,216	(\$ 74,841)	-3.63%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	107,258	-	-	-	-
Supplies & Services	463	1,300	1,300	-	-
Capital	784,886	3,009,396	1,789,946	(1,219,450)	-40.52%
Transfers Out	-	7,250	-	(7,250)	-100%
Total Expenditures by Category	\$ 892,607	\$ 3,017,946	\$ 1,791,246	(\$ 1,226,700)	-40.65%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Works	892,607	3,017,946	1,791,246	(1,226,700)	-40.65%
Total Expenditures by Department	\$ 892,607	\$ 3,017,946	\$ 1,791,246	(\$ 1,226,700)	-40.65%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,356,663	\$ 400,774	\$ 596,744	\$ 195,970	48.90%

STORMWATER DEBT SERVICE FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 272,216	\$ 326,550	\$ 342,900	\$ 16,350	5.01%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	565,686	566,000	566,000	-	-
Miscellaneous Revenue	11,644	-	-	-	-
Total Resources	\$ 577,331	\$ 566,000	\$ 566,000	-	-

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	227	1,000	1,000	-	-
Debt	522,770	548,650	547,550	(1,100)	-0.20%
Total Expenditures by Category	\$ 522,997	\$ 549,650	\$ 548,550	(\$ 1,100)	-0.20%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Works	522,997	549,650	548,550	(1,100)	-0.20%
Total Expenditures by Department	\$ 522,997	\$ 549,650	\$ 548,550	(\$ 1,100)	-0.20%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 326,550	\$ 342,900	\$ 360,350	\$ 17,450	5.09%

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 17,060,888	\$ 19,493,821	\$ 16,036,066	(\$ 3,457,755)	-17.74%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	26,100,769	30,322,570	30,086,623	(235,947)	-0.78%
Miscellaneous Revenue	1,248,656	544,352	548,640	4,288	0.79%
Transfers In	3,791,860	1,862,829	1,770,806	(92,023)	-4.94%
Total Resources	\$ 31,141,285	\$ 32,729,751	\$ 32,406,069	(\$ 323,682)	-0.99%

Resources by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Equipment Maintenance (502)	2,824,665	3,422,007	2,963,125	(458,882)	-13.41%
Information Technology (503)	4,612,909	5,934,368	6,147,903	213,535	3.60%
Health (504)	12,958,885	15,561,440	16,128,731	567,291	3.65%
Workers' Compensation (505)	1,721,599	1,641,157	996,278	(644,879)	-39.29%
Communications (506)	232,745	302,100	255,618	(46,482)	-15.39%
Liability (507)	1,824,469	2,232,160	2,931,956	699,796	31.35%
Fleet Replacement (512)	3,197,765	3,119,719	2,885,689	(234,030)	-7.50%
Information Technology Acquisition (513)	3,768,248	516,800	96,769	(420,031)	-81.28%
Total Resources by Fund	\$ 31,141,285	\$ 32,729,751	\$ 32,406,069	(\$ 323,682)	-0.99%

Resources by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	-	15,000	-	(15,000)	-100%
Finance	232,745	302,100	255,618	(46,482)	-15.39%
Fire	53,500	53,500	90,996	37,496	70.09%
Human Resources	16,342,878	19,207,757	19,829,965	622,208	3.24%
Information Technology	8,381,157	6,451,168	6,244,672	(206,496)	-3.20%
Non-Departmental	162,075	227,000	227,000	-	-
Police	45,350	45,350	45,350	-	-
Public Works	5,923,580	6,427,876	5,712,468	(715,408)	-11.13%
Total Resources by Department	\$ 31,141,285	\$ 32,729,751	\$ 32,406,069	(\$ 323,682)	-0.99%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	3,875,135	4,447,139	4,581,676	134,537	3.03%
Supplies & Services	21,151,675	28,102,104	25,889,569	(2,212,535)	-7.87%
Capital	3,542,792	3,433,501	1,432,552	(2,000,949)	-58.28%
Debt	138,749	138,750	138,749	(1)	0.00%
Transfers Out	-	66,012	500,000	433,988	657%
Total Expenditures by Category	\$ 28,708,351	\$ 36,187,506	\$ 32,542,546	(\$ 3,644,960)	-10.07%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Equipment Maintenance (502)	2,903,546	3,455,237	2,893,597	(561,640)	-16.25%
Information Technology (503)	4,678,972	6,154,637	6,114,474	(40,163)	-0.65%
Health (504)	13,359,693	15,757,426	16,551,575	794,149	5.04%
Workers' Compensation (505)	1,064,913	1,707,753	1,722,799	15,046	0.88%
Communications (506)	181,269	204,200	204,200	-	-
Liability (507)	2,323,947	1,651,044	2,670,904	1,019,860	61.77%
Fleet Replacement (512)	2,552,421	3,306,236	1,804,228	(1,502,008)	-45.43%
Information Technology Acquisition (513)	1,643,591	3,950,973	580,769	(3,370,204)	-85.30%
Total Expenditures by Fund	\$ 28,708,351	\$ 36,187,506	\$ 32,542,546	(\$ 3,644,960)	-10.07%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	380,074	352,594	335,100	(17,494)	-4.96%
Finance	181,269	204,200	204,200	-	-
Human Resources	16,748,552	19,116,223	20,945,278	1,829,055	9.57%
Information Technology	6,322,563	10,105,610	6,695,243	(3,410,367)	-33.75%
Public Works	5,075,894	6,408,879	4,362,725	(2,046,154)	-31.93%
Total Expenditures by Department	\$ 28,708,351	\$ 36,187,506	\$ 32,542,546	(\$ 3,644,960)	-10.07%

Projected Ending Fund Balance & Reserves	\$ 19,493,821	\$ 16,036,066	\$ 15,899,589	(\$ 136,477)	-0.85%
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EQUIPMENT MAINTENANCE FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 566,216	\$ 487,334	\$ 454,104	(\$ 33,230)	-6.82%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	2,664,246	3,399,058	2,940,176	(458,882)	-13.50%
Miscellaneous Revenue	419	22,949	22,949	-	-
Transfers In	160,000	-	-	-	-
Total Resources	\$ 2,824,665	\$ 3,422,007	\$ 2,963,125	(\$ 458,882)	-13.41%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	787,112	821,213	791,063	(30,150)	-3.67%
Supplies & Services	2,047,315	2,612,549	2,081,059	(531,490)	-20.34%
Capital	69,119	21,475	21,475	-	-
Total Expenditures by Category	\$ 2,903,546	\$ 3,455,237	\$ 2,893,597	(\$ 561,640)	-16.25%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Public Works	2,903,546	3,455,237	2,893,597	(561,640)	-16.25%
Total Expenditures by Department	\$ 2,903,546	\$ 3,455,237	\$ 2,893,597	(\$ 561,640)	-16.25%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 487,334	\$ 454,104	\$ 523,632	\$ 69,528	15.31%

INFORMATION TECHNOLOGY FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 562,448	\$ 496,384	\$ 276,115	(\$ 220,269)	-44.37%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	4,320,795	4,891,339	4,875,597	(15,742)	-0.32%
Miscellaneous Revenue	20,042	1,000	1,500	500	50.00%
Transfers In	272,072	1,042,029	1,270,806	228,777	21.95%
Total Resources	\$ 4,612,909	\$ 5,934,368	\$ 6,147,903	\$ 213,535	3.60%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	2,720,811	3,258,984	3,472,892	213,908	6.56%
Supplies & Services	1,958,161	2,839,853	2,640,082	(199,771)	-7.03%
Capital	-	-	1,500	1,500	-
Transfers Out	-	55,800	-	(55,800)	-100%
Total Expenditures by Category	\$ 4,678,972	\$ 6,154,637	\$ 6,114,474	(\$ 40,163)	-0.65%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Information Technology	4,678,972	6,154,637	6,114,474	(40,163)	-0.65%
Total Expenditures by Department	\$ 4,678,972	\$ 6,154,637	\$ 6,114,474	(\$ 40,163)	-0.65%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 496,384	\$ 276,115	\$ 309,544	\$ 33,429	12.11%

HEALTH FUND

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.

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 4,556,762	\$ 4,155,954	\$ 3,959,968	(\$ 195,986)	-4.72%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	12,713,809	15,415,940	15,983,231	567,291	3.68%
Miscellaneous Revenue	245,075	145,500	145,500	-	-
Total Resources	\$ 12,958,885	\$ 15,561,440	\$ 16,128,731	\$ 567,291	3.65%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	151,381	190,519	140,638	(49,881)	-26.18%
Supplies & Services	13,208,311	15,566,907	16,410,937	844,030	5.42%
Total Expenditures by Category	\$ 13,359,693	\$ 15,757,426	\$ 16,551,575	\$ 794,149	5.04%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Human Resources	13,359,693	15,757,426	16,551,575	794,149	5.04%
Total Expenditures by Department	\$ 13,359,693	\$ 15,757,426	\$ 16,551,575	\$ 794,149	5.04%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 4,155,954	\$ 3,959,968	\$ 3,537,124	(\$ 422,844)	-10.68%

WORKERS' COMPENSATION FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 4,420,760	\$ 5,077,447	\$ 5,010,851	(\$ 66,596)	-1.31%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,373,425	1,389,466	744,587	(644,879)	-46.41%
Miscellaneous Revenue	348,174	251,691	251,691	-	-
Total Resources	\$ 1,721,599	\$ 1,641,157	\$ 996,278	(\$ 644,879)	-39.29%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	24,108	91,791	91,837	46	0.05%
Supplies & Services	1,040,805	1,615,962	1,630,962	15,000	0.93%
Total Expenditures by Category	\$ 1,064,913	\$ 1,707,753	\$ 1,722,799	\$ 15,046	0.88%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Human Resources	1,064,913	1,707,753	1,722,799	15,046	0.88%
Total Expenditures by Department	\$ 1,064,913	\$ 1,707,753	\$ 1,722,799	\$ 15,046	0.88%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 5,077,447	\$ 5,010,851	\$ 4,284,330	(\$ 726,521)	-14.50%

COMMUNICATIONS FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 547,595	\$ 599,071	\$ 696,971	\$ 97,900	16.34%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	215,525	301,100	254,618	(46,482)	-15.44%
Miscellaneous Revenue	17,220	1,000	1,000	-	-
Total Resources	\$ 232,745	\$ 302,100	\$ 255,618	(\$ 46,482)	-15.39%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	181,269	204,200	204,200	-	-
Total Expenditures by Category	\$ 181,269	\$ 204,200	\$ 204,200	-	-

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Finance	181,269	204,200	204,200	-	-
Total Expenditures by Department	\$ 181,269	\$ 204,200	\$ 204,200	-	-

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 599,071	\$ 696,971	\$ 748,389	\$ 51,418	7.38%

LIABILITY FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,622,415	\$ 1,122,937	\$ 1,704,053	\$ 581,116	51.75%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	1,691,814	1,695,948	2,405,956	710,008	41.86%
Miscellaneous Revenue	132,655	36,212	26,000	(10,212)	-28.20%
Transfers In	-	500,000	500,000	-	-
Total Resources	\$ 1,824,469	\$ 2,232,160	\$ 2,931,956	\$ 699,796	31.35%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	158,894	84,632	85,246	614	0.73%
Supplies & Services	2,165,053	1,556,200	2,585,658	1,029,458	66.15%
Transfers Out	-	10,212	-	(10,212)	-100%
Total Expenditures by Category	\$ 2,323,947	\$ 1,651,044	\$ 2,670,904	\$ 1,019,860	61.77%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Human Resources	2,323,947	1,651,044	2,670,904	1,019,860	61.77%
Total Expenditures by Department	\$ 2,323,947	\$ 1,651,044	\$ 2,670,904	\$ 1,019,860	61.77%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 1,122,937	\$ 1,704,053	\$ 1,965,105	\$ 261,052	15.32%

FLEET REPLACEMENT FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 1,571,942	\$ 2,217,286	\$ 2,030,769	(\$ 186,517)	-8.41%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	2,795,954	3,024,719	2,805,689	(219,030)	-7.24%
Miscellaneous Revenue	339,311	80,000	80,000	-	-
Transfers In	62,500	15,000	-	(15,000)	-100%
Total Resources	\$ 3,197,765	\$ 3,119,719	\$ 2,885,689	(\$ 234,030)	-7.50%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Supplies & Services	58,757	332,671	332,671	-	-
Capital	2,354,915	2,834,815	1,332,808	(1,502,007)	-52.98%
Debt	138,749	138,750	138,749	(1)	0.00%
Total Expenditures by Category	\$ 2,552,421	\$ 3,306,236	\$ 1,804,228	(\$ 1,502,008)	-45.43%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Culture, Parks & Recreation	380,074	352,594	335,100	(17,494)	-4.96%
Public Works	2,172,348	2,953,642	1,469,128	(1,484,514)	-50.26%
Total Expenditures by Department	\$ 2,552,421	\$ 3,306,236	\$ 1,804,228	(\$ 1,502,008)	-45.43%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 2,217,286	\$ 2,030,769	\$ 3,112,230	\$ 1,081,461	53.25%

INFORMATION TECHNOLOGY ACQUISITION FUND

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

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Beginning Fund Balance & Reserves	\$ 3,212,751	\$ 5,337,408	\$ 1,903,235	(\$ 3,434,173)	-64.34%

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	325,202	205,000	76,769	(128,231)	-62.55%
Miscellaneous Revenue	145,759	6,000	20,000	14,000	233%
Transfers In	3,297,288	305,800	-	(305,800)	-100%
Total Resources	\$ 3,768,248	\$ 516,800	\$ 96,769	(\$ 420,031)	-81.28%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	32,829	-	-	-	-
Supplies & Services	492,004	3,373,762	4,000	(3,369,762)	-100%
Capital	1,118,758	577,211	76,769	(500,442)	-86.70%
Transfers Out	-	-	500,000	500,000	-
Total Expenditures by Category	\$ 1,643,591	\$ 3,950,973	\$ 580,769	(\$ 3,370,204)	-85.30%

Expenditures by Department	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Information Technology	1,643,591	3,950,973	580,769	(3,370,204)	-85.30%
Total Expenditures by Department	\$ 1,643,591	\$ 3,950,973	\$ 580,769	(\$ 3,370,204)	-85.30%

	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Projected Ending Fund Balance & Reserves	\$ 5,337,408	\$ 1,903,235	\$ 1,419,235	(\$ 484,000)	-25.43%

CITY ATTORNEY'S OFFICE



Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Transfers In	670,242	580,660	658,850	78,190	13.47%
Use of Fund Balance	931,411	1,453,180	1,647,050	193,870	13.34%
Total Resources	\$ 1,601,653	\$ 2,033,840	\$ 2,305,900	\$ 272,060	13.38%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	1,474,235	1,866,741	2,161,581	294,840	15.79%
Supplies & Services	125,888	167,099	144,319	(22,780)	-13.63%
Capital	1,530	-	-	-	-
Total Expenditures by Category	\$ 1,601,653	\$ 2,033,840	\$ 2,305,900	\$ 272,060	13.38%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	1,601,653	2,033,840	2,305,900	272,060	13.38%
Total Expenditures by Fund	\$ 1,601,653	\$ 2,033,840	\$ 2,305,900	\$ 272,060	13.38%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
CAO Administration	1,155,546	1,505,298	1,735,848	230,550	15.32%
Environmental & Water Resources	446,107	528,542	570,052	41,510	7.85%
Total Expenditures by Activity	\$ 1,601,653	\$ 2,033,840	\$ 2,305,900	\$ 272,060	13.38%

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.

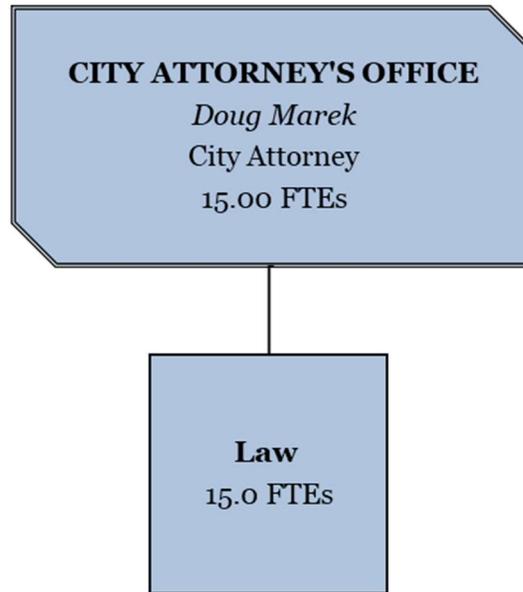
HOW THE DEPARTMENT IS ORGANIZED

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 are 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, one Assistant Attorney II, two Assistant City Attorney I's, three Legal Assistants and one Administrative Specialist. The Deputy acts as the City Attorney in the City 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



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Police Attorney II & Contracted Services	191,749
Total Additions	\$ 191,749

FTE SUMMARY

City Attorney's Office	2019 Actual	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administrative Specialist I	1.00	1.00	-	1.00
Assistant City Attorney I	2.00	2.00	(1.00)	1.00
Assistant City Attorney II	1.00	1.00	2.00	3.00
City Attorney	1.00	1.00	-	1.00
Deputy City Attorney	1.00	1.00	-	1.00
Paralegal	2.00	2.00	-	2.00
Senior Attorney	2.00	2.00	-	2.00
Environmental & Water Resources				-
Environmental & Water Resource Attorney I	2.00	2.00	(1.00)	1.00
Environmental & Water Resource Attorney II	1.00	1.00	-	1.00
Paralegal	1.00	1.00	-	1.00
Senior Environmental & Water Resource Attorney	-	-	1.00	1.00
Total City Attorney's Office	14.00	14.00	1.00	15.00

2021 HIGHLIGHTS

- Actively work to protect the City from liability in a variety of settings
- Assist Departments in meeting their yearly objectives by providing legal support for City projects
- Assist Departments to update and develop standardized processes, procedures, and forms with an overall goal to achieve operational excellence city-wide
- Strive to address increasing demand for legal services by identifying and tracking individual tasks associated with complex legal work
- Promote traffic and neighborhood safety by vigilantly prosecuting municipal court and administrative violations

PERFORMANCE INDICATORS

- Complete and evaluate client outreach meetings for additional training opportunities
- Identify best practices through Legal Project Management methodologies
- Monitor and improve response rates and project completion
- Orient and support new executive leadership with legal overview and rules review

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Governance	CAO - Administration	866,660	1,128,974	1,301,886	172,913	15.32%	1
	Environmental & Water Resources	446,107	528,542	570,052	41,510	7.85%	2
	Prosecution of Offenses & Misdemeanor Infractions	173,332	225,795	260,377	34,583	15.32%	3
	Prosecution of Traffic Infractions with Scheduled Fines	115,555	150,530	173,585	23,055	15.32%	3
	Total Expenditures by PBB Quartile	\$ 1,601,653	\$ 2,033,840	\$ 2,305,900	\$ 272,060	13.38%	



CITY COUNCIL AND CITY CLERK'S OFFICE



Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	750	-	-	-	-
Licenses & Permits	38,776	41,800	41,350	(450)	-1.08%
Miscellaneous Revenue	299	-	-	-	-
Transfers In	81,693	72,260	85,062	12,802	17.72%
Use of Fund Balance	737,708	915,522	842,471	(73,051)	-7.98%
Total Resources	\$ 859,225	\$ 1,029,582	\$ 968,883	(\$ 60,699)	-5.90%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	588,747	645,180	640,852	(4,328)	-0.67%
Supplies & Services	270,478	384,402	328,031	(56,371)	-14.66%
Total Expenditures by Category	\$ 859,225	\$ 1,029,582	\$ 968,883	(\$ 60,699)	-5.90%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	859,225	1,029,582	968,883	(60,699)	-5.90%
Total Expenditures by Fund	\$ 859,225	\$ 1,029,582	\$ 968,883	(\$ 60,699)	-5.90%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Boards & Commissions	25,501	32,250	31,471	(779)	-2.42%
Clerk To Council	383,592	338,672	319,558	(19,114)	-5.64%
Council	117,863	144,517	144,617	100	0.07%
Elections	78,641	90,000	90,000	-	-
Hearing Officer Support	30,290	34,005	32,755	(1,250)	-3.68%
Information Technology Charges	90,668	94,766	94,766	-	-
Liquor Licensing	41,963	54,727	52,284	(2,443)	-4.46%
Records Management	90,707	240,645	203,432	(37,213)	-15.46%
Total Expenditures by Activity	\$ 859,225	\$ 1,029,582	\$ 968,883	(\$ 60,699)	-5.90%

GENERAL DESCRIPTION

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

The **City Council** consists of the Mayor and six Councilmembers, all of whom 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 also 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.

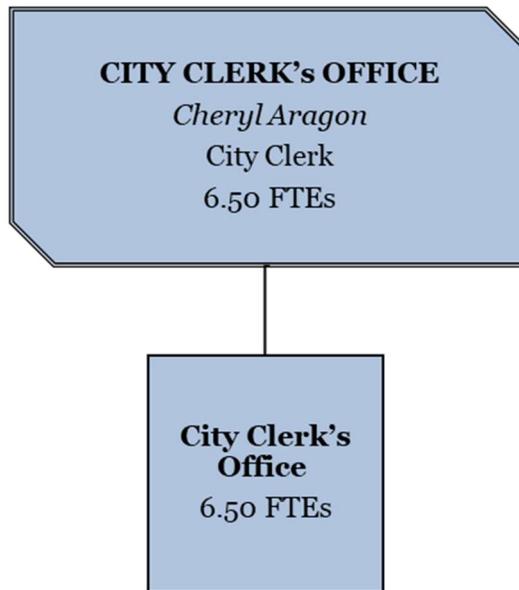
The **City Clerk** serves as clerk to the governing body, a custodian of the city laws and records, provides election administration, coordinates board and commission appointments, manages alcohol beverage licensing, and serves as administrative support to the City's Administrative Code Hearing Officer. The City Clerk is appointed by the City Manager, subject to formal approval by 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 six primary functions are clerk to Council, boards and commissions, elections, alcohol beverage licensing, records management, and clerk to the administrative code hearing officer. These functions are handled by a Clerical Assistant, two Administrative Assistants, two Assistant City Clerks, a Deputy City Clerk, and the City Clerk.

ORGANIZATIONAL CHART



FTE SUMMARY

City Clerk's Office	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administrative Specialist II	1.50	1.50	-	1.50
Assistant City Clerk	2.00	2.00	-	2.00
City Clerk	1.00	1.00	-	1.00
Clerical Assistant	1.00	1.00	-	1.00
Deputy City Clerk	1.00	1.00	-	1.00
Total City Clerk's Office	6.50	6.50	-	6.50

2021 HIGHLIGHTS

- 2021 Municipal Election
 - Charter Review
 - Potential Ballot Issues
 - Mayor, At-large, Wards 2 & 3 seats
- 2021 Department Code Review Commitments, maintenance
- Records Management – Centralization, continued/Inventory & Tracking Software, Continued implementation, maintenance

PERFORMANCE INDICATORS

- Department Code Review Commitments
- RIM Internal Scorecard – Target 28
- Voter Participation

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	AHO Support	33,917	37,796	36,546	(1,250)	-3.31%	2
	Boards & Commissions	29,128	36,041	35,262	(779)	-2.16%	2
	Elections	85,894	97,581	97,581	-	-	3
	Liquor Licensing	47,403	60,413	57,970	(2,443)	-4.04%	2
Governance	City Council	133,276	160,627	160,727	100	0.06%	1
	Clerk to Council	417,139	373,735	354,621	(19,114)	-5.11%	2
	Records Management	112,467	263,389	226,176	(37,213)	-14.13%	2
Total Expenditures by PBB Quartile		\$ 859,225	\$ 1,029,582	\$ 968,883	(\$ 60,699)	-5.90%	



CITY MANAGER'S OFFICE



Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	47,450	40,000	40,000	-	-
Transfers In	242,436	224,164	254,552	30,388	13.56%
Use of Fund Balance	1,154,548	1,789,424	1,536,899	(252,525)	-14.11%
Total Resources	\$ 1,444,434	\$ 2,053,588	\$ 1,831,451	(\$ 222,137)	-10.82%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	992,533	1,202,300	1,252,171	49,871	4.15%
Supplies & Services	451,901	851,288	579,280	(272,008)	-31.95%
Total Expenditures by Category	\$ 1,444,434	\$ 2,053,588	\$ 1,831,451	(\$ 222,137)	-10.82%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	1,444,434	2,053,588	1,831,451	(222,137)	-10.82%
Total Expenditures by Fund	\$ 1,444,434	\$ 2,053,588	\$ 1,831,451	(\$ 222,137)	-10.82%

Expenditures by Division	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
City Managers Office	1,091,994	1,596,729	1,389,498	(207,231)	-12.98%
Real Estate	352,440	456,859	441,953	(14,906)	-3.26%
Total Expenditures by Division	\$ 1,444,434	\$ 2,053,588	\$ 1,831,451	(\$ 222,137)	-10.82%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Achieving Community Excellence (ACE)	122,811	257,869	122,000	(135,869)	-52.69%
City Manager	817,454	935,400	967,498	32,098	3.43%
Homeless Shelter	51,730	303,460	200,000	(103,460)	-34.09%
Information Technology Charges	100,000	100,000	100,000	-	-
Real Estate	352,440	456,859	441,953	(14,906)	-3.26%
Total Expenditures by Activity	\$ 1,444,434	\$ 2,053,588	\$ 1,831,451	(\$ 222,137)	-10.82%

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. The City Manager is also responsible for the enforcement of local laws and for the assurance of sound fiscal and operational practices of the city.

HOW THE DEPARTMENT IS ORGANIZED

This department consists of the City Manager and two Assistant City Managers who are supported by a Senior Administrative Specialist. In addition, the Real Estate Division is housed in this office.

The City Manager is responsible for developing and delivering efficient services as prioritized by City Council.

ORGANIZATIONAL CHART



FTE SUMMARY

City Manager's Office	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
City Manager	1.00	1.00	-	1.00
Assistant City Manager	2.00	2.00	-	2.00
Administrative Specialist II	1.00	1.00	-	1.00
Real Estate				
Real Estate Manager	1.00	1.00	-	1.00
Real Estate Specialist	1.00	1.00	1.00	2.00
Real Estate Technician	1.00	2.00	(1.00)	1.00
Total City Manager's Office	7.00	8.00	-	8.00

2021 HIGHLIGHTS

- Continue momentum in Executive Team Leadership initiatives
- Continue management of the revenue and service related impacts of COVID-19
- Support integrated communication and project management across departments
- Enhance City “Futures Forecasting” ability to anticipate and leverage changes in economic, social, innovation, and legislative landscapes
- Continued integration of real estate management services throughout projects, acquisitions and dispositions across the organization
- Support and expand community and regional relationships

PERFORMANCE MEASURES

- Continue momentum in Executive Team Leadership initiatives

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	Greeley Creative District	155,316	177,726	183,825	6,099	3.43%	3
	Neighborhood Resources	51,730	303,460	200,000	(103,460)	-34.09%	3
Governance	City Manager's Office	853,948	1,084,543	974,673	(109,870)	-10.13%	1
	Real Estate Management	383,440	487,859	472,953	(14,906)	-3.06%	4
Total Expenditures by PBB Quartile		\$ 1,444,434	\$ 2,053,588	\$ 1,831,451	(\$ 222,137)	-10.82%	

REAL ESTATE

PURPOSE: Successful implementation of the City Manager's annual work program

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	47,450	40,000	40,000	-	-
Use of Fund Balance	304,990	416,859	401,953	(14,906)	-3.58%
Total Resources	\$ 352,440	\$ 456,859	\$ 441,953	(\$ 14,906)	-3.26%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	258,786	368,950	372,953	4,003	1.08%
Supplies & Services	93,654	87,909	69,000	(18,909)	-21.51%
Total Expenditures by Category	\$ 352,440	\$ 456,859	\$ 441,953	(\$ 14,906)	-3.26%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	352,440	456,859	441,953	(14,906)	-3.26%
Total Expenditures by Fund	\$ 352,440	\$ 456,859	\$ 441,953	(\$ 14,906)	-3.26%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Real Estate	352,440	456,859	441,953	(14,906)	-3.26%
Total Expenditures by Activity	\$ 352,440	\$ 456,859	\$ 441,953	(\$ 14,906)	-3.26%

ACTIVITY DESCRIPTION

The **Real Estate** area is a centralized location for all City real estate transactions. This team works with all other City departments to process and complete a variety of real estate matters.

COMMUNICATION & ENGAGEMENT



Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	120,016	111,800	111,800	-	-
Miscellaneous Revenue	20,201	800	800	-	-
Transfers In	322,543	631,215	660,091	28,876	4.57%
Use of Fund Balance	1,353,034	1,906,918	1,771,610	(135,308)	-7.10%
Total Resources	\$ 1,815,793	\$ 2,650,733	\$ 2,544,301	(\$ 106,432)	-4.02%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	1,143,617	1,509,753	1,524,046	14,293	0.95%
Supplies & Services	665,486	1,113,309	1,020,255	(93,054)	-8.36%
Capital	6,690	27,671	-	(27,671)	-100%
Total Expenditures by Category	\$ 1,815,793	\$ 2,650,733	\$ 2,544,301	(\$ 106,432)	-4.02%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	1,532,948	2,363,062	2,392,801	29,739	1.26%
102 - Convention & Visitors	250,000	260,000	151,500	(108,500)	-41.73%
108 - Designated Revenue	32,844	27,671	-	(27,671)	-100%
Total Expenditures by Fund	\$ 1,815,793	\$ 2,650,733	\$ 2,544,301	(\$ 106,432)	-4.02%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Cable Franchise PEG Funds	32,844	27,671	-	(27,671)	-100%
Communication Services	1,148,697	1,570,593	1,620,426	49,833	3.17%
Farmers Market	32,609	-	-	-	-
Greeley Convention & Visitors Bureau	250,000	260,000	151,500	(108,500)	-41.73%
GTV8	98,096	116,330	110,057	(6,273)	-5.39%
Image Campaign	60,440	427,866	423,922	(3,944)	-0.92%
Information Technology Charges	102,336	110,855	110,855	-	-
Neighborhood Resources	104,644	137,418	127,541	(9,877)	-7.19%
Public Information	-13,872	-	-	-	-
Total Expenditures by Activity	\$ 1,815,793	\$ 2,650,733	\$ 2,544,301	(\$ 106,432)	-4.02%

GENERAL DESCRIPTION

The **Communication & Engagement Director** is responsible for the City's strategic approach to internal and external communication and engagement initiatives, the City's brand strategy via the Image Campaign, the GTV8 channel/cable franchise, and the Neighborhood Resources office.

The Communication & Engagement Department (est. 2019) works to ensure residents know about City government functions, news, events and service. The team of communication professionals take pride in using best practices to tell the City's story in a clear, efficient, and dynamic way while fostering community dialogue to enrich civil engagement and increase public participation.

ACTIVITY DESCRIPTIONS

GTV8 - Greeley's government access channel. Find out what's going on in Greeley with episodes of *You Otto Know*, *Inside Greeley*, *Who's That with the Mayor*, or by watching your City Council in action. Episodes are available live or on demand, and on [YouTube](#). (Channel 8 is available to Comcast subscribers in Greeley, Evans and LaSalle and online for everyone).

Image Campaign - [MyGreeley](#) is a fresh approach to sharing and celebrating our community. MyGreeley is a fun, organic way to highlight all the things that as Greeley-ites, Greeley visitors, Greeley supporters or Greeley enthusiasts we are proud of, excited about, eager for, or otherwise want to celebrate as a point of pride in our community. Greeley's image is mutually fostered through partnership with Visit Greeley (the tourism arm) of the Greeley Area Chamber of Commerce.

Neighborhood Resource Office - We promote healthy neighborhoods through a variety of programs including Neighborhood Improvement Grants and Neighborhood Building Blocks.

Greeley Chamber of Commerce/Visit Greeley: Actively and collaboratively promotes Greeley as a destination for conferences, meetings, and events that result in room-night stays in Greeley lodging facilities, fosters Greeley tourism, and actively promotes the City's Image Campaign and provides other hospitality-related support that enhances the economic viability of Greeley.

ORGANIZATIONAL CHART



FTE SUMMARY

Communication & Engagement	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Neighborhood Resources				
Neighborhood Programs Specialist	1.00	1.00	-	1.00
Public Information				
Communication & Engagement Director	1.00	1.00	-	1.00
Communication & Engagement Manager	1.00	1.00	1.00	2.00
Communication Specialist I	-	-	1.00	1.00
Communication Specialist II	-	-	3.00	3.00
Communication Specialist III	-	1.00	1.00	2.00
Community Engagement Specialist	1.00	1.00	-	1.00
Digital Communication Supervisor	1.00	1.00	-	1.00
Electronic Media Specialist	1.00	1.00	-	1.00
Graphic Designer	2.00	2.00	-	2.00
Marketing Coordinator	4.00	4.00	(4.00)	-
Marketing Manager	1.00	1.00	(1.00)	-
Marketing Sponsorship Coordinator	0.75	0.75	(0.75)	-
Marketing Technician	1.00	1.00	(1.00)	-
GTV8				
Television & Video Production Specialist	1.00	1.00	-	1.00
Total Communication & Engagement	15.75	16.75	(0.75)	16.00

2021 HIGHLIGHTS

- Establish and organize the department structure, processes and operations
- Accelerate next generation image campaign
- Embedded best practices for and enhance public participation/engagement

PERFORMANCE INDICATORS

- Implement service level agreements
- Define Standard Operating Procedures (SOP) within C&E
- Identify opportunities to measure and assess C&E as a support service
- Image campaign/image strategy
- Enhance internal communication

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		Actual	Budget	Budget			
Community	Communications & Engagement	1,368,101	1,825,449	1,841,338	15,889	0.87%	3
	Farmers' Market	32,609	-	-	-	-	3
	Greeley Convention & Visitors Bureau	250,000	260,000	151,500	(108,500)	-41.73%	3
	Image Campaign	60,440	427,866	423,922	(3,944)	-0.92%	3
	Neighborhood Resources	98,365	129,173	119,889	(9,284)	-7.19%	3
	University District	6,279	8,245	7,652	(593)	-7.19%	3
	Total Expenditures by PBB Quartile	\$ 1,815,793	\$ 2,650,733	\$ 2,544,301	(\$ 106,432)	-4.02%	

COMMUNITY DEVELOPMENT



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	173,630	185,250	185,250	-	-
Fines & Forfeits	37,432	110,000	110,000	-	-
Intergovernmental Revenue	8,443	-	-	-	-
Licenses & Permits	2,880,127	2,261,757	2,011,757	(250,000)	-11.05%
Miscellaneous Revenue	1	2,075	2,075	-	-
Transfers In	583,534	572,708	592,960	20,252	3.54%
Use of Fund Balance	1,276,249	2,722,873	2,578,729	(144,144)	-5.29%
Total Resources	\$ 4,959,415	\$ 5,854,663	\$ 5,480,771	(\$ 373,892)	-6.39%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	3,887,349	4,708,934	4,705,945	(2,989)	-0.06%
Supplies & Services	1,072,066	1,145,729	774,826	(370,903)	-32.37%
Total Expenditures by Category	\$ 4,959,415	\$ 5,854,663	\$ 5,480,771	(\$ 373,892)	-6.39%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	4,959,415	5,854,663	5,480,771	(373,892)	-6.39%
Total Expenditures by Fund	\$ 4,959,415	\$ 5,854,663	\$ 5,480,771	(\$ 373,892)	-6.39%

Expenditures by Division	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Building Inspection	1,000,831	1,148,793	974,231	(174,562)	-15.20%
Code Compliance	451,979	570,525	537,637	(32,888)	-5.76%
Engineering Development Review	1,664,740	1,896,466	1,966,724	70,258	3.70%
Planning	1,841,865	2,238,879	2,002,179	(236,700)	-10.57%
Total Expenditures by Division	\$ 4,959,415	\$ 5,854,663	\$ 5,480,771	(\$ 373,892)	-6.39%

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, Code Compliance, 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.

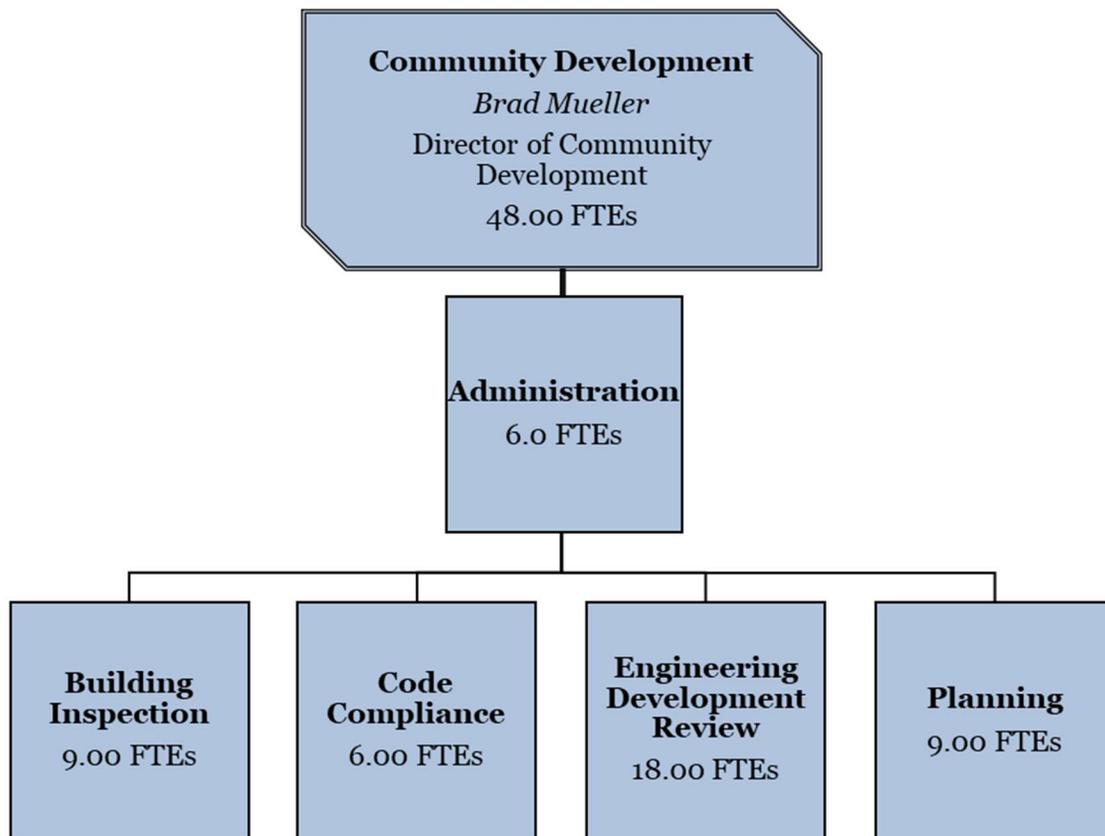
The **Engineering Development Review** division, along with the Current Planning program, provides oversight of new development projects within the community to ensure that the projects meet the City's development criteria, and, in doing so, providing quality infrastructure to the City once development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

The **Code Compliance** division ensures code compliance concerning sanitation and zoning issues in the community through enforcement of various codes and regulations.

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

Community Development	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Building Inspection				
Administrative Specialist II	1.00	1.00	(1.00)	-
Building Inspector I	2.00	2.00	-	2.00
Building Inspector II	2.00	3.00	-	3.00
Building Permit Technician	1.00	1.00	-	1.00
Chief Building Official	1.00	1.00	-	1.00
Plans Examiner	1.00	1.00	-	1.00
Senior Plans Examiner	1.00	1.00	-	1.00
Total Building Inspection	9.00	10.00	(1.00)	9.00
Engineering Development Review				
Administrative Specialist II	1.00	1.00	(1.00)	-
Chief Construction Inspector	1.00	1.00	-	1.00
Civil Engineer I	-	-	2.00	2.00
Civil Engineer II	5.00	5.00	(3.00)	2.00
Civil Engineer III	-	-	1.00	1.00
Construction Inspector	8.00	8.00	-	8.00
Development Review & Civil Inspector Manager	1.00	1.00	-	1.00
Engineering Technician	1.00	1.00	-	1.00
Senior Construction Inspector	2.00	2.00	-	2.00
Total Engineering Development Review	19.00	19.00	(1.00)	18.00
Code Compliance				
Code Compliance Inspector	5.00	5.00	-	5.00
Code Compliance Supervisor	1.00	1.00	-	1.00
Total Code Compliance	6.00	6.00	-	6.00
Planning				
Administrative Specialist II	2.00	2.00	1.00	3.00
Business Analyst	1.00	1.00	-	1.00
Chief Planner	-	-	1.00	1.00
Community Development Director	1.00	1.00	-	1.00
Historic Preservation Specialist	1.00	1.00	(1.00)	-
Office Manager	1.00	1.00	-	1.00
Planner I	1.00	1.00	(1.00)	-
Planner II	1.00	1.00	2.00	3.00
Planner III	4.00	4.00	(1.00)	3.00
Planning Manager	1.00	1.00	-	1.00
Planning Technician	1.00	1.00	-	1.00
Total Planning	14.00	14.00	1.00	15.00
Total Community Development	48.00	49.00	(1.00)	48.00

2021 HIGHLIGHTS

- Update the Development Code
 - Comprehensive update started in 2020 will continue
 - Highlights include housing-related elements, design standards, accessory uses, etc.
- Engage in regional & economic development issues
 - Coordinate with county, towns, school districts; assist with various city master plans, small area studies, etc., as staffing & development levels allow
 - Continue refining policies to address housing affordability
- Implement Comprehensive Plan elements
 - Specific elements TBD based on Council Priorities and related work program
- Maintain development review performance goals
- Re-set Code Compliance to achieve performance goals

PERFORMANCE INDICATORS

- Number of Development Reviews
- Percent of Dev Reviews completed w/in 2 weeks
- Number of Building Inspections
- Percent of Building Plan Review done in 20 business days
- Achieve timely Code Compliance
- Pro-active: observed vs. complaints

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	Building Inspections	1,101,827	1,253,993	1,079,431	(174,562)	-13.92%	3
	Building Permitting	279,422	361,921	309,949	(51,972)	-14.36%	2
	Building Plan Review	279,422	361,921	309,949	(51,972)	-14.36%	3
	Civil Inspections	931,936	1,115,556	1,234,273	118,717	10.64%	1
	Code Compliance Hearings	49,741	61,618	58,546	(3,072)	-4.99%	2
	Code Compliance Inspections	425,091	526,142	500,028	(26,114)	-4.96%	3
	Development Review	1,086,309	1,218,237	1,122,652	(95,585)	-7.85%	1
	Historic Preservation	132,582	104,110	127,269	23,159	22.24%	3
	Long-Range Planning	139,711	180,960	154,975	(25,986)	-14.36%	1
	Odor Hotline	27,166	33,200	31,664	(1,536)	-4.63%	3
	Planning Projects Miscellaneous	139,711	180,960	154,975	(25,986)	-14.36%	3
	Recycling programs	480	2,166	-	(2,166)	-100%	4
	Research & Public Assistance -- Engineering Development Review	91,184	96,740	91,894	(4,846)	-5.01%	2
	Research & Public Assistance -- Planning	139,711	180,960	154,975	(25,986)	-14.36%	3
	Staff Training	67,560	88,089	75,096	(12,993)	-14.75%	2
TRAKIT/Case Management System Administration	67,560	88,089	75,096	(12,993)	-14.75%	2	
Total Expenditures by PBB Quartile		\$ 4,959,415	\$ 5,854,663	\$ 5,480,771	(\$ 373,892)	-6.39%	

BUILDING INSPECTION

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

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	3,112	250	250	-	-
Licenses & Permits	2,682,706	2,149,000	1,899,000	(250,000)	-11.63%
Miscellaneous Revenue	(50)	75	75	-	-
Use of Fund Balance	(1,684,937)	(1,000,532)	(925,094)	75,438	-7.54%
Total Resources	\$ 1,000,831	\$ 1,148,793	\$ 974,231	(\$ 174,562)	-15.20%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	884,875	987,582	895,130	(92,452)	-9.36%
Supplies & Services	115,956	161,211	79,101	(82,110)	-50.93%
Total Expenditures by Category	\$ 1,000,831	\$ 1,148,793	\$ 974,231	(\$ 174,562)	-15.20%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Building Inspection	1,000,831	1,148,793	974,231	(174,562)	-15.20%
Total Expenditures by Activity	\$ 1,000,831	\$ 1,148,793	\$ 974,231	(\$ 174,562)	-15.20%

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.

CODE COMPLIANCE

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.

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	-	25,000	25,000	-	-
Fines & Forfeits	39,276	110,000	110,000	-	-
Use of Fund Balance	412,703	435,525	402,637	(32,888)	-7.55%
Total Resources	\$ 451,979	\$ 570,525	\$ 537,637	(\$ 32,888)	-5.76%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	380,229	503,725	474,122	(29,603)	-5.88%
Supplies & Services	71,751	66,800	63,515	(3,285)	-4.92%
Total Expenditures by Category	\$ 451,979	\$ 570,525	\$ 537,637	(\$ 32,888)	-5.76%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Code Compliance	451,499	568,359	537,637	(30,722)	-5.41%
Organic Resource Recovery	480	2,166	-	(2,166)	-100%
Total Expenditures by Activity	\$ 451,979	\$ 570,525	\$ 537,637	(\$ 32,888)	-5.76%

ACTIVITY DESCRIPTION

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. Code Compliance also 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.

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.

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	-	60,000	60,000	-	-
Licenses & Permits	192,977	111,257	111,257	-	-
Transfers In	583,534	572,708	592,960	20,252	3.54%
Use of Fund Balance	888,229	1,152,501	1,202,507	50,006	4.34%
Total Resources	\$ 1,664,740	\$ 1,896,466	\$ 1,966,724	\$ 70,258	3.70%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	1,385,491	1,779,436	1,859,524	80,088	4.50%
Supplies & Services	279,250	117,030	107,200	(9,830)	-8.40%
Total Expenditures by Category	\$ 1,664,740	\$ 1,896,466	\$ 1,966,724	\$ 70,258	3.70%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Engineering Development Review	1,664,740	1,896,466	1,966,724	70,258	3.70%
Total Expenditures by Activity	\$ 1,664,740	\$ 1,896,466	\$ 1,966,724	\$ 70,258	3.70%

ACTIVITY DESCRIPTIONS

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.

The **Civil Inspection** staff regulate work and monitor quality assurance of the work in the public right-of-way and as regards public infrastructure. This includes construction service inspections of Public Works capital improvement projects, Water and Sewer capital improvement projects, other city projects, private land development projects, and the preparation of engineering reports for these projects.

PLANNING

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.

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	170,517	100,000	100,000	-	-
Fines & Forfeits	(1,844)	-	-	-	-
Intergovernmental Revenue	8,443	-	-	-	-
Licenses & Permits	4,444	1,500	1,500	-	-
Miscellaneous Revenue	51	2,000	2,000	-	-
Use of Fund Balance	1,660,254	2,135,379	1,898,679	(236,700)	-11.08%
Total Resources	\$ 1,841,865	\$ 2,238,879	\$ 2,002,179	(\$ 236,700)	-10.57%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	1,236,755	1,438,191	1,477,169	38,978	2.71%
Supplies & Services	605,110	800,688	525,010	(275,678)	-34.43%
Total Expenditures by Category	\$ 1,841,865	\$ 2,238,879	\$ 2,002,179	(\$ 236,700)	-10.57%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Historic Preservation	123,400	94,546	117,705	23,159	24.49%
Information Technology Charges	459,075	478,184	478,184	-	-
Planning	1,259,389	1,666,149	1,406,290	(259,859)	-15.60%
Total Expenditures by Activity	\$ 1,841,865	\$ 2,238,879	\$ 2,002,179	(\$ 236,700)	-10.57%

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.

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.

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 Imagine Greeley: 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.

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



Resources	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Charges for Services	5,867,077	6,132,894	4,728,293	(1,404,601)	-22.90%
Intergovernmental Revenue	546,222	708,535	666,210	(42,325)	-5.97%
Licenses & Permits	3,160	3,800	2,100	(1,700)	-44.74%
Miscellaneous Revenue	1,848,105	1,345,392	1,070,804	(274,588)	-20.41%
Transfers In	1,838,063	2,092,559	2,227,423	134,864	6.44%
Use of Fund Balance	10,992,380	13,598,015	12,277,786	(1,320,229)	-9.71%
Total Resources	\$ 21,095,006	\$ 23,881,195	\$ 20,972,616	(\$ 2,908,579)	-12.18%

Expenditures by Category	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Salaries & Benefits	12,277,649	14,148,095	12,814,306	(1,333,789)	-9.43%
Supplies & Services	7,885,936	8,785,626	7,550,169	(1,235,457)	-14.06%
Capital	598,809	644,333	340,500	(303,833)	-47.15%
Debt	178,377	119,068	115,068	(4,000)	-3.36%
Transfers Out	154,234	184,073	152,573	(31,500)	-17.11%
Total Expenditures by Category	\$ 21,095,006	\$ 23,881,195	\$ 20,972,616	(\$ 2,908,579)	-12.18%

Expenditures by Fund	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
001 - General	18,078,428	20,158,501	17,878,470	(2,280,031)	-11.31%
102 - Convention & Visitors	-	11,615	-	(11,615)	-100%
108 - Designated Revenue	172,942	229,115	191,916	(37,199)	-16.24%
408 - Cemetery	668,848	785,809	640,662	(145,147)	-18.47%
409 - Municipal Golf Courses	1,771,316	2,254,601	1,903,783	(350,818)	-15.56%
512 - Fleet Replacement	380,074	352,594	335,100	(17,494)	-4.96%
602 - Museum	7,702	66,950	250	(66,700)	-100%
603 - Petriken Memorial	1	10	10	-	-
604 - Senior Citizen	878	50	50	-	-
605 - Memorials	409	275	700	425	155%
606 - Senior Center Clubs	13,574	21,675	21,675	-	-
607 - Community Memorials	835	-	-	-	-
Total Expenditures by Fund	\$ 21,095,006	\$ 23,881,195	\$ 20,972,616	(\$ 2,908,579)	-12.18%

Expenditures by Division	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Administration	1,663,181	1,878,096	2,141,896	263,800	14.05%
Cemetery	668,849	785,819	640,672	(145,147)	-18.47%
Culture & Public Art	2,167,664	2,321,382	1,556,329	(765,053)	-32.96%
Golf	1,950,922	2,457,995	2,097,783	(360,212)	-14.65%
Island Grove	2,068,941	2,349,331	2,224,376	(124,955)	-5.32%
Museums	1,119,996	1,347,315	913,360	(433,955)	-32.21%
Natural Areas & Trails	736,370	886,958	837,819	(49,139)	-5.54%
Parks	4,776,869	5,160,776	5,073,471	(87,305)	-1.69%
Recreation	5,942,213	6,693,523	5,486,910	(1,206,613)	-18.03%
Total Expenditures by Division	\$ 21,095,006	\$ 23,881,195	\$ 20,972,616	(\$ 2,908,579)	-12.18%

GENERAL DESCRIPTION

The mission of the Department of **Culture, Parks & Recreation** is to “enhance our community through exceptional service and stewardship”. The department consists of six divisions: Administration, Recreation, Culture/Museums, Natural Areas and Trails, Golf, and Parks/Forestry/Cemetery.

HOW THE DEPARTMENT IS ORGANIZED

The Director of Culture, Parks & Recreation reports to the Deputy City Manager of Community Building and is responsible for the executive management of the department. The Director and **Administration** Division provides oversight to the other five divisions in the way of administrative support towards consistency and compliance to all administrative processes and procedures. The functions that this division performs are: personnel management, payroll processing, revenue processing, budget development/execution/monitoring, accounts payable, contract processing, credit card/requisition/refund processing, coordinating office supply orders, and related board and commission duties. In addition, this division is the administrator of the RecTrac system, and volunteer background checks.

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, White-Plumb Farm, and the historic 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.

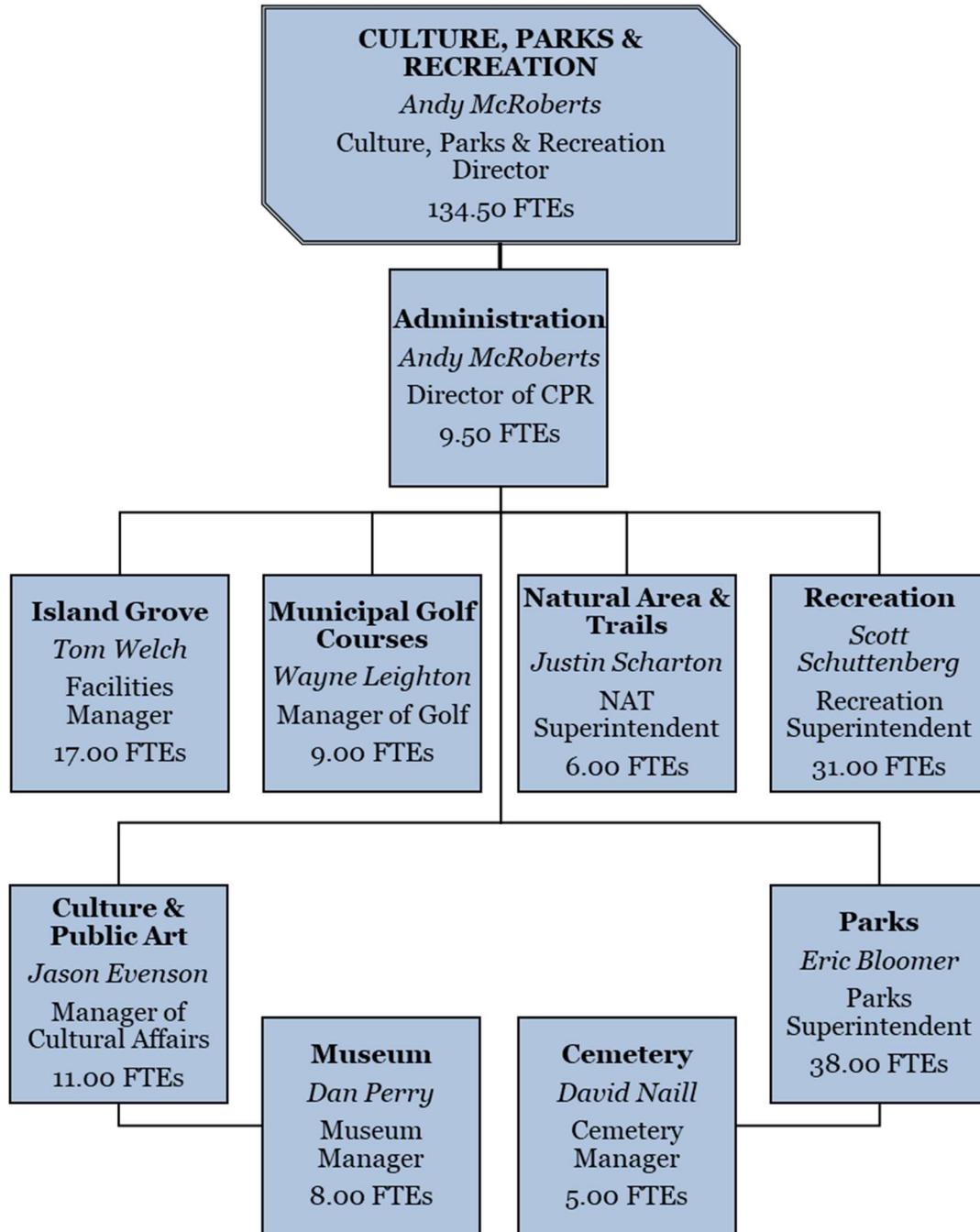
The **Municipal Golf** division provides the ongoing operation, maintenance and programming for both Highland Hills and Boomerang Links Golf Courses. Management includes the oversight of contract concessionaires for pro shop operations and restaurants at both locations.

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

The **Natural Areas and Trails** division provides maintenance and management of the City’s natural areas and open spaces, trail maintenance and construction management, oversight of the Poudre River Trail, and land acquisition strategies for new spaces in addition to caring for 1000+ acres of current natural areas/open space.

The **Parks** division provides park and playground maintenance, sports field maintenance, facility management, park planning, park construction, and special projects for 42 parks sites, 30 playgrounds, and 5 athletic field sites. The Parks Division also includes the operations and management of the **Linn Grove Cemetery (Enterprise Fund)**, **Community Forestry and Island Grove** Regional Park and Facilities.

ORGANIZATIONAL CHART



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Budget Analyst	109,908
Emerald Ash Borer Management: Forestry	60,150
Total Ongoing Additions	\$ 170,058
Funded One-Time Request	
Description	2021
Culture, Parks & Recreation Assessment	200,000
Total One-Time Additions	\$ 200,000
Total Additions	\$ 370,058

FTE SUMMARY

Culture, Parks, and Recreation	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administration				
Administrative Specialist I	0.75	0.75	-	0.75
Administrative Specialist II	2.00	2.00	-	2.00
Budget Analyst	-	-	1.00	1.00
Culture, Parks & Recreation Director	1.00	1.00	-	1.00
Facility Equipment Technician	1.00	1.00	-	1.00
Facility Service Supervisor II	1.00	1.00	(1.00)	-
Marketing Sponsorship Coordinator	-	-	0.75	0.75
Office Manager	1.00	1.00	-	1.00
Recreation Coordinator II	1.00	1.00	-	1.00
Recreation Supervisor	-	-	1.00	1.00
Total Administration	7.75	7.75	1.75	9.50

FTE SUMMARY (CONTINUED)

Culture, Parks, and Recreation	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Culture & Public Art				
Administrative Specialist II	0.75	0.75	(0.75)	-
Assistant Technician Services Coordinator	1.00	1.00	-	1.00
Assistant Ticket Office Coordinator	1.00	1.00	-	1.00
Cultural Affairs Manager	1.00	1.00	-	1.00
Facility Service Worker	2.00	2.00	-	2.00
Financial Services Coordinator	1.00	1.00	-	1.00
Public Art Coordinator	1.00	1.00	-	1.00
Senior Stage Manager	1.00	1.00	-	1.00
Special Events Coordinator	1.00	1.00	-	1.00
Technical Services Coordinator	1.00	1.00	-	1.00
Union Colony Civic Center Programs Coordinator	1.00	1.00	-	1.00
Total Culture & Public Art	11.75	11.75	(0.75)	11.00
Island Grove				
Assistant Events Coordinator	1.00	1.00	-	1.00
Crew Leader: Island Grove	2.00	2.00	-	2.00
Events Coordinator	1.00	1.00	-	1.00
Facility Manager: Island Grove	1.00	1.00	-	1.00
Facility Service Supervisor II	2.00	2.00	-	2.00
Facility Technician	4.00	6.00	-	6.00
Island Grove Tech II	1.00	1.00	(1.00)	-
Parks Maintenance Technician II	3.00	3.00	1.00	4.00
Total Island Grove	15.00	17.00	-	17.00
Municipal Golf Courses				
Boomerang Golf Course Superintendent	1.00	1.00	-	1.00
Golf Crew Supervisor	2.00	2.00	-	2.00
Highland Hills Golf Course Superintendent	1.00	1.00	-	1.00
Irrigation Technician	2.00	2.00	-	2.00
Manager of Golf	1.00	1.00	-	1.00
Mechanic: Golf	2.00	2.00	-	2.00
Total Municipal Golf Courses	9.00	9.00	-	9.00
Museums				
Administrative Specialist II	1.00	1.00	(1.00)	-
Collections Registrar	1.00	1.00	-	1.00
Facilities Management Technician II	1.00	1.00	-	1.00
Facility Service Worker	1.00	1.00	-	1.00
Museum Curator	4.00	4.00	(1.00)	3.00
Museum Manager	1.00	1.00	-	1.00
Assistant Museum Curator	2.75	2.75	(1.75)	1.00
Total Museum	11.75	11.75	(3.75)	8.00

FTE SUMMARY (CONTINUED)

	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Natural Areas & Trails				
Environmental Planner	-	-	1.00	1.00
Natural Areas & Trails Superintendent	1.00	1.00	-	1.00
Parks Crew Supervisor	-	-	1.00	1.00
Parks Maintenance Technician I	1.00	1.00	-	1.00
Parks Maintenance Technician II	1.00	1.00	-	1.00
Natural Lands Coordinator	1.00	1.00	(1.00)	-
Trail Manager	1.00	1.00	-	1.00
Trails Open Land Crew Leader	1.00	1.00	(1.00)	-
Total Natural Areas & Trails	6.00	6.00	-	6.00
Cemetery				
Administrative Specialist II	1.00	1.00	-	1.00
Cemetery Manager	1.00	1.00	-	1.00
Cemetery Technician	2.00	2.00	-	2.00
Mechanic: Parks	1.00	1.00	-	1.00
Total Cemetery	5.00	5.00	-	5.00
Parks				
Administrative Specialist II	1.00	1.00	-	1.00
Code Compliance Inspector	1.00	1.00	-	1.00
Forestry Manager	1.00	1.00	-	1.00
Forestry Technician I	2.00	2.00	-	2.00
Forestry Technician II	1.00	1.00	-	1.00
Healthy Neighborhood Coordinator	1.00	1.00	-	1.00
Irrigation Coordinator	1.00	1.00	-	1.00
Mechanic: Parks	1.00	1.00	-	1.00
Parks Crew Supervisor	2.00	2.00	1.00	3.00
Parks Maintenance Technician I	7.00	6.00	(2.00)	4.00
Parks Maintenance Technician II	13.00	16.00	1.00	17.00
Parks Manager	2.00	2.00	-	2.00
Parks Planner	1.00	1.00	-	1.00
Parks Superintendent	1.00	1.00	-	1.00
Senior Administrative Specialist	1.00	1.00	-	1.00
Total Parks	36.00	38.00	-	38.00
Recreation				
Customer Service Representative - Recreation	5.00	5.00	(1.00)	4.00
Facility Service Crew Leader	2.00	2.00	-	2.00
Facility Service Worker	4.00	4.00	-	4.00
Recreation Coordinator I	2.00	2.00	(1.00)	1.00
Recreation Coordinator II	9.00	9.00	2.00	11.00
Recreation Manager	3.00	3.00	(1.00)	2.00
Recreation Superintendent	1.00	1.00	-	1.00
Recreation Supervisor	7.00	7.00	(1.00)	6.00
Recreation Technician	1.00	1.00	(1.00)	-
Total Recreation	34.00	34.00	(3.00)	31.00
Total Culture, Parks, & Recreation	136.25	140.25	(5.75)	134.50

2021 HIGHLIGHTS

- Preserving/protecting City assets (City facilities, collections, public spaces, trails, ROW landscaping, etc)
- Risk Management & Public Safety
- Service Level Reset Approach (“zero based budgeting”/fundamental services)
 - Cost Recovery potential and prioritizations
 - Shifts/reductions in operational hours, services
 - Professionally manage facilities and services
 - Equitable Services City-wide
- Flexibility to further adapt services/programs, scalable

PERFORMANCE INDICATORS

- NEW in 2021 – improved Cost Recovery Model
- Youth Sports and Activities participation
- Adult Sports Programs participation
- Parks Operations – variety (turf, pond)
- Natural Areas & Trails – trail counters, weed infestation
- Facility attendance - UCCC, Museums, Rec Center, Active Adult Center, Ice Haus, Recreation Center and FunPlex Operations

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change	PBB Quartile
		9,893	35,271	36,776	1,505	4.27%	
Community	ADA and Accessibility/Inclusivity Coordination	115,985	145,856	154,327	8,470	5.81%	2
	Farmers' Market	-	25,385	-	(25,385)	-100%	3
	Festivals	144,250	161,020	135,535	(25,485)	-15.83%	3
	Golf	1,771,316	2,254,601	1,903,783	(350,818)	-15.56%	3
	Island Grove Regional Park	2,106,861	2,376,941	2,255,193	(121,748)	-5.12%	1
	Museums	1,188,473	1,415,270	986,015	(429,255)	-30.33%	3
	Parks	3,155,396	3,360,823	3,563,007	202,184	6.02%	1
	Parks - Community Forestry	911,068	998,153	985,700	(12,453)	-1.25%	2
	Parks - Forestry Code Enforcement	51,450	13,760	13,760	-	-	1
	Parks - Linn Grove Cemetery	668,848	785,809	640,662	(145,147)	-18.47%	3
	Parks - Natural Areas and Trails	625,552	716,198	697,856	(18,342)	-2.56%	1
	Parks - Park Planning and Project Management	403,346	413,491	404,164	(9,327)	-2.26%	1
	Parks - Public Grounds	88,676	113,003	111,484	(1,519)	-1.34%	3
	Parks - ROW Maintenance	292,772	555,012	571,281	16,269	2.93%	3
	Parks - Sports Fields	681,210	729,819	707,030	(22,789)	-3.12%	2
	Poudre River Trail	145,818	181,537	176,386	(5,151)	-2.84%	2
	Public Art	339,266	298,789	265,233	(33,556)	-11.23%	3
	Recreation - Adult Sports	191,153	229,371	95,026	(134,345)	-58.57%	4
	Recreation - Aquatics	873,555	930,996	855,333	(75,663)	-8.13%	3
	Recreation - Fitness/Dance/General Recreation	1,097,380	1,120,332	743,449	(376,883)	-33.64%	4
	Recreation - FunPlex Operations	1,070,117	1,169,079	1,119,342	(49,737)	-4.25%	2
	Recreation - Ice Haus Operations and Programs	657,907	750,638	682,429	(68,209)	-9.09%	3
	Recreation - Recreation Center Operations	675,710	847,893	723,251	(124,642)	-14.70%	3
	Recreation - Rodarte Center Operations	730,278	785,207	672,507	(112,700)	-14.35%	3
	Recreation - Senior Center Operations	538,594	624,978	445,197	(179,781)	-28.77%	3
	Recreation - Senior Center Programs	46,084	53,454	28,140	(25,314)	-47.36%	3
	Recreation - Youth Sports	325,964	388,904	346,187	(42,717)	-10.98%	3
	UCCC Programs and Operations	1,751,885	1,974,946	1,273,934	(701,012)	-35.50%	2
	Youth Enrichment Programs	56,123	72,065	44,530	(27,535)	-38.21%	3
Governance	Fleet Motor Pool	380,074	352,594	335,100	(17,494)	-4.96%	4
	Total Expenditures by PBB Quartile	\$ 21,095,006	\$ 23,881,195	\$ 20,972,616	(\$ 2,908,579)	-12.18%	

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.

Resources	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Miscellaneous Revenue	20,630	36,025	32,800	(3,225)	-8.95%
Use of Fund Balance	1,642,551	1,842,071	2,109,096	267,025	14.50%
Total Resources	\$ 1,663,181	\$ 1,878,096	\$ 2,141,896	\$ 263,800	14.05%

Expenditures by Category	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Salaries & Benefits	509,289	649,832	754,940	105,108	16.17%
Supplies & Services	1,153,892	1,228,264	1,383,456	155,192	12.64%
Capital	-	-	3,500	3,500	-
Total Expenditures by Category	\$ 1,663,181	\$ 1,878,096	\$ 2,141,896	\$ 263,800	14.05%

Expenditures by Fund	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
001 - General	1,662,303	1,873,321	2,141,846	268,525	14.33%
108 - Designated Revenue	-	4,725	-	(4,725)	-100%
604 - Senior Citizen	878	50	50	-	-
Total Expenditures by Fund	\$ 1,663,181	\$ 1,878,096	\$ 2,141,896	\$ 263,800	14.05%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Administration	787,301	937,371	1,205,557	268,186	28.61%
Farmers Market	-	25,385	25,724	339	1.34%
Information Technology Charges	875,002	910,565	910,565	-	-
Investment Earnings	23	50	50	-	-
Senior Assistance	-	4,725	-	(4,725)	-100%
Sr Donation/Sports Travel	855	-	-	-	-
Total Expenditures by Activity	\$ 1,663,181	\$ 1,878,096	\$ 2,141,896	\$ 263,800	14.05%

ACTIVITY DESCRIPTION

Administration division provides oversight to the other five divisions in the way of administrative support to provide consistency and compliance regarding all administrative processes and procedures. The functions this division performs are: Cost Recovery Modeling, personnel records support, payroll processing, revenue processing, budget development/execution/monitoring, accounts payable, contract processing, credit card/requisition/refund processing, coordinating office supply orders, and related board and commission duties. In addition, this division is the administrator of the RecTrac system, volunteer background checks, Youth Assistance Program, and coordinator to Information Technology.

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

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.

CEMETERY

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	326,949	345,270	345,270	-	-
Miscellaneous Revenue	243,844	120,925	60,925	(60,000)	-49.62%
Transfers In	34,578	169,604	246,536	76,932	45.36%
Use of Fund Balance	63,479	150,020	(12,059)	(162,079)	-108.04%
Total Resources	\$ 668,849	\$ 785,819	\$ 640,672	(\$ 145,147)	-18.47%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	418,319	463,973	451,604	(12,369)	-2.67%
Supplies & Services	214,929	271,846	189,068	(82,778)	-30.45%
Capital	35,602	50,000	-	(50,000)	-100%
Total Expenditures by Category	\$ 668,849	\$ 785,819	\$ 640,672	(\$ 145,147)	-18.47%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
408 - Cemetery	668,848	785,809	640,662	(145,147)	-18.47%
603 - Petriken Memorial	1	10	10	-	-
Total Expenditures by Fund	\$ 668,849	\$ 785,819	\$ 640,672	(\$ 145,147)	-18.47%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Information Technology Charges	14,680	15,315	15,315	-	-
Internments	246,263	242,844	229,280	(13,564)	-5.59%
Investment Earnings	807	3,010	3,010	-	-
Maintenance	407,099	524,650	393,067	(131,583)	-25.08%
Total Expenditures by Activity	\$ 668,849	\$ 785,819	\$ 640,672	(\$ 145,147)	-18.47%

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, turf management 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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	857,180	880,867	491,726	(389,141)	-44.18%
Miscellaneous Revenue	215,717	164,327	120,179	(44,148)	-26.87%
Transfers In	22,300	-	-	-	-
Use of Fund Balance	1,072,466	1,276,188	944,424	(331,764)	-26.00%
Total Resources	\$ 2,167,664	\$ 2,321,382	\$ 1,556,329	(\$ 765,053)	-32.96%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	868,562	1,029,260	850,421	(178,839)	-17.38%
Supplies & Services	1,199,868	1,191,549	605,335	(586,214)	-49.20%
Transfers Out	99,234	100,573	100,573	-	-
Total Expenditures by Category	\$ 2,167,664	\$ 2,321,382	\$ 1,556,329	(\$ 765,053)	-32.96%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	2,167,664	2,309,767	1,556,329	(753,438)	-32.62%
102 - Convention & Visitors	-	11,615	-	(11,615)	-100%
Total Expenditures by Fund	\$ 2,167,664	\$ 2,321,382	\$ 1,556,329	(\$ 765,053)	-32.96%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Arts Picnic	53,295	48,471	41,343	(7,128)	-14.71%
Culture Administration	321,766	280,578	247,022	(33,556)	-11.96%
Festival Administration	83,534	90,914	87,062	(3,852)	-4.24%
Neighborhood Nights	7,421	10,020	7,130	(2,890)	-28.84%
Operations-UCCC	765,292	976,766	729,078	(247,688)	-25.36%
Programming	890,343	898,018	444,694	(453,324)	-50.48%
Sister City Program	46,013	5,000	-	(5,000)	-100%
UNC Jazz Festival	-	11,615	-	(11,615)	-100%
Total Expenditures by Activity	\$ 2,167,664	\$ 2,321,382	\$ 1,556,329	(\$ 765,053)	-32.96%

ACTIVITY DESCRIPTION

Culture & Public Art 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, including management of the Greeley Farmer's Market.

ISLAND GROVE

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	80,789	82,500	82,500	-	-
Intergovernmental Revenue	474,114	590,889	574,210	(16,679)	-2.82%
Miscellaneous Revenue	548,966	442,100	426,400	(15,700)	-3.55%
Transfers In	-	3,000	-	(3,000)	-100%
Use of Fund Balance	965,073	1,230,842	1,141,266	(89,576)	-7.28%
Total Resources	\$ 2,068,941	\$ 2,349,331	\$ 2,224,376	(\$ 124,955)	-5.32%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	1,287,163	1,476,062	1,371,199	(104,863)	-7.10%
Supplies & Services	781,778	864,469	847,377	(17,092)	-1.98%
Capital	-	8,800	5,800	(3,000)	-34.09%
Total Expenditures by Category	\$ 2,068,941	\$ 2,349,331	\$ 2,224,376	(\$ 124,955)	-5.32%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	2,068,941	2,340,531	2,218,576	(121,955)	-5.21%
512 - Fleet Replacement	-	8,800	5,800	(3,000)	-34.09%
Total Expenditures by Fund	\$ 2,068,941	\$ 2,349,331	\$ 2,224,376	(\$ 124,955)	-5.32%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Island Grove Arena	517,765	569,384	538,552	(30,832)	-5.41%
Island Grove County Buildings	626,590	644,277	667,575	23,298	3.62%
Island Grove Equipment	-	8,800	5,800	(3,000)	-34.09%
Island Grove Event Center	421,697	580,389	485,360	(95,029)	-16.37%
Island Grove Park	502,889	546,481	527,089	(19,392)	-3.55%
Total Expenditures by Activity	\$ 2,068,941	\$ 2,349,331	\$ 2,224,376	(\$ 124,955)	-5.32%

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.

MUNICIPAL GOLF COURSES

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

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	1,754,472	1,913,533	1,913,533	-	-
Miscellaneous Revenue	26,656	1,600	1,600	-	-
Use of Fund Balance	169,793	542,862	182,650	(360,212)	-66.35%
Total Resources	\$ 1,950,922	\$ 2,457,995	\$ 2,097,783	(\$ 360,212)	-14.65%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	932,128	1,029,468	1,005,387	(24,081)	-2.34%
Supplies & Services	660,811	1,068,065	780,328	(287,737)	-26.94%
Capital	179,606	238,394	194,000	(44,394)	-18.62%
Debt	178,377	119,068	115,068	(4,000)	-3.36%
Transfers Out	-	3,000	3,000	-	-
Total Expenditures by Category	\$ 1,950,922	\$ 2,457,995	\$ 2,097,783	(\$ 360,212)	-14.65%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
409 - Municipal Golf Courses	1,771,316	2,254,601	1,903,783	(350,818)	-15.56%
512 - Fleet Replacement	179,606	203,394	194,000	(9,394)	-4.62%
Total Expenditures by Fund	\$ 1,950,922	\$ 2,457,995	\$ 2,097,783	(\$ 360,212)	-14.65%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
2016 Bancorp Loan	70,377	15,068	15,068	-	-
Boomerang Clubhouse	58,017	71,513	82,110	10,597	14.82%
Boomerang General Maintenance	598,301	742,055	682,880	(59,175)	-7.97%
Boomerang Pro Shop	56,000	58,800	58,800	-	-
Cemetery Endowment Loan	108,000	104,000	100,000	(4,000)	-3.85%
Golf Administration	139,724	433,894	147,248	(286,646)	-66.06%
Golf Equipment	179,606	203,394	194,000	(9,394)	-4.62%
Highland Hills Clubhouse	47,762	65,664	65,664	-	-
Highland Hills General Maintenance	597,001	666,175	654,581	(11,594)	-1.74%
Highland Hills Pro Shop	69,890	69,800	69,800	-	-
Information Technology Charges	25,157	26,192	26,192	-	-
Investment Earnings	1,086	1,440	1,440	-	-
Total Expenditures by Activity	\$ 1,950,922	\$ 2,457,995	\$ 2,097,783	(\$ 360,212)	-14.65%

ACTIVITY DESCRIPTIONS

Highland Hills and **Boomerang Links** Golf Courses offer the golf enthusiast two choices of well-maintained and championship courses to enjoy their favorite sport. Both locations have clubhouses, restaurants, 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 implementation of physical improvements and the execution of projects related to regulatory compliance.

Golf Administration oversees the overall operations of both Highland Hills and Boomerang Links Golf Courses and plans for the capital equipment needed for operations.

MUSEUM

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	105,348	124,400	66,464	(57,936)	-46.57%
Miscellaneous Revenue	101,952	38,500	31,150	(7,350)	-19.09%
Transfers In	196,856	227,810	201,772	(26,038)	-11.43%
Use of Fund Balance	715,839	956,605	613,974	(342,631)	-35.82%
Total Resources	\$ 1,119,996	\$ 1,347,315	\$ 913,360	(\$ 433,955)	-32.21%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	849,627	1,042,717	711,775	(330,942)	-31.74%
Supplies & Services	236,028	264,098	201,585	(62,513)	-23.67%
Capital	28,340	9,000	-	(9,000)	-100%
Transfers Out	6,000	31,500	-	(31,500)	-100%
Total Expenditures by Category	\$ 1,119,996	\$ 1,347,315	\$ 913,360	(\$ 433,955)	-32.21%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	1,111,885	1,280,090	912,410	(367,680)	-28.72%
602 - Museum	7,702	66,950	250	(66,700)	-100%
605 - Memorials	409	275	700	425	155%
Total Expenditures by Fund	\$ 1,119,996	\$ 1,347,315	\$ 913,360	(\$ 433,955)	-32.21%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Germans From Russia	-	200	200	-	-
Greeley History Museum	707,121	800,996	486,396	(314,600)	-39.28%
Historic Sites	404,764	479,094	426,014	(53,080)	-11.08%
Investment Earnings	540	325	750	425	131%
Other Museums	47	-	-	-	-
Prairie Sculptures	1,524	-	-	-	-
Support Centennial Village	-	4,700	-	(4,700)	-100%
Support Museum Facility	6,000	62,000	-	(62,000)	-100%
Total Expenditures by Activity	\$ 1,119,996	\$ 1,347,315	\$ 913,360	(\$ 433,955)	-32.21%

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 the historic Meeker House and developing, promoting and presenting educational activities and special events within these venues.

NATURAL RESOURCES

PURPOSE: The Natural Resources division provides maintenance and management of the City's natural areas and open spaces, trail maintenance and construction management, oversight of the Poudre River Trail, and land acquisition strategies for new spaces in addition to caring for 1000+ acres of current natural areas/open space.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	2,555	-	-	-	-
Intergovernmental Revenue	29,000	72,646	47,000	(25,646)	-35.30%
Licenses & Permits	1,000	-	-	-	-
Miscellaneous Revenue	2,190	-	-	-	-
Transfers In	29,000	29,000	29,000	-	-
Use of Fund Balance	672,626	785,312	761,819	(23,493)	-2.99%
Total Resources	\$ 736,370	\$ 886,958	\$ 837,819	(\$ 49,139)	-5.54%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	506,719	612,337	588,696	(23,641)	-3.86%
Supplies & Services	200,652	245,621	220,123	(25,498)	-10.38%
Transfers Out	29,000	29,000	29,000	-	-
Total Expenditures by Category	\$ 736,370	\$ 886,958	\$ 837,819	(\$ 49,139)	-5.54%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	619,552	734,633	690,433	(44,200)	-6.02%
108 - Designated Revenue	116,818	152,325	147,386	(4,939)	-3.24%
Total Expenditures by Fund	\$ 736,370	\$ 886,958	\$ 837,819	(\$ 49,139)	-5.54%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Natural Areas & Trails Grant Projects	-	25,646	-	(25,646)	-100%
Nature Areas & Trails	590,552	679,775	661,433	(18,342)	-2.70%
Poudre River Trail	145,818	181,537	176,386	(5,151)	-2.84%
Total Expenditures by Activity	\$ 736,370	\$ 886,958	\$ 837,819	(\$ 49,139)	-5.54%

ACTIVITY DESCRIPTIONS

The **Natural Areas and Trails** division provides maintenance and management of the City's natural areas and open spaces, trail maintenance and construction management, oversight of the Poudre River Trail, and land acquisition strategies for new spaces in addition to caring for 1000+ acres of current natural areas/open space.

PARKS

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	121,027	123,205	100,155	(23,050)	-18.71%
Intergovernmental Revenue	11,539	-	-	-	-
Licenses & Permits	2,160	3,800	2,100	(1,700)	-44.74%
Miscellaneous Revenue	217,168	81,750	86,250	4,500	5.50%
Transfers In	1,520,329	1,628,145	1,715,115	86,970	5.34%
Use of Fund Balance	2,904,646	3,323,876	3,169,851	(154,025)	-4.63%
Total Resources	\$ 4,776,869	\$ 5,160,776	\$ 5,073,471	(\$ 87,305)	-1.69%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	3,030,824	3,473,919	3,416,080	(57,839)	-1.66%
Supplies & Services	1,420,277	1,534,918	1,522,091	(12,827)	-0.84%
Capital	325,768	151,939	135,300	(16,639)	-10.95%
Total Expenditures by Category	\$ 4,776,869	\$ 5,160,776	\$ 5,073,471	(\$ 87,305)	-1.69%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	4,575,566	5,020,376	4,938,171	(82,205)	-1.64%
512 - Fleet Replacement	200,468	140,400	135,300	(5,100)	-3.63%
607 - Community Memorials	835	-	-	-	-
Total Expenditures by Fund	\$ 4,776,869	\$ 5,160,776	\$ 5,073,471	(\$ 87,305)	-1.69%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Baseball Fields	145,729	174,713	170,909	(3,804)	-2.18%
Community & Neighborhood Parks	2,572,307	2,635,199	2,573,016	(62,183)	-2.36%
Downtown Plaza	205,470	230,312	221,346	(8,966)	-3.89%
Emerald Ash Bore	64,401	55,599	60,150	4,551	8.19%
Forestry	854,367	910,786	893,782	(17,004)	-1.87%
Island Grove Multi-Use Fields	37,920	36,410	36,617	207	0.57%
Median/Bikepath/Parkways	61,052	297,383	322,618	25,235	8.49%
Memorial Tree Program	835	-	-	-	-
Parks Equipment	200,468	140,400	135,300	(5,100)	-3.63%
Promontory Point	53,913	57,394	57,657	263	0.46%
Public Building Grounds	79,926	103,897	102,378	(1,519)	-1.46%
Sports Complex	310,487	309,759	299,400	(10,359)	-3.34%
Twin Rivers Park	189,994	208,924	200,298	(8,626)	-4.13%
Total Expenditures by Activity	\$ 4,776,869	\$ 5,160,776	\$ 5,073,471	(\$ 87,305)	-1.69%

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 provide 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 City parks. It also provides support for special events such as City functions and Downtown Plaza events.

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

Forestry provides enforcement of the sections of the Greeley Municipal Code that pertain to trees, shrubs, and other woody vegetation including 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.

A **Memorial Tree Program** is also managed by Forestry as trees are requested.

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

RECREATION

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	2,618,757	2,663,119	1,728,645	(934,474)	-35.09%
Intergovernmental Revenue	31,569	45,000	45,000	-	-
Miscellaneous Revenue	470,981	460,165	311,500	(148,665)	-32.31%
Transfers In	35,000	35,000	35,000	-	-
Use of Fund Balance	2,785,907	3,490,239	3,366,765	(123,474)	-3.54%
Total Resources	\$ 5,942,213	\$ 6,693,523	\$ 5,486,910	(\$ 1,206,613)	-18.03%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	3,875,018	4,370,527	3,664,204	(706,323)	-16.16%
Supplies & Services	2,017,702	2,116,796	1,800,806	(315,990)	-14.93%
Capital	29,494	186,200	1,900	(184,300)	-98.98%
Transfers Out	20,000	20,000	20,000	-	-
Total Expenditures by Category	\$ 5,942,213	\$ 6,693,523	\$ 5,486,910	(\$ 1,206,613)	-18.03%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	5,872,516	6,599,783	5,420,705	(1,179,078)	-17.87%
108 - Designated Revenue	56,123	72,065	44,530	(27,535)	-38.21%
606 - Senior Center Clubs	13,574	21,675	21,675	-	-
Total Expenditures by Fund	\$ 5,942,213	\$ 6,693,523	\$ 5,486,910	(\$ 1,206,613)	-18.03%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
21st Century - Summit Ele	8,369	-	-	-	-
21st Century - Summit Elementry	-	-	10,852	10,852	-
ADA & Accessibility	67,870	89,882	84,943	(4,939)	-5.49%
Administration Funplex	819,740	870,878	880,770	9,892	1.14%
Administration Ice Haus	542,187	620,647	561,587	(59,060)	-9.52%
Administration Recreation	774,137	785,630	462,130	(323,500)	-41.18%
Administration Recreation Center	394,450	499,137	496,861	(2,276)	-0.46%
Administration Senior Center	456,079	526,852	352,669	(174,183)	-33.06%
Adult Programs	182,403	220,265	85,920	(134,345)	-60.99%
Aquatics - Funplex	441,635	460,735	425,586	(35,149)	-7.63%
Aquatics - Recreation Center	165,971	207,112	166,887	(40,225)	-19.42%
Boxing	10,008	9,000	5,400	(3,600)	-40.00%
Centennial Pool	99,098	96,403	97,934	1,531	1.59%
Class Prog Rodarte Center	249,157	239,136	216,160	(22,976)	-9.61%
Classes/Programs - Recreation Center	147,340	200,482	82,153	(118,329)	-59.02%
Classes/Programs-Funplex	60,974	70,592	15,000	(55,592)	-78.75%
Classes/Programs-Ice Haus	54,975	58,942	51,019	(7,923)	-13.44%
Dance Club	3,048	1,750	1,750	-	-
Discovery Bay	103,726	104,022	100,881	(3,141)	-3.02%
Fitness - Recreation Center	66,322	90,993	72,578	(18,415)	-20.24%
Fitness/Weight Room	149,658	174,969	145,001	(29,968)	-17.13%
GRASP	2,224	925	925	-	-
Investment Earnings	30	35	35	-	-
Island Grove Splash park	19,375	17,196	18,517	1,321	7.68%
Keen-Age Singers Club	988	630	630	-	-
Maintenance - Active Adult Center	42,720	49,169	43,571	(5,598)	-11.39%
Maintenance - Ice Haus	25,745	34,626	33,400	(1,226)	-3.54%
Maintenance - Recreation Center	90,171	102,746	98,709	(4,037)	-3.93%
Maintenance - Rodarte Cen	16,573	26,851	23,868	(2,983)	-11.11%
Maintenance-Funplex	119,403	154,764	150,727	(4,037)	-2.61%
Meadowlark Square Dance	25	85	85	-	-
Operations - Rodarte Cent	410,789	464,692	381,551	(83,141)	-17.89%
Pool Club	293	2,950	2,950	-	-
Senior Advisory Committee	6,500	11,900	11,900	-	-
Senior Classes	26,090	27,134	23,404	(3,730)	-13.75%
Senior Sports	3,750	8,286	4,651	(3,635)	-43.87%
Senior Travel	15,337	17,949	-	(17,949)	-100%
Shuffleboard Club	125	400	400	-	-
Softball Club	-	1,700	1,700	-	-
Sunshine Band Club	342	1,300	1,300	-	-
Youth Assistance	36,503	35,000	35,000	-	-
Youth Enrichment	19,620	37,065	9,530	(27,535)	-74.29%
Youth Sports	308,426	370,693	327,976	(42,717)	-11.52%
Youth Volleyball	38	-	-	-	-
Total Expenditures by Activity	\$ 5,942,213	\$ 6,693,523	\$ 5,486,910	(\$ 1,206,613)	-18.03%

ACTIVITY DESCRIPTIONS

Sports includes all youth and adult sports, camps and tournaments.

Aquatics includes oversight and programming of the outdoor aquatic facilities including Centennial Pool, Discovery Bay Pool, Island Grove Splash Park and Sunrise Splash Park.

The **Greeley Recreation Center** includes day to day operational oversight of the center and front desk operations, scheduling of the Recreation Center, Active Adult Center and parks to support all Department of Culture, Parks & Recreation needs. Develops and presents instructional programs, fitness/wellness programs, and all aquatics programs within the facility such as lessons, open swim and aqua fitness. In addition, it hosts various community classes and events.

The **Active Adult 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, sports, 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 enhanced traffic flow to the downtown area.

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 Adventure Miniature Golf Course, birthday parties, Kid Kare Room, instructional programs, and fitness/wellness programs within the weight room, three fitness areas and the indoor track. In addition, this area schedules the use of the outdoor amphitheater.

The **Rodarte Community Center** plans and provides for a comprehensive, year-round program of recreational and educational programs including After School and school break programs, Fun in the Sun summer day camp, STEM Scholars and Boxing.

The Adaptive and Inclusive Recreation Program (AIR) includes the planning and implementation of ADA accessibility requirements for programs and strives for inclusivity in all programs and public facilities for persons with disabilities.

Recreation Administration oversees all the recreation areas and ensures that community needs are met. The division is also tasked with the daily custodial and minor maintenance of the UCCC, Greeley Recreation Center, Family FunPlex, Ice Haus Active Adult Center, and the Rodarte Community Center.

Clubs & Activities include activities provided by the Active Adult Center Clubs Fund.



ECONOMIC HEALTH & HOUSING



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Intergovernmental Revenue	735,394	1,343,277	850,000	(493,277)	-36.72%
Miscellaneous Revenue	181,120	-	-	-	-
Transfers In	161,747	217,775	238,329	20,554	9.44%
Use of Fund Balance	704,274	892,621	327,181	(565,440)	-63.35%
Total Resources	\$ 1,782,535	\$ 2,453,673	\$ 1,415,510	(\$ 1,038,163)	-42.31%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	534,692	718,503	616,787	(101,716)	-14.16%
Supplies & Services	1,247,843	1,735,170	798,723	(936,447)	-53.97%
Total Expenditures by Category	\$ 1,782,535	\$ 2,453,673	\$ 1,415,510	(\$ 1,038,163)	-42.31%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	560,566	613,254	573,961	(39,293)	-6.41%
103 - Community Development	1,221,969	1,840,419	841,549	(998,870)	-54.27%
Total Expenditures by Fund	\$ 1,782,535	\$ 2,453,673	\$ 1,415,510	(\$ 1,038,163)	-42.31%

Expenditures by Division	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Economic Development	560,566	613,254	573,961	(39,293)	-6.41%
Urban Renewal Authority	1,221,969	1,840,419	841,549	(998,870)	-54.27%
Total Expenditures by Division	\$ 1,782,535	\$ 2,453,673	\$ 1,415,510	(\$ 1,038,163)	-42.31%

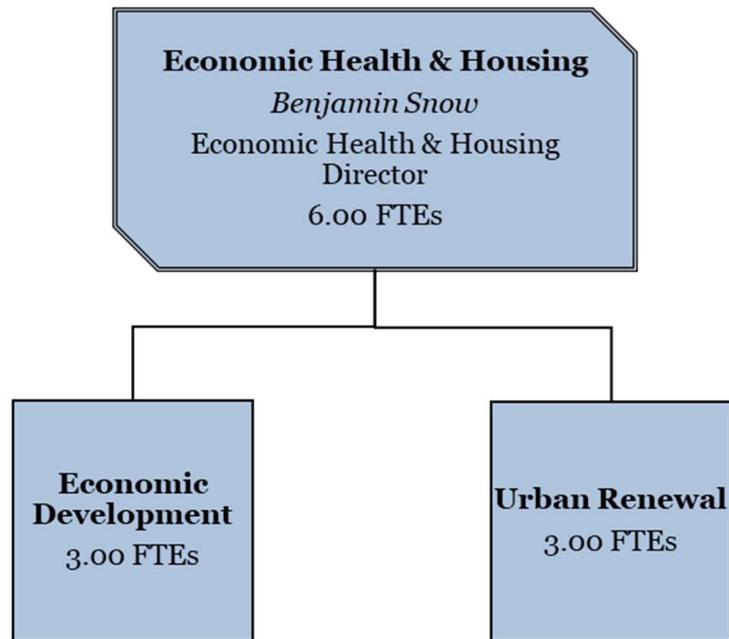
GENERAL DESCRIPTION

The **Economic Health and Housing 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 (BR&E) program, recruitment of primary industry, serving as a business liaison, focused efforts on economic initiatives, facilitate continued Downtown redevelopment, implement strategic housing plans, and maintaining local, regional and state relationships.

HOW THE DEPARTMENT IS ORGANIZED

This department consists of two divisions: Economic Development and Greeley Urban Renewal Authority.

ORGANIZATIONAL CHART



FTE SUMMARY

Economic Health & Housing	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Economic Health & Housing Director	1.00	1.00	-	1.00
Economic Development Manager	1.00	1.00	-	1.00
Economic Development Specialist	1.00	1.00	(1.00)	-
Economic Development Coordinator	-	1.00	-	1.00
Urban Renewal				-
Grant Specialist	1.00	1.00	-	1.00
Senior Administrative Specialist	1.00	1.00	-	1.00
Urban Renewal Manager	1.00	1.00	-	1.00
Total Economic Health & Housing	6.00	7.00	(1.00)	6.00

2021 HIGHLIGHTS

- A Dynamic & Resilient Economy
 - Diversify economy in our targeted industry sectors. Develop relationships with key property owners to streamline commercial site selection and development. Maintain local and regional business relationships as part of our BR&E program.
- Leadership in Educational Excellence
 - Leverage ACE (Achieving Community Excellence) Board to strengthen our talent development system, which is focused on: workforce development, entrepreneurship, and NextGen leadership development. Come along side our K-20 partners.
- Your Home is Here
 - Influence housing through continued implementation of our Strategic Housing Plan. EHH focus on building relationships with housing developers of all product ranges. We will also focus our urban renewal efforts on bricks and mortar housing projects.
- Partnerships
 - Collaborate with local and regional business and economic development partners.

PERFORMANCE INDICATORS

- Businesses
 - (x) Number of business retention visits completed
 - (x) Number of business interactions & service requests
 - (x) Number of unique webpage hits
 - Number of new business development leads generated
 - Number of new jobs created
 - Dollar amount of new capital investment
 - Number of companies assisted with business recovery tools
 - Housing
 - Number of overall new housing units built
 - Number of affordable housing units built
 - Dollar amount of TIF district funds used for redevelopment activities
- (x) = in performance measures database

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	Downtown Development Authority	72,233	47,840	-	(47,840)	-100%	
	Economic Development	48,750	48,750	48,750	-	-	3
	Small Business Development Center	433,066	485,754	446,461	(39,293)	-8.09%	2
	Upstate Colorado	15,000	15,000	15,000	-	-	4
	Urban Renewal	63,750	63,750	63,750	-	-	4
	Total Expenditures by PBB Quartile	1,149,736	1,792,579	841,549	(951,030)	-53.05%	2
		\$ 1,782,535	\$ 2,453,673	\$ 1,415,510	(\$ 1,038,163)	-42.31%	

ECONOMIC DEVELOPMENT

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Transfers In	128,436	151,625	172,179	20,554	13.56%
Use of Fund Balance	432,130	461,629	401,782	(59,847)	-12.96%
Total Resources	\$ 560,566	\$ 613,254	\$ 573,961	(\$ 39,293)	-6.41%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	271,368	337,709	375,416	37,707	11.17%
Supplies & Services	289,198	275,545	198,545	(77,000)	-27.94%
Total Expenditures by Category	\$ 560,566	\$ 613,254	\$ 573,961	(\$ 39,293)	-6.41%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	560,566	613,254	573,961	(39,293)	-6.41%
Total Expenditures by Fund	\$ 560,566	\$ 613,254	\$ 573,961	(\$ 39,293)	-6.41%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Downtown Development Authority	48,750	48,750	48,750	-	-
Economic Development	433,066	485,754	446,461	(39,293)	-8.09%
Small Business Development Center	15,000	15,000	15,000	-	-
Upstate Colorado	63,750	63,750	63,750	-	-
Total Expenditures by Activity	\$ 560,566	\$ 613,254	\$ 573,961	(\$ 39,293)	-6.41%

ACTIVITY DESCRIPTIONS

Downtown Development Authority - The Downtown Development Authority has a mission of economic redevelopment in a 55-block area of the historic commercial core of Greeley. A revitalized downtown serves as an enhancement to the quality of life of residents, adding to their options for shopping, services and entertainment. Downtown also serves as an enhancement to other economic development efforts and a source of tax revenue for the community.

Small Business Development Center - An organization that provides services to small business owners in the Weld County area, including training, resource library access, business counseling, and maintenance of the Hispanic Small Business Loan Program.

Upstate Colorado Economic Development - To create and attract new business enterprises to Greeley and Weld County, help retain and expand existing businesses, provide quality job opportunities and income growth, and an increased tax base thereby improving the quality of life for area residents.

GREELEY URBAN RENEWAL AUTHORITY

Resources	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Intergovernmental Revenue	735,394	1,343,277	850,000	(493,277)	-36.72%
Miscellaneous Revenue	181,120	-	-	-	-
Transfers In	33,311	66,150	66,150	-	-
Use of Fund Balance	272,143	430,992	-74,601	(505,593)	-117.31%
Total Resources	\$ 1,221,969	\$ 1,840,419	\$ 841,549	(\$ 998,870)	-54.27%

Expenditures by Category	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Salaries & Benefits	263,324	380,794	241,371	(139,423)	-36.61%
Supplies & Services	958,645	1,459,625	600,178	(859,447)	-58.88%
Total Expenditures by Category	\$ 1,221,969	\$ 1,840,419	\$ 841,549	(\$ 998,870)	-54.27%

Expenditures by Fund	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
103 - Community Development	1,221,969	1,840,419	841,549	(998,870)	-54.27%
Total Expenditures by Fund	\$ 1,221,969	\$ 1,840,419	\$ 841,549	(\$ 998,870)	-54.27%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Accessible Space Rehabilitation	40,862	-	-	-	-
Catholic Charities	11,250	210,000	-	(210,000)	-100%
CDBG Administration	234,642	257,777	161,905	(95,872)	-37.19%
CDBG Misc Projects	-	304,568	500,000	195,432	64.17%
CDBG-CV CARES ACT GRANT	-	37,840	-	(37,840)	-100%
Clean Up Weekend	15,000	15,000	-	(15,000)	-100%
HAPP Housing Loans	31,371	-	-	-	-
HOME - 2015	20,482	-	-	-	-
HOME - 2016	123,508	-	-	-	-
Home - Repay	386	-	-	-	-
Housing Rehabilitation	68,401	244,074	169,644	(74,430)	-30.49%
Investment Earnings	508	-	-	-	-
NE Greeley Neigh Improve	622,157	520,000	-	(520,000)	-100%
Northern Colorado Health Alliance	30,902	15,000	-	(15,000)	-100%
Redevelop Dst Pkwy Tree Pl	15,000	20,500	-	(20,500)	-100%
Senior Resource Services	-	10,000	-	(10,000)	-100%
Transitional House	7,500	10,000	10,000	-	-
United Way Cold Weather Shelter	-	195,660	-	(195,660)	-100%
Total Expenditures by Activity	\$ 1,221,969	\$ 1,840,419	\$ 841,549	(\$ 998,870)	-54.27%

ACTIVITY DESCRIPTION

The Greeley Urban Renewal Authority division uses federally funded entitlement grants to enhance physically or economically stressed areas.



FINANCE



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	215,525	301,100	254,618	(46,482)	-15.44%
Taxes	1,355,953	406,487	409,000	2,513	0.62%
Miscellaneous Revenue	161,516	111,000	111,000	-	-
Transfers In	931,279	1,219,934	1,393,564	173,630	14.23%
Use of Fund Balance	53,686	1,346,956	1,258,993	(87,963)	-6.53%
Total Resources	\$ 2,717,958	\$ 3,385,477	\$ 3,427,175	\$ 41,698	1.23%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	2,135,430	2,580,943	2,598,869	17,926	0.69%
Supplies & Services	582,529	804,534	828,306	23,772	2.95%
Total Expenditures by Category	\$ 2,717,958	\$ 3,385,477	\$ 3,427,175	\$ 41,698	1.23%

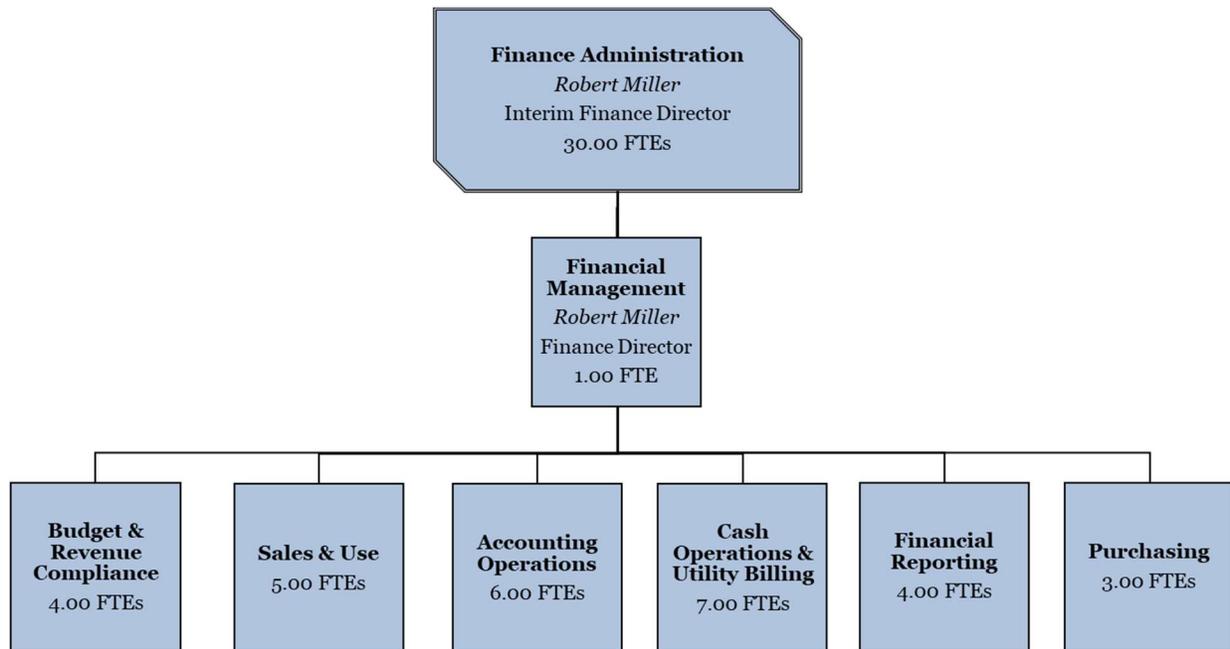
Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	2,530,498	2,874,045	2,915,743	41,698	1.45%
106 - Sales & Use Tax	-	307,232	307,232	-	-
410 - Downtown Parking	6,192	-	-	-	-
506 - Communications	181,269	204,200	204,200	-	-
Total Expenditures by Fund	\$ 2,717,958	\$ 3,385,477	\$ 3,427,175	\$ 41,698	1.23%

Expenditures by Division	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Accounting Operations	411,445	454,962	465,553	10,591	2.33%
Budget	279,002	479,316	444,083	(35,233)	-7.35%
Cash Operations	79,420	97,952	86,661	(11,291)	-11.53%
Financial Reporting	381,063	450,042	398,770	(51,272)	-11.39%
Financial Services	187,460	279,348	279,348	-	-
Fiscal Management	491,319	358,928	400,860	41,932	11.68%
Purchasing	252,190	290,593	308,272	17,679	6.08%
Sales Tax Administration	181,376	481,917	507,679	25,762	5.35%
Utility Billing	454,683	492,419	535,949	43,530	8.84%
Total Expenditures by Division	\$ 2,717,958	\$ 3,385,477	\$ 3,427,175	\$ 41,698	1.23%

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.

ORGANIZATIONAL CHART



2021 ADDITIONS

Funded One-Time Request	
Description	2021
Finance Internal Controls Assessment	50,000
Total Additions	\$ 50,000

FTE SUMMARY

Finance	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Financial Reporting				
Accountant I	1.00	1.00	-	1.00
Accountant II	2.00	2.00	-	2.00
Accountant IV	1.00	1.00	-	1.00
Total Financial Reporting	4.00	4.00	-	4.00
Accounting Operations				
Accountant III	1.00	1.00	(1.00)	-
Accountant IV	-	-	1.00	1.00
Accounting Clerk I	1.00	1.00	-	1.00
Accounting Clerk II	2.00	2.00	-	2.00
Administrative Specialist I	1.00	1.00	(1.00)	-
Administrative Specialist II	-	-	1.00	1.00
Payroll Accountant	1.00	1.00	-	1.00
Total Accounting Operations	6.00	6.00	-	6.00
Fiscal Management				
Finance Director	1.00	1.00	-	1.00
Total Fiscal Management	1.00	1.00	-	1.00
Budget & Revenue Compliance				
Budget & Compliance Manager	1.00	1.00	-	1.00
Financial Analyst	1.00	3.00	(2.00)	1.00
Financial Analyst II	-	-	2.00	2.00
Total Budget & Revenue Compliance	2.00	4.00	-	4.00
Purchasing				
Contract Specialist I	1.00	1.00	-	1.00
Contract Specialist II	2.00	2.00	(1.00)	1.00
Purchasing Manager	-	-	1.00	1.00
Total Purchasing	3.00	3.00	-	3.00
Cash Operations & Utility Billing				
Customer Service Supervisor	1.00	1.00	-	1.00
Field Services Representative	1.00	1.00	-	1.00
Finance Service Specialist I	4.50	4.50	(0.50)	4.00
Finance Service Specialist II	1.00	1.00	-	1.00
Total Cash Operations & Utility Billing	7.50	7.50	(0.50)	7.00
Sales Tax Administration				
Revenue & Business License Manager	1.00	1.00	-	1.00
Sales Tax Auditor	1.00	1.00	-	1.00
Sales Tax Technician I	2.00	2.00	-	2.00
Sales Tax Technician II	1.00	1.00	-	1.00
Total Sales Tax Administration	5.00	5.00	-	5.00
Total Finance	28.50	30.50	(0.50)	30.00

2021 HIGHLIGHTS

- Financial Software Implementations
 - Velocity (ERP) Utilization & Enhancements – Process Improvements & Internal Controls
 - CAFR Creation Tool developed for 2021
 - Utility Billing Software – Identify a Vendor and Implement
- Financial Reporting & Budget Development
 - 2020 CAFR
 - Annual External Audit
 - 2022-2023 Biennial Budget
 - Long-term Financial Analysis & Compensation Plan Integration
- Internal Controls Review
- Water & Sewer - Bond Issuance

PERFORMANCE INDICATORS

- Sufficient Reserves & Fund Balance Requirements
- Financial Performance Indicators
- Bond Ratings & Awards
- Food Tax Rebate Program
- Payments

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Proposed Budget			
Community	Parking Case Management	6,192	-	-	-	-	3
Governance	Accounting	672,134	757,114	756,414	(700)	-0.09%	2
	Budget	279,002	479,316	444,083	(35,233)	-7.35%	1
	Finance - Administration	491,319	358,928	400,860	41,932	11.68%	2
	Financial Reporting	381,063	450,042	398,770	(51,272)	-11.39%	1
	Purchasing	252,190	290,593	308,272	17,679	6.08%	3
	Sales Tax Administration	181,376	557,065	582,827	25,762	4.62%	2
	Utilities	454,683	492,419	535,949	43,530	8.84%	3
Total Expenditures by PBB Quartile		\$ 2,717,958	\$ 3,385,477	\$ 3,427,175	\$ 41,698	1.23%	

ACCOUNTING OPERATIONS

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	132	-	-	-	-
Transfers In	119,991	220,455	250,320	29,865	13.55%
Use of Fund Balance	291,322	234,507	215,233	(19,274)	-8.22%
Total Resources	\$ 411,445	\$ 454,962	\$ 465,553	\$ 10,591	2.33%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	404,591	444,297	449,798	5,501	1.24%
Supplies & Services	6,854	10,665	15,755	5,090	47.73%
Total Expenditures by Category	\$ 411,445	\$ 454,962	\$ 465,553	\$ 10,591	2.33%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	411,445	454,962	465,553	10,591	2.33%
Total Expenditures by Fund	\$ 411,445	\$ 454,962	\$ 465,553	\$ 10,591	2.33%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Accounting Operations	411,445	454,962	465,553	10,591	2.33%
Total Expenditures by Activity	\$ 411,445	\$ 454,962	\$ 465,553	\$ 10,591	2.33%

ACTIVITY DESCRIPTIONS

Accounting Operations reviews purchase orders, creates vendor accounts, processes requests for payment, payroll, and oversees the Visa Card program.

BUDGET

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Transfers In	76,290	124,895	141,814	16,919	13.55%
Use of Fund Balance	202,712	354,421	302,269	(52,152)	-14.71%
Total Resources	\$ 279,002	\$ 479,316	\$ 444,083	(\$ 35,233)	-7.35%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	257,238	450,536	429,483	(21,053)	-4.67%
Supplies & Services	21,764	28,780	14,600	(14,180)	-49.27%
Total Expenditures by Category	\$ 279,002	\$ 479,316	\$ 444,083	(\$ 35,233)	-7.35%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	279,002	479,316	444,083	(35,233)	-7.35%
Total Expenditures by Fund	\$ 279,002	\$ 479,316	\$ 444,083	(\$ 35,233)	-7.35%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Budget	279,002	479,316	444,083	(35,233)	-7.35%
Total Expenditures by Activity	\$ 279,002	\$ 479,316	\$ 444,083	(\$ 35,233)	-7.35%

ACTIVITY DESCRIPTIONS

Budget is responsible for the City's budget and budget documents.

CASH OPERATIONS & UTILITY BILLING

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	190	-	-	-	-
Transfers In	478,012	474,451	545,227	70,776	14.92%
Use of Fund Balance	55,901	115,920	77,383	(38,537)	-33.24%
Total Resources	\$ 534,103	\$ 590,371	\$ 622,610	\$ 32,239	5.46%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	373,155	413,641	421,266	7,625	1.84%
Supplies & Services	160,948	176,730	201,344	24,614	13.93%
Total Expenditures by Category	\$ 534,103	\$ 590,371	\$ 622,610	\$ 32,239	5.46%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	534,103	590,371	622,610	32,239	5.46%
Total Expenditures by Fund	\$ 534,103	\$ 590,371	\$ 622,610	\$ 32,239	5.46%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Cash Operations	79,420	97,952	86,661	(11,291)	-11.53%
Utility Billing	454,683	492,419	535,949	43,530	8.84%
Total Expenditures by Activity	\$ 534,103	\$ 590,371	\$ 622,610	\$ 32,239	5.46%

ACTIVITY DESCRIPTIONS

Cash Operations is responsible for all customer service, cashiering, and billing. This area oversees the Food Tax Rebate Program, bill printing, the bill stuffer and mailing contract.

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.

FINANCIAL MANAGEMENT

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Transfers In	87,851	102,214	116,070	13,856	13.56%
Use of Fund Balance	403,468	256,714	284,790	28,076	10.94%
Total Resources	\$ 491,319	\$ 358,928	\$ 400,860	\$ 41,932	11.68%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	296,219	178,955	220,887	41,932	23.43%
Supplies & Services	195,100	179,973	179,973	-	-
Total Expenditures by Category	\$ 491,319	\$ 358,928	\$ 400,860	\$ 41,932	11.68%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	491,319	358,928	400,860	41,932	11.68%
Total Expenditures by Fund	\$ 491,319	\$ 358,928	\$ 400,860	\$ 41,932	11.68%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Finance Administration	332,718	193,735	235,667	41,932	21.64%
Information Technology Charges	158,601	165,193	165,193	-	-
Total Expenditures by Activity	\$ 491,319	\$ 358,928	\$ 400,860	\$ 41,932	11.68%

ACTIVITY DESCRIPTIONS

Financial Services & Fiscal Management 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 debt issuance and debt management.

FINANCIAL REPORTING

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Transfers In	111,025	229,983	261,488	31,505	13.70%
Use of Fund Balance	270,038	220,059	137,282	(82,777)	-37.62%
Total Resources	\$ 381,063	\$ 450,042	\$ 398,770	(\$ 51,272)	-11.39%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	374,359	443,909	392,637	(51,272)	-11.55%
Supplies & Services	6,705	6,133	6,133	-	-
Total Expenditures by Category	\$ 381,063	\$ 450,042	\$ 398,770	(\$ 51,272)	-11.39%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
001 - General	381,063	450,042	398,770	(51,272)	-11.39%
Total Expenditures by Fund	\$ 381,063	\$ 450,042	\$ 398,770	(\$ 51,272)	-11.39%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Financial Reporting	381,063	450,042	398,770	(51,272)	-11.39%
Total Expenditures by Activity	\$ 381,063	\$ 450,042	\$ 398,770	(\$ 51,272)	-11.39%

ACTIVITY DESCRIPTIONS

Financial Reporting includes processing bank transactions and reconciliation, creation of Comprehensive Annual Financial Report, Investments, and fund accounting.

PURCHASING

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Miscellaneous Revenue	116,501	110,000	110,000	-	-
Transfers In	58,110	67,936	78,645	10,709	15.76%
Use of Fund Balance	77,579	112,657	119,627	6,970	6.19%
Total Resources	\$ 252,190	\$ 290,593	\$ 308,272	\$ 17,679	6.08%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	247,727	278,463	296,142	17,679	6.35%
Supplies & Services	4,463	12,130	12,130	-	-
Total Expenditures by Category	\$ 252,190	\$ 290,593	\$ 308,272	\$ 17,679	6.08%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	252,190	290,593	308,272	17,679	6.08%
Total Expenditures by Fund	\$ 252,190	\$ 290,593	\$ 308,272	\$ 17,679	6.08%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Purchasing	252,190	290,593	308,272	17,679	6.08%
Total Expenditures by Activity	\$ 252,190	\$ 290,593	\$ 308,272	\$ 17,679	6.08%

ACTIVITY DESCRIPTIONS

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.

SALES TAX

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Taxes	1,355,953	406,487	409,000	2,513	0.62%
Use of Fund Balance	(1,174,577)	75,430	98,679	23,249	30.82%
Total Resources	\$ 181,376	\$ 481,917	\$ 507,679	\$ 25,762	5.35%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	177,985	371,142	388,656	17,514	4.72%
Supplies & Services	3,391	110,775	119,023	8,248	7.45%
Total Expenditures by Category	\$ 181,376	\$ 481,917	\$ 507,679	\$ 25,762	5.35%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	181,376	249,833	275,595	25,762	10.31%
106 - Sales & Use Tax	-	232,084	232,084	-	-
Total Expenditures by Fund	\$ 181,376	\$ 481,917	\$ 507,679	\$ 25,762	5.35%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Sales Tax Administration	181,376	481,917	507,679	25,762	5.35%
Total Expenditures by Activity	\$ 181,376	\$ 481,917	\$ 507,679	\$ 25,762	5.35%

ACTIVITY DESCRIPTIONS

Sales Tax Administration ensures the collection and auditing of sale and uses taxes and the issuing of business licenses.



FIRE



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	500,665	512,207	465,396	(46,811)	-9.14%
Intergovernmental Revenue	31,281	25,000	25,000	-	-
Miscellaneous Revenue	37,136	21,931	-	(21,931)	-100%
Transfers In	634,647	3,510,616	1,849,293	(1,661,323)	-47.32%
Use of Fund Balance	17,069,441	16,340,437	18,841,743	2,501,306	15.31%
Total Resources	\$ 18,273,171	\$ 20,410,191	\$ 21,181,432	\$ 771,241	3.78%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	14,508,735	16,845,525	17,464,843	619,318	3.68%
Supplies & Services	3,027,773	3,146,666	3,139,589	(7,077)	-0.22%
Capital	416,663	40,000	5,000	(35,000)	-87.50%
Debt	-	72,000	72,000	-	-
Transfers Out	320,000	306,000	500,000	194,000	63.40%
Total Expenditures by Category	\$ 18,273,171	\$ 20,410,191	\$ 21,181,432	\$ 771,241	3.78%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	18,273,171	20,410,191	21,181,432	771,241	3.78%
Total Expenditures by Fund	\$ 18,273,171	\$ 20,410,191	\$ 21,181,432	\$ 771,241	3.78%

Expenditures by Division	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Administration	1,160,998	827,088	1,102,708	275,620	33.32%
Community Safety	1,473,551	1,772,147	1,780,743	8,596	0.49%
Operations	15,638,622	17,810,956	18,297,981	487,025	2.73%
Total Expenditures by Division	\$ 18,273,171	\$ 20,410,191	\$ 21,181,432	\$ 771,241	3.78%

GENERAL DESCRIPTION

The mission of the **Greeley Fire Department** is to create and maintain a safe and healthy community through relentless preparation and delivery of world class emergency services 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

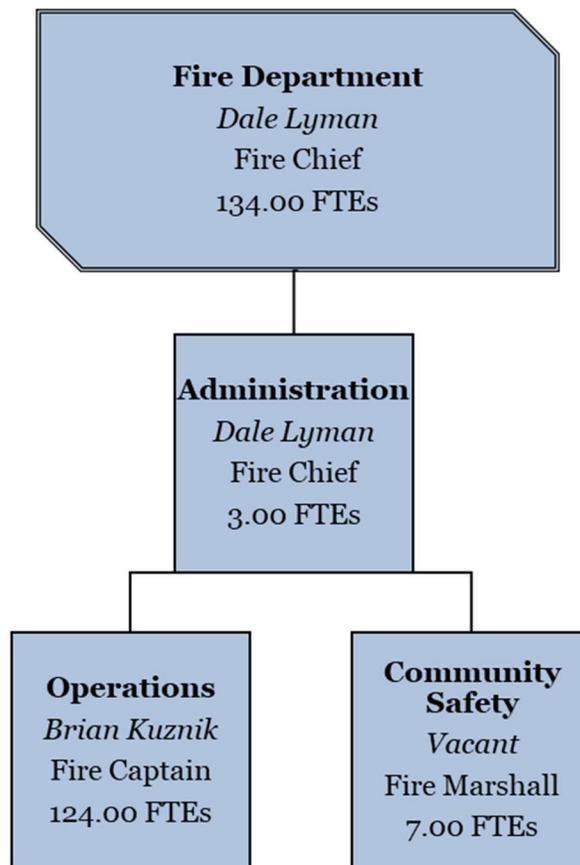
The Administration division, under the direction of the Fire Chief, provides policy and administrative direction for all functions of the department's operations. This division interacts with community leaders, other local governments, and the business

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. This division also develops and implements the Emergency Management activities for the City.

The **Community Safety** division reports to a Division Chief and provides services which focus on community risk reduction including the frequency and severity of fires, explosions, oil & gas safety, and other threats to property and life. The division enforces adopted fire codes and ordinances. It also supports the data management systems for the department, 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.

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, basic & 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



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Office of Emergency Management Expansion	95,009
Lexipol Online Policy & Procedure Software	72,716
Total Additions	\$ 167,725

FTE SUMMARY

Fire	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administration				
Fire Chief	1.00	1.00	-	1.00
Fire Division Chief	1.00	1.00	-	1.00
Senior Administrative Specialist	1.00	1.00	-	1.00
Total Administration	3.00	3.00	-	3.00
Community Safety				
Administrative Specialist II	1.00	1.00	-	1.00
Assistant Emergency Manager Specialist	-	-	1.00	1.00
Deputy Fire Marshall	0.50	-	-	-
Emergency Manager	-	-	1.00	1.00
Fire Captain	-	-	1.00	1.00
Fire Marshal	-	1.00	(1.00)	-
Fire Lieutenant Specialist EMT 1	-	-	1.00	1.00
Fire Lieutenant: B	1.00	1.00	-	1.00
Staff Specialist	1.00	1.00	-	1.00
Total Community Safety	3.50	4.00	3.00	7.00
Operations				
Battalion Chief	2.00	2.00	(2.00)	-
Community Paramedic	1.00	1.00	-	1.00
Deputy Fire Marshall	0.50	1.00	(1.00)	-
Fire Captain	2.00	2.00	2.00	4.00
Fire Captain Specialist	-	-	1.00	1.00
Fire Division Chief	1.00	1.00	-	1.00
Fire Engineer: B	18.00	18.00	(1.00)	17.00
Fire Engineer: I	5.00	5.00	(1.00)	4.00
Fire Engineer: P	1.00	1.00	1.00	2.00
Fire Lieutenant Specialist	1.00	1.00	(1.00)	-
Fire Lieutenant: B	10.00	10.00	4.00	14.00
Fire Lieutenant: I	9.00	9.00	(2.00)	7.00
Fire Lieutenant: P	6.00	6.00	-	6.00
Firefighter-Ambulance	3.00	3.00	(3.00)	-
Firefighter: B	40.00	45.00	(5.00)	40.00
Firefighter: I	1.00	1.00	-	1.00
Firefighter: P	17.00	17.00	7.00	24.00
Staff Specialist	1.00	1.00	(1.00)	-
Senior Administrative Specialist	1.00	1.00	-	1.00
Training Specialist	1.00	1.00	-	1.00
Total Operations	120.50	126.00	(2.00)	124.00
Total Fire	127.00	133.00	1.00	134.00

2021 HIGHLIGHTS

- Continue management of the pandemic response
- Enhance emergency response times and performance measures to reflect national standard criteria
- Improve customer service, community safety, efficient use of resources, EMS service delivery
- Continue work towards International Accreditation goals
- Improve collaboration between city departments for overall City emergency resiliency

PERFORMANCE INDICATORS

- Total number of Fires
- Community Fire Loss
- Total Fire/EMS calls
- Annual Inspections
- Plans Reviewed
- Fires in Commercial Occupancies – Receive Code Compliance Inspections

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	Alternative Response Program	97,829	113,271	103,105	(10,166)	-8.97%	2
	Ambulance Service	457,399	360,603	386,034	25,431	7.05%	2
	Apparatus Maintenance	703,732	770,231	992,410	222,179	28.85%	3
	Arson Investigation	3,945	7,849	7,875	26	0.33%	3
	Communications-Fire	184,229	421,614	509,410	87,796	20.82%	2
	Dive Team	25,742	29,750	29,750	-	-	3
	Emergency Management	299,010	146,183	227,843	81,660	55.86%	2
	Emergency Operations	12,747,938	14,706,138	15,151,850	445,712	3.03%	1
	Facilities Maintenance-Fire	194,337	201,279	216,300	15,021	7.46%	3
	Fire - Administration	784,045	755,088	1,030,708	275,620	36.50%	2
	Fire Training	83,264	181,496	92,338	(89,158)	-49.12%	2
	Haz Mat	35,054	37,115	37,115	-	-	2
	Inspections	26,635	16,490	19,400	2,910	17.65%	1
	Life Safety Services	525,038	724,031	559,865	(164,166)	-22.67%	2
	Medical Services	79,124	68,820	100,620	31,800	46.21%	2
	Medical Training	69,947	101,818	89,901	(11,917)	-11.70%	2
	PPE/Uniform	188,966	162,345	162,345	-	-	3
	Public Safety Education	17,360	20,425	20,075	(350)	-1.71%	2
	Recruiting/Hiring	145,429	95,386	168,916	73,530	77.09%	3
	RMS	417,332	435,555	436,275	720	0.17%	3
	SCBA Main	32,930	82,800	44,300	(38,500)	-46.50%	2
	Small Equipment Maintenance	130,147	92,922	53,946	(38,976)	-41.94%	3
	Specialized Rescue	41,653	20,445	14,400	(6,045)	-29.57%	2
	Training	573,570	632,188	611,461	(20,727)	-3.28%	2
	Training Facility Ops	3,187	21,750	18,690	(3,060)	-14.07%	3
	Wellness	20,802	19,150	19,150	-	-	2
	Wildland Fire Team	7,572	113,449	5,350	(108,099)	-95.28%	1
	Zoll Heart Monitor Lease	376,953	72,000	72,000	-	-	3
	Total Expenditures by PBB Quartile	\$ 18,273,171	\$ 20,410,191	\$ 21,181,432	\$ 771,241	3.78%	

ADMINISTRATION

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

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	242	-	-	-	-
Use of Fund Balance	1,160,756	827,088	1,102,708	275,620	33.32%
Total Resources	\$ 1,160,998	\$ 827,088	\$ 1,102,708	\$ 275,620	33.32%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	323,509	300,873	645,428	344,555	115%
Supplies & Services	594,432	454,215	385,280	(68,935)	-15.18%
Capital	243,057	-	-	-	-
Debt	-	72,000	72,000	-	-
Total Expenditures by Category	\$ 1,160,998	\$ 827,088	\$ 1,102,708	\$ 275,620	33.32%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Fire Administration	478,950	473,375	748,995	275,620	58.22%
Old Hire Pension Liability	305,095	281,713	281,713	-	-
Zoll Heart Monitor Lease	376,953	72,000	72,000	-	-
Total Expenditures by Activity	\$ 1,160,998	\$ 827,088	\$ 1,102,708	\$ 275,620	33.32%

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 is 6 year agreement with the vendor for cardiac monitor / AED equipment. The note is funded by the General fund with annual payments of \$72,000.

COMMUNITY SAFETY

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.

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	59,677	106,000	56,000	(50,000)	-47.17%
Intergovernmental Revenue	31,281	25,000	25,000	-	-
Miscellaneous Revenue	2,820	7,800	-	(7,800)	-100%
Use of Fund Balance	1,379,772	1,633,347	1,699,743	66,396	4.07%
Total Resources	\$ 1,473,551	\$ 1,772,147	\$ 1,780,743	\$ 8,596	0.49%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	652,458	857,588	773,042	(84,546)	-9.86%
Supplies & Services	705,540	914,559	1,002,701	88,142	9.64%
Capital	115,552	-	5,000	5,000	-
Total Expenditures by Category	\$ 1,473,551	\$ 1,772,147	\$ 1,780,743	\$ 8,596	0.49%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Communications	184,229	421,614	509,410	87,796	20.82%
Emergency Management	299,010	146,183	227,843	81,660	55.86%
Inspections	26,635	16,490	19,400	2,910	17.65%
Investigations	3,945	7,849	7,875	26	0.33%
Life Safety Services	525,038	724,031	559,865	(164,166)	-22.67%
Public Safety Education	17,360	20,425	20,075	(350)	-1.71%
Records Management System	417,332	435,555	436,275	720	0.17%
Total Expenditures by Activity	\$ 1,473,551	\$ 1,772,147	\$ 1,780,743	\$ 8,596	0.49%

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.

OPERATIONS

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.

Resources	2020 Revised		2021 Proposed Budget	\$ Change	% Change
	2019 Actual	Budget			
Charges for Services	440,746	406,207	409,396	3,189	0.79%
Miscellaneous Revenue	34,316	14,131	-	(14,131)	-100%
Transfers In	634,647	3,510,616	1,849,293	(1,661,323)	-47.32%
Use of Fund Balance	14,528,912	13,880,002	16,039,292	2,159,290	15.56%
Total Resources	\$ 15,638,622	\$ 17,810,956	\$ 18,297,981	\$ 487,025	2.73%

Expenditures by Category	2020 Revised		2021 Proposed Budget	\$ Change	% Change
	2019 Actual	Budget			
Salaries & Benefits	13,532,768	15,687,064	16,046,373	359,309	2.29%
Supplies & Services	1,727,801	1,777,892	1,751,608	(26,284)	-1.48%
Capital	58,054	40,000	-	(40,000)	-100%
Transfers Out	320,000	306,000	500,000	194,000	63.40%
Total Expenditures by Category	\$ 15,638,622	\$ 17,810,956	\$ 18,297,981	\$ 487,025	2.73%

Expenditures by Activity	2020 Revised		2021 Proposed Budget	\$ Change	% Change
	2019 Actual	Budget			
Alternative Response Program	97,829	113,271	103,105	(10,166)	-8.97%
Ambulance Service	457,399	360,603	386,034	25,431	7.05%
Apparatus Maintenance	703,732	770,231	992,410	222,179	28.85%
Dive Team	25,742	29,750	29,750	-	-
Emergency Response Operations	12,113,291	13,016,762	12,959,540	(57,222)	-0.44%
Facilities Maintenance	194,337	201,279	216,300	15,021	7.46%
Fire Fighters #6 Station	634,647	1,689,376	2,192,310	502,934	29.77%
Fire Training	83,264	181,496	92,338	(89,158)	-49.12%
Hazardous Materials	35,054	37,115	37,115	-	-
Medical Services	79,124	68,820	100,620	31,800	46.21%
Medical Training	69,947	101,818	89,901	(11,917)	-11.70%
Personal Protection Equipment/Uniforms	188,966	162,345	162,345	-	-
Recruitment/Hiring	145,429	95,386	168,916	73,530	77.09%
Self Contained Breathing Apparatus Maint.	32,930	82,800	44,300	(38,500)	-46.50%
Small Equipment Maintenance	130,147	92,922	53,946	(38,976)	-41.94%
Specialized Rescue	41,653	20,445	14,400	(6,045)	-29.57%
Support Services	58	100	-	(100)	-100%
Training	573,570	632,188	611,461	(20,727)	-3.28%
Training Facility Operations	3,130	21,650	18,690	(2,960)	-13.67%
Wellness	20,802	19,150	19,150	-	-
Wildland Fire Mitigation	628	108,099	-	(108,099)	-100%
Wildland Fire Team	6,944	5,350	5,350	-	-
Total Expenditures by Activity	\$ 15,638,622	\$ 17,810,956	\$ 18,297,981	\$ 487,025	2.73%

ACTIVITY DESCRIPTIONS

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.



HUMAN RESOURCES



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	15,780,149	18,501,354	19,133,774	632,420	3.42%
Miscellaneous Revenue	564,100	206,403	196,191	(10,212)	-4.95%
Transfers In	172,775	706,665	742,244	35,579	5.03%
Use of Fund Balance	1,416,293	1,632,779	2,682,931	1,050,152	64.32%
Total Resources	\$ 17,933,317	\$ 21,047,201	\$ 22,755,140	\$ 1,707,939	8.11%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	1,009,884	1,118,927	1,520,324	401,397	35.87%
Supplies & Services	16,923,432	19,918,062	21,234,816	1,316,754	6.61%
Transfers Out	-	10,212	-	(10,212)	-100%
Total Expenditures by Category	\$ 17,933,317	\$ 21,047,201	\$ 22,755,140	\$ 1,707,939	8.11%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	1,184,765	1,930,978	1,809,862	(121,116)	-6.27%
504 - Health	13,359,693	15,757,426	16,551,575	794,149	5.04%
505 - Workers' Compensation	1,064,913	1,707,753	1,722,799	15,046	0.88%
507 - Liability	2,323,947	1,651,044	2,670,904	1,019,860	61.77%
Total Expenditures by Fund	\$ 17,933,317	\$ 21,047,201	\$ 22,755,140	\$ 1,707,939	8.11%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Claims	13,597,371	15,173,992	16,736,440	1,562,448	10.30%
Claims Administration	117,691	198,875	102,453	(96,422)	-48.48%
Contractual Services	1,248,821	1,602,400	1,602,400	-	-
Disability	6,111	-	-	-	-
Employee Recognition	37,993	98,400	68,500	(29,900)	-30.39%
HR Administration	739,108	841,644	1,264,697	423,053	50.27%
Information Technology Charges	48,881	50,901	50,901	-	-
Insurance & Bonds	1,090,691	1,287,000	1,556,458	269,458	20.94%
Investment Earnings	11,795	8,312	8,312	-	-
On Site Health Clinic	589,270	673,400	733,400	60,000	8.91%
Recruitment & Selection	119,350	221,189	168,103	(53,086)	-24.00%
Training	239,432	718,844	257,661	(461,183)	-64.16%
Wellness	86,802	172,244	205,815	33,571	19.49%
Total Expenditures by Activity	\$ 17,933,317	\$ 21,047,201	\$ 22,755,140	\$ 1,707,939	8.11%

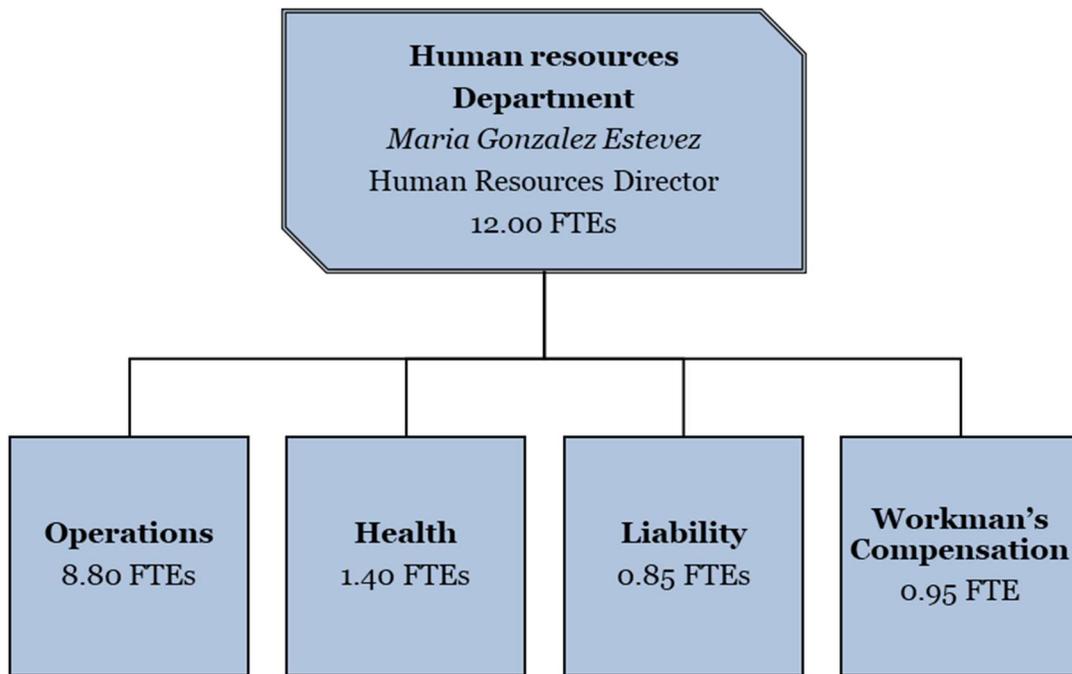
GENERAL DESCRIPTION

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



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Human Resources Deputy	150,000
Strategice Business Partner	100,000
Total Additions	\$ 250,000

FTE SUMMARY

Human Resources	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administrative Specialist II	1.00	1.00	-	1.00
Human Resources Analyst	2.00	2.00	2.00	4.00
Human Resources Director	1.00	1.00	-	1.00
Human Resources Manager	2.00	2.00	-	2.00
Human Resources Technician	1.00	1.00	(1.00)	-
Safety & Risk Manager	1.00	1.00	-	1.00
Senior Administrative Specialist	2.00	2.00	-	2.00
Wellness Coordinator	1.00	1.00	-	1.00
Total Human Resources	11.00	11.00	1.00	12.00

FTE SUMMARY BY FUND

Human Resources	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Health	2.10	2.10	(0.70)	1.40
Liability	0.85	0.85	-	0.85
Operations	7.10	7.10	1.70	8.80
Worker's Compensation	0.95	0.95	-	0.95
Total Human Resources	11.00	11.00	1.00	12.00

2021 HIGHLIGHTS

- PROpel – city-wide initiative to support training, development and career goals that enable employees to be equipped for advancement and the City’s ability to anticipate, plan for and respond to community expectations
- Participate in implementation of HR and payroll components of Velocity (enterprise resource planning – ERP – system)
- Fire and PD Collective Bargaining Agreements 2021
- Implementation of recommendations resulting from systems and operations assessment of the Human Resources Department

PERFORMANCE INDICATORS

- Employee Turnover
- Time to fill
- Benefits Participation
- Workers’ Compensation Incident Rate

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Governance	Health - Claims Administration	12,683,620	14,911,782	15,612,360	700,578	4.70%	2
	Health - Wellness	676,072	845,644	939,215	93,571	11.07%	4
	HR - Administration	787,989	892,545	1,315,598	423,053	47.40%	2
	HR - Employee Recognition	37,993	98,400	68,500	(29,900)	-30.39%	4
	HR - Learning & Development	239,432	718,844	257,661	(461,183)	-64.16%	3
	HR - Recruitment & Selection	119,350	221,189	168,103	(53,086)	-24.00%	2
	Liability - Claims	2,323,947	1,651,044	2,670,904	1,019,860	61.77%	2
	Workers Comp - Claims	1,064,913	1,707,753	1,722,799	15,046	0.88%	1
Total Expenditures by PBB Quartile		\$ 17,933,317	\$ 21,047,201	\$ 22,755,140	\$ 1,707,939	8.11%	

INFORMATION TECHNOLOGY



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

Resources	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Charges for Services	4,645,996	5,096,339	4,952,366	(143,973)	-2.83%
Miscellaneous Revenue	165,801	7,000	21,500	14,500	207%
Transfers In	3,569,360	1,347,829	1,270,806	(77,023)	-5.71%
Use of Fund Balance	(2,058,594)	3,654,442	450,571	(3,203,871)	-87.67%
Total Resources	\$ 6,322,563	\$ 10,105,610	\$ 6,695,243	(\$ 3,410,367)	-33.75%

Expenditures by Category	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Salaries & Benefits	2,753,640	3,258,984	3,472,892	213,908	6.56%
Supplies & Services	2,450,166	6,213,615	2,644,082	(3,569,533)	-57.45%
Capital	1,118,758	577,211	78,269	(498,942)	-86.44%
Transfers Out	-	55,800	500,000	444,200	796%
Total Expenditures by Category	\$ 6,322,563	\$ 10,105,610	\$ 6,695,243	(\$ 3,410,367)	-33.75%

Expenditures by Fund	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
503 - Information Technology	4,678,972	6,154,637	6,114,474	(40,163)	-0.65%
513 - Information Technology Acquisition	1,643,591	3,950,973	580,769	(3,370,204)	-85.30%
Total Expenditures by Fund	\$ 6,322,563	\$ 10,105,610	\$ 6,695,243	(\$ 3,410,367)	-33.75%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Administration	351,572	632,695	974,402	341,707	54.01%
Application Services	1,509,377	2,011,208	1,552,868	(458,340)	-22.79%
Business Services	-	432,845	586,231	153,386	35.44%
Cyber Security	89,874	155,940	275,375	119,435	76.59%
ERP	1,332,242	3,362,562	-	(3,362,562)	-100%
Fire Station 6: IT Equipment at Facility	-	100,000	-	(100,000)	-100%
GIS	451,728	-	-	-	-
Infrastructure	1,434,999	2,205,667	1,935,519	(270,148)	-12.25%
Investment Earnings	4,697	1,500	5,500	4,000	267%
LAN Systems	248,318	219,668	-	(219,668)	-100%
Network	200,838	-	-	-	-
Operating Transfers	-	55,800	500,000	444,200	796%
Technical Services	698,918	927,725	865,348	(62,377)	-6.72%
Total Expenditures by Activity	\$ 6,322,563	\$ 10,105,610	\$ 6,695,243	(\$ 3,410,367)	-33.75%

GENERAL DESCRIPTION

Information Technology partners with City Departments to provide support for the ever expanding technology needs of the City.

The Information Technology department is made up of five distinct areas of activity. Each plays a critical function in supporting the employees and their ongoing support of the citizens of Greeley. The overall focus of IT is support the City in three specific areas to help achieve operational excellence: Run, Grow, and Transform.

ACTIVITY DESCRIPTIONS

Application Services is dedicated to empowering the City's business through enterprise software solutions. The division accomplishes this through focus efforts in three areas: 1) Providing business application support that includes management of product licensing, vendor management, user support and product testing. 2) Support of data management through database design and management, data analytics of current and future states, data driven decision-making visualization tools, and user support in data stewardship. 3) Innovative product development that include GIS applications, web application development and third party software integrations to enterprise systems. Each area provides an enterprise focus on the goal of empowering our user's success in serving Greeley's citizens.

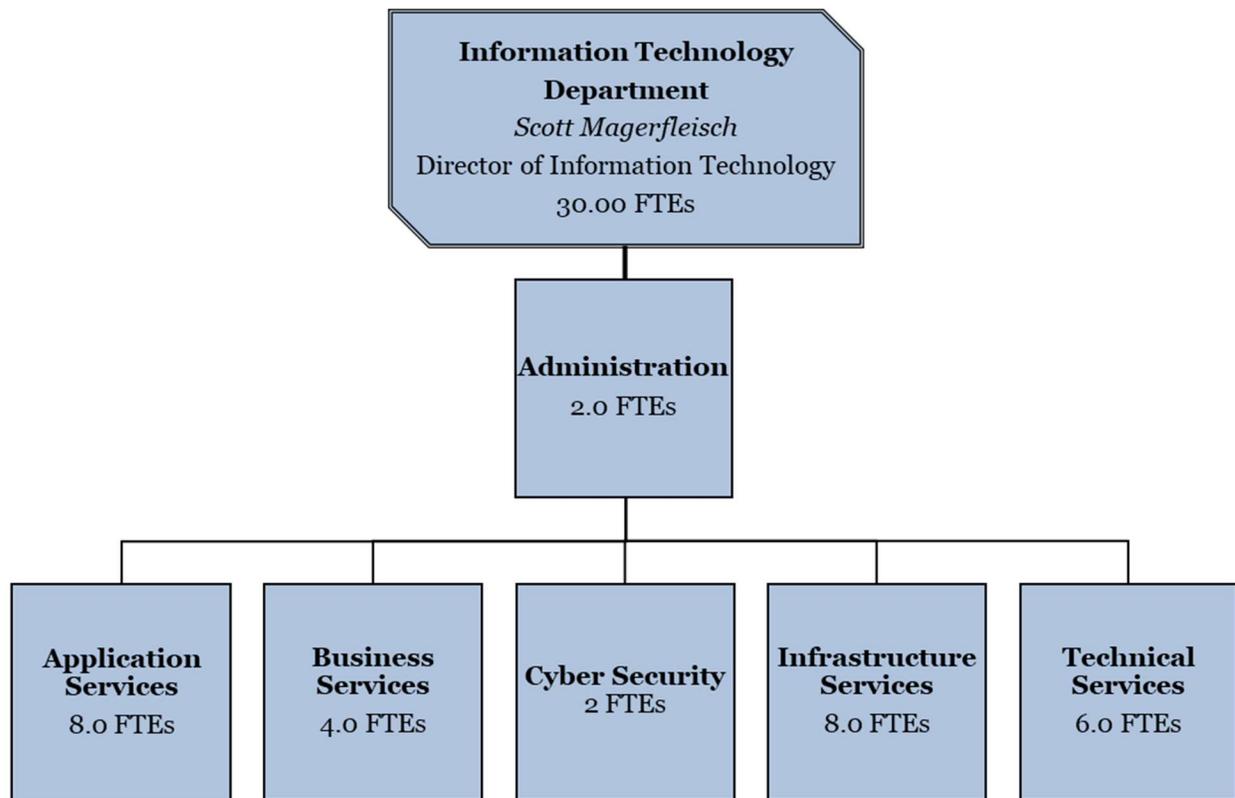
The **Business Systems** team provides technology project management, business analysis, and is a conduit into IT for city departments and staff. This team helps you identify, negotiate, and implement technology projects for your division or department. It also works to lead or assist in cross-organization technology initiatives.

Cybersecurity Services provides the design, implementation, and oversight of the cybersecurity framework for the City of Greeley. This division provides Risk Assessments for each Department throughout the City, manages the risk profile and provides timely reports to the executive team on the state of security for the City. In addition, the Cybersecurity division oversees all cybersecurity training to all employees and staff member to enhance cyber-threat awareness. Cybersecurity Services is responsible for monitoring, identifying, and reporting all end-point vulnerabilities to Technical Services and performs follow-up assessments on the patch program to reduce threat vectors.

Infrastructure Services encompasses three areas of IT, Networking, Servers, and Phone System. The division supports the organization's framework by supporting both physical and virtual hardware in two physically separated data centers. Networking includes overall support of all wired and wireless networks, which includes 120 network switches spanning across 53 City buildings within City Limits and 2 outside of City limits. Additional support includes over 60 internal wireless access points and 12 next-generation firewalls. Phone systems are made up of 10 phone switches and 1 primary phone system and a voice mail system for 1300 endpoints (which includes alarm lines, and handsets). This group also manages the installation of fiber and low voltage cabling as well as providing the primary support for all cellular communication orders, management of the telecom closets and multiple data centers. Server support includes over 120 virtual servers running 6 ESX hosts spread across both data centers and support for 2 SAN arrays (data storage) with a capacity of 158 terabytes of data. Finally, this division provides email management, Active Directory management, archiving/filtering, backup/restore services, and support and maintenance of the City's internet access.

Technical Services provides the ongoing, 24/7 support of the endpoint desktop and mobile computing devices for the entire City staff. Their additional duties include annual hardware refreshes of over 200 devices, assistance in purchase selection for new and replacement hardware, and the first line of support for system wide printing and scanning services. Recently added was the main support for Audio/Visual systems spread throughout the City and its buildings. This division also provides support and assistance on new software versions and operating systems upgrades as needed by either the vendors or the end users.

ORGANIZATIONAL CHART



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Microsoft Enterprise Agreement	381,243
Remote Work Environment	234,000
Total Additions	\$ 615,243

FTE SUMMARY

Information Technology	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administration				
Information Technology Director	1.00	1.00	-	1.00
Information Technology Technician	1.00	1.00	-	1.00
Total Administration	2.00	2.00	-	2.00
Application Services				
Application Support Specialist	1.00	1.00	-	1.00
Database Administrator	2.00	2.00	(1.00)	1.00
GIS Analyst	2.00	2.00	(1.00)	1.00
GIS Database Administrator	1.00	1.00	-	1.00
GIS Specialist	1.00	1.00	-	1.00
Programmer Analyst	1.00	1.00	-	1.00
Senior Application Support Specialist	1.00	1.00	(1.00)	-
Software Applications Manager	-	-	1.00	1.00
Web Developer	1.00	1.00	-	1.00
Total Application Services	10.00	10.00	(2.00)	8.00
Business Services				
Business Analyst	1.00	1.00	-	1.00
Business Systems Analyst	1.00	1.00	1.00	2.00
Business Systems Manager	-	-	1.00	1.00
Total Business Services	2.00	2.00	2.00	4.00
Cyber Security				
Network Security Administrator	-	-	0.50	0.50
Security Analyst	1.00	1.00	-	1.00
Senior Network Administrator	-	-	0.50	0.50
Total Cyber Security	1.00	1.00	1.00	2.00
Infrastructure				
Infrastructure Manager	-	-	1.00	1.00
Network Administrator I	1.00	1.00	-	1.00
Network Security Administrator	-	1.00	(0.50)	0.50
Senior Network Administrator	1.00	1.00	0.50	1.50
Senior Systems Administrator	1.00	1.00	-	1.00
Service Desk Tier III	-	2.00	(2.00)	-
Systems Administrator II	3.00	3.00	(1.00)	2.00
Telecom Administrator	1.00	1.00	-	1.00
Total Infrastructure	7.00	10.00	(2.00)	8.00
Technical Services				
Client Services Manager	-	1.00	-	1.00
PC Specialist	3.00	3.00	1.00	4.00
Senior Service Desk Technician	-	-	1.00	1.00
Service Desk Manager	1.00	-	-	-
Systems Manager	1.00	1.00	(1.00)	-
Total Technical Services	5.00	5.00	1.00	6.00
Total Information Technology	27.00	30.00	-	30.00

2021 HIGHLIGHTS

- Support multiple enterprise applications (i.e. Velocity, CIS, CityWorks, Office365)
- Continue to improve and develop our overall Cyber Security posture (i.e. Multi-Factor Authentication, Single Sign-On, email security suite)
- Pivot and support a more focused and collaborative remote work environment for City staff (i.e. Enhanced VPN, VoIP expansion)
- Develop a new innovative culture within IT that will benefit the organization as a whole
- Broadband Phase 2 – Implement new cooperative options to increase competition (more options) for residents and City businesses

PERFORMANCE INDICATORS

- CyberSecurity awareness
- Remote work enablement
- Improved Software Maintenance management

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
		-	155,800	500,000	344,200	221%	
Governance	GIS	451,728	-	-	-	-	2
	IT - Administration	356,269	634,195	979,902	345,707	54.51%	3
	LAN Systems	4,555,057	7,697,502	3,686,993	(4,010,509)	-52.10%	2
	Network	260,591	257,543	76,769	(180,774)	-70.19%	2
	PC Management	698,918	927,725	865,348	(62,377)	-6.72%	4
	Web	-	432,845	586,231	153,386	35.44%	4
	Total Expenditures by PBB Quartile	\$ 6,322,563	\$ 10,105,610	\$ 6,695,243	(\$ 3,410,367)	-33.75%	



MUNICIPAL COURT



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	88,644	98,150	98,150	-	-
Fines & Forfeits	2,075,742	2,192,191	2,192,191	-	-
Miscellaneous Revenue	-1,324	50	50	-	-
Transfers In	16,000	16,000	16,000	-	-
Use of Fund Balance	(1,083,145)	(1,063,825)	(1,074,231)	(10,406)	0.98%
Total Resources	\$ 1,095,917	\$ 1,242,566	\$ 1,232,160	(\$ 10,406)	-0.84%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	828,422	831,040	833,089	2,049	0.25%
Supplies & Services	267,495	411,526	399,071	(12,455)	-3.03%
Total Expenditures by Category	\$ 1,095,917	\$ 1,242,566	\$ 1,232,160	(\$ 10,406)	-0.84%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	1,048,533	1,110,219	1,134,174	23,955	2.16%
410 - Downtown Parking	47,384	132,347	97,986	(34,361)	-25.96%
Total Expenditures by Fund	\$ 1,095,917	\$ 1,242,566	\$ 1,232,160	(\$ 10,406)	-0.84%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Information Technology Charges	91,934	95,471	95,471	-	-
Municipal Court	962,956	1,021,400	1,045,355	23,955	2.35%
Ticket Collection	41,027	125,695	91,334	(34,361)	-27.34%
Total Expenditures by Activity	\$ 1,095,917	\$ 1,242,566	\$ 1,232,160	(\$ 10,406)	-0.84%

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.

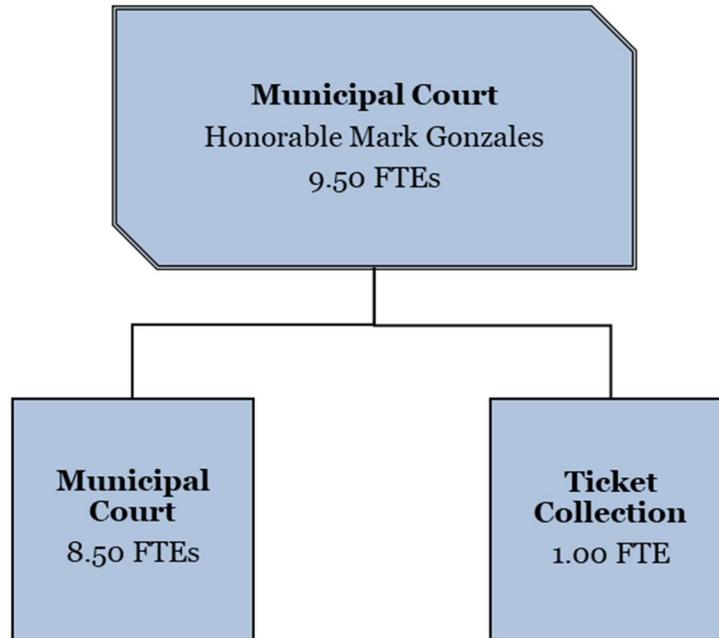
HOW THE DEPARTMENT IS ORGANIZED

The department head is the Municipal Judge who reports to the City Council.

The Court Administrator is responsible for the court's daily operation, reports to the Municipal Judge and supervises Court personnel who provide support in the court room and clerk's office. 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 assists in collecting parking fines and holds final administrative hearings.

ORGANIZATIONAL CHART



FTE SUMMARY

Municipal Court	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Assistant Probation Officer	1.00	1.00	(1.00)	-
Clerical Assistant	0.75	0.75	-	0.75
Court Administrator	1.00	1.00	-	1.00
Court Clerk I	-	-	1.00	1.00
Court Clerk II	4.50	4.50	0.25	4.75
Municipal Judge	1.00	1.00	-	1.00
Probation Officer	1.00	1.00	(1.00)	-
Parking				-
Court Clerk II	1.00	1.00	-	1.00
Total Municipal Court	10.25	10.25	(0.75)	9.50

2021 HIGHLIGHTS

- Comply with DORA recommendations regarding Court Appointed Arraignment Counsel/Court Appointed Counsel
- Reevaluate payment plan processes – changed to allow for a one-time SOE fee of \$40 and a payment plan must be established
- Established collection call program – call all parties prior to sending to collections. To date we have had an approx. 70% success rate.
- Improve efficiency within system – Improve overall processes – Accommodate COVID rules and restrictions
- Continue to complete paper-on-demand transition – infraction docket has made the transition, we are working on the transition for the offense docket
- Continue and complete the Municipal Code recodification – 3 steps: penalties and the court; updating offenses; updating drug and alcohol offenses.
- New queueing system has been implemented to help expedite the overall court experience; it has been detrimental for COVID rules and restrictions

PERFORMANCE INDICATORS

- Court Closure Rate = 110%
- Comply with DORA – Municipal Court has consistently had Court Appointed Arraignment Counsel (CAAC) available to defendant's that qualify for counsel
- Data Integrity – Data is regularly monitored for accuracy with corrections made accordingly
- Paper-on-Demand system – evaluate efficiency consistent with changes made to accommodate COVID restrictions
- Performance measures with the x-ray technology- include the goal of zero breaches and establishing a base-line average for screening time of each Court visitor.
- Queueing System – To expedite the overall court experience

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	Criminal Case Management	192,591	204,280	209,071	4,791	2.35%	3
	Municipal Court Administration	663,350	701,659	716,032	14,373	2.05%	3
	Parking Case Management	47,384	132,347	97,986	(34,361)	-25.96%	3
	Traffic Case Management	192,591	204,280	209,071	4,791	2.35%	3
Total Expenditures by PBB Quartile		\$ 1,095,917	\$ 1,242,566	\$ 1,232,160	(\$ 10,406)	-0.84%	



POLICE



Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	176,941	119,734	146,350	26,616	22.23%
Fines & Forfeits	136,907	136,000	131,000	(5,000)	-3.68%
Intergovernmental Revenue	1,748,405	1,308,952	531,153	(777,799)	-59.42%
Licenses & Permits	201,033	174,000	189,000	15,000	8.62%
Miscellaneous Revenue	112,017	17,660	20,000	2,340	13.25%
Transfers In	52,121	193,195	120,000	(73,195)	-37.89%
Use of Fund Balance	26,312,408	29,707,851	30,720,220	1,012,369	3.41%
Total Resources	\$ 28,739,832	\$ 31,657,392	\$ 31,857,723	\$ 200,331	0.63%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	22,506,575	25,116,582	25,435,850	319,268	1.27%
Supplies & Services	6,124,603	6,540,810	6,421,873	(118,937)	-1.82%
Capital	108,654	-	-	-	-
Total Expenditures by Category	\$ 28,739,832	\$ 31,657,392	\$ 31,857,723	\$ 200,331	0.63%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	28,564,179	31,481,030	31,662,442	181,412	0.58%
108 - Designated Revenue	30,000	30,000	30,000	-	-
410 - Downtown Parking	144,653	145,362	164,281	18,919	13.02%
607 - Community Memorials	1,000	1,000	1,000	-	-
Total Expenditures by Fund	\$ 28,739,832	\$ 31,657,392	\$ 31,857,723	\$ 200,331	0.63%

Expenditures by Division	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Operations	17,194,333	19,057,608	19,153,600	95,992	0.50%
Support Services	11,545,499	12,599,784	12,704,123	104,339	0.83%
Total Expenditures by Division	\$ 28,739,832	\$ 31,657,392	\$ 31,857,723	\$ 200,331	0.63%

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 statement is "Proudly working with the citizens to protect our community". The department consists of two divisions: Operations and Services.

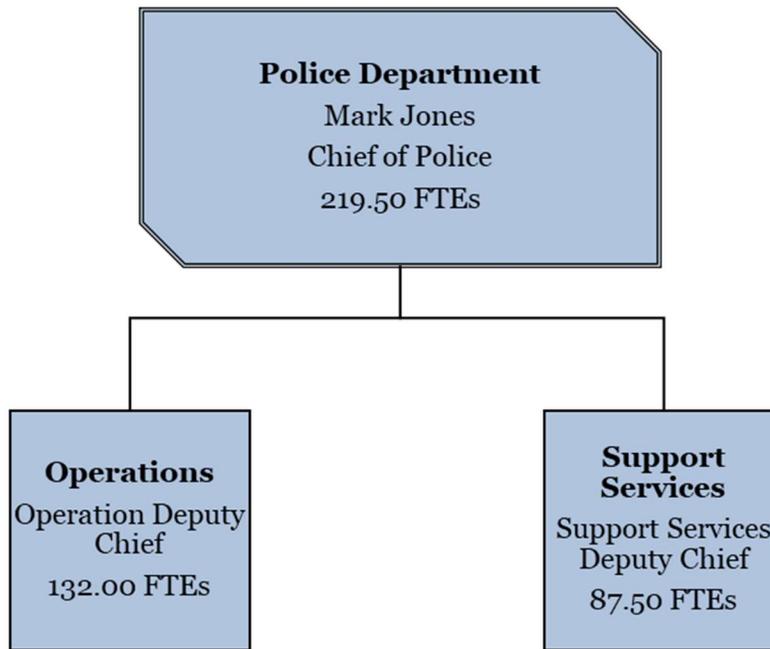
HOW THE DEPARTMENT IS ORGANIZED

The **Operations** division consists of the Patrol Section, the Traffic Enforcement Unit, the School Resource Officer Unit, the SWAT Team, the Bomb Unit, Neighborhood Action Team (NAT), the Animal Control Unit, the Special Enforcement Team, K-9 Unit, Communications and School Crossing Guards. This division provides the majority of the crime prevention, community education programming, order maintenance, traffic enforcement and control, and general law enforcement services for the community.

The **Services** division contains the Administrative Section, the Investigations Section, the Victim Services Unit, the Weld County Drug Task Force, Training and Recruitment, The Police Range, the Property Unit, Honor Guard, Evidence Unit and Records. This division provides recruitment and selection processes, personnel and training development, budget development, property management, case investigation, services to victims, evidence administration and storage, and maintaining criminal records and warrants.

Grants to Outside Agencies includes grants given to Life Stories, A Woman’s Place, and The Humane Society.

ORGANIZATIONAL CHART



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Liability Insurance	500,000
Total Additions	\$ 500,000

FTE STAFFING BY TYPE

	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Patrol				
Civilian	12.00	15.00	-	15.00
Sworn	118.00	118.00	(1.00)	117.00
Patrol Total	130.00	133.00	(1.00)	132.00
Support Services				
Civilian	44.50	47.50	1.00	48.50
Sworn	38.00	39.00	-	39.00
Support Services Total	82.50	86.50	1.00	87.50
Total Police	212.50	219.50	-	219.50

FTE SUMMARY

Police	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Patrol				
Animal Control Officer	4.00	4.00	-	4.00
Deputy Police Chief	1.00	1.00	-	1.00
Police Commander	4.00	4.00	-	4.00
Police Officer	96.00	96.00	(1.00)	95.00
Police Sergeant	17.00	17.00	-	17.00
Public Safety Technician	7.00	10.00	-	10.00
Senior Administrative Specialist	1.00	1.00	-	1.00
Total Patrol	130.00	133.00	(1.00)	132.00
Support Services				
Administrative Specialist I	1.00	1.00	-	1.00
Assistant Crime Lab Director	1.00	1.00	-	1.00
Assistant Records Manager	1.00	1.00	-	1.00
Budget Analyst	1.00	1.00	-	1.00
Crime Analyst	1.00	1.00	-	1.00
Data Processing Clerk	1.50	1.50	-	1.50
Deputy Police Chief	1.00	1.00	-	1.00
DNA Analyst	-	-	1.00	1.00
Fraud Investigations Specialist	1.00	1.00	-	1.00
Police Chief	1.00	1.00	-	1.00
Police Commander	2.00	2.00	-	2.00
Police Officer	29.00	29.00	-	29.00
Police Records Specialist	19.00	21.00	-	21.00
Police Records Supervisor	3.00	3.00	-	3.00
Police Sergeant	5.00	6.00	-	6.00
Property Evidence Technician	4.00	4.00	-	4.00
Property Evidence Technician Supervisor	1.00	1.00	-	1.00
Public Safety Technician	2.00	3.00	-	3.00
Records & Evidence Manager	1.00	1.00	-	1.00
Senior Administrative Specialist	4.00	4.00	-	4.00
Training Coordinator	1.00	1.00	-	1.00
Victim Services Coordinator	2.00	2.00	-	2.00
Total Support Services	82.50	86.50	1.00	87.50
Total Police	212.50	219.50	-	219.50

2021 HIGHLIGHTS

- Work with city attorney, DA, GPD Training Unit, and other stakeholders to insure that the department implements SB217 requirements
- Continue to evaluate long term staffing needs based on anticipated workload around growth and account for the long term impacts of COVID-19
- Complete separation with Weld County in the area of police records and evidence. Expand work from home option for some records personnel
- Collaborate with Weld PSIT to select a new RMS vendor and begin the implementation process for the new system including training, workflows, etc.
- Expand Body Camera program at GPD to meet the requirements of SB217

PERFORMANCE INDICATORS

- Reduce Part One crimes by 2%
- Exceed national Part One crime clearance rate
- Reduce the number of traffic accidents by 2%

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
		-	-	788,398	788,398	-	
Community	A Kid's Place	9,000	9,000	9,000	-	-	3
	A Woman's Place	16,000	16,000	16,000	-	-	3
	Animal Control	290,422	344,945	330,713	(14,232)	-4.13%	3
	Bomb Unit	5,971	9,000	8,800	(200)	-2.22%	3
	Chief of Police (Administration)	663,340	543,971	595,696	51,725	9.51%	2
	Communications	610,101	785,813	796,113	10,300	1.31%	2
	Crisis Negotiations	28,420	31,963	30,696	(1,267)	-3.96%	3
	Custody Contract	2,666	8,500	5,000	(3,500)	-41.18%	3
	Drug Task Force	1,525,768	1,401,534	1,414,732	13,198	0.94%	3
	Drug/Alcohol Surcharge	30,000	30,000	30,000	-	-	3
	Evidence	465,628	506,788	496,595	(10,193)	-2.01%	3
	Honor Guard	888	1,073	2,750	1,677	156%	4
	Humane Society	328,327	339,250	339,250	-	-	4
	Investigations	3,240,597	4,024,877	4,034,698	9,821	0.24%	2
	K-9	375,312	406,184	422,826	16,642	4.10%	3
	Liquor Enforcement	95,266	1,605	300	(1,305)	-81.31%	3
	Neighborhood Action Team	1,045,829	1,232,472	1,165,089	(67,383)	-5.47%	3
	Officer Training and Development	541,767	540,896	550,134	9,238	1.71%	3
	Operations Commander	213,862	204,214	180,899	(23,315)	-11.42%	2
	Parking Enforcement	144,653	145,362	164,281	18,919	13.02%	3
	Patrol	10,964,406	12,308,782	11,832,524	(476,258)	-3.87%	1
	Police Academy	54,278	81,764	72,535	(9,229)	-11.29%	4
	Police Range	70,652	68,776	75,200	6,424	9.34%	3
	Property (Quartermaster)	1,925,398	2,027,287	1,953,938	(73,349)	-3.62%	4
	Records	2,448,989	2,847,604	2,641,547	(206,057)	-7.24%	3
	Recruitment	6,709	10,106	8,965	(1,141)	-11.29%	3
	Regional Crime Lab	399,961	399,017	501,657	102,640	25.72%	3
	School Crossing Guards	61,432	81,291	82,809	1,518	1.87%	3
	School Resource Officers	795,864	787,645	690,373	(97,272)	-12.35%	3
	Special Enforcement Team	667,586	749,682	720,549	(29,133)	-3.89%	3
	Support Services Commander	219,233	281,192	457,695	176,503	62.77%	3
	SWAT	79,540	54,233	56,175	1,942	3.58%	3
	Traffic Enforcement	1,201,605	1,139,849	1,108,181	(31,668)	-2.78%	2
	Victim Services	210,359	195,085	231,972	36,887	18.91%	4
	Youth & Family Connection	-	41,634	41,634	-	-	3
	Total Expenditures by PBB Quartile	\$ 28,739,832	\$ 31,657,392	\$ 31,857,723	\$ 200,331	0.63%	

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.

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	76,600	70,350	70,350	-	-
Fines & Forfeits	136,627	126,000	126,000	-	-
Intergovernmental Revenue	124,945	40,645	146,405	105,760	260%
Licenses & Permits	198,700	174,000	189,000	15,000	8.62%
Miscellaneous Revenue	646	-	-	-	-
Transfers In	33,221	-	-	-	-
Use of Fund Balance	16,623,593	18,646,613	18,621,845	(24,768)	-0.13%
Total Resources	\$ 17,194,333	\$ 19,057,608	\$ 19,153,600	\$ 95,992	0.50%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	14,574,278	16,198,840	16,287,748	88,908	0.55%
Supplies & Services	2,582,805	2,858,768	2,865,852	7,084	0.25%
Capital	37,249	-	-	-	-
Total Expenditures by Category	\$ 17,194,333	\$ 19,057,608	\$ 19,153,600	\$ 95,992	0.50%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	17,019,679	18,882,246	18,959,319	77,073	0.41%
108 - Designated Revenue	30,000	30,000	30,000	-	-
410 - Downtown Parking	144,653	145,362	164,281	18,919	13.02%
Total Expenditures by Fund	\$ 17,194,333	\$ 19,057,608	\$ 19,153,600	\$ 95,992	0.50%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
A Kid's Place	9,000	9,000	9,000	-	-
A Woman's Place	16,000	16,000	16,000	-	-
Animal Control	283,465	337,674	323,442	(14,232)	-4.21%
Bomb	5,971	9,000	8,800	(200)	-2.22%
Communications	589,228	764,000	774,300	10,300	1.35%
Crisis Negotiations	46	1,500	500	(1,000)	-66.67%
Drug/Alcohol Surcharge	30,000	30,000	30,000	-	-
Humane Society	328,327	339,250	339,250	-	-
Information Technology Charges	695,782	727,092	727,092	-	-
Issue Tickets	144,653	145,362	164,281	18,919	13.02%
K-9	368,355	398,913	415,555	16,642	4.17%
Neighborhood Action Team	1,017,998	1,203,388	1,136,005	(67,383)	-5.60%
Old Hire Pension Liability	40,683	40,683	40,683	-	-
Patrol Commander	206,904	196,943	173,628	(23,315)	-11.84%
Patrol Services	11,368,184	12,785,048	12,278,391	(506,657)	-3.96%
School Crossing Guards	61,432	81,291	82,809	1,518	1.87%
School Resource	774,991	765,832	668,560	(97,272)	-12.70%
Special Enforcement Team	-	-	788,398	788,398	-
SWAT	79,540	54,233	56,175	1,942	3.58%
Traffic	1,173,774	1,110,765	1,079,097	(31,668)	-2.85%
Youth & Family Connection	-	41,634	41,634	-	-
Total Expenditures by Activity	\$ 17,194,333	\$ 19,057,608	\$ 19,153,600	\$ 95,992	0.50%

ACTIVITY DESCRIPTIONS

The **Patrol** section provides a 24-hour response capability to calls for service, investigates criminal incidents, enforces laws and ordinances, and maintains public order.

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 **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 **Bomb** Team contains highly trained and skilled individuals who handle explosive and incendiary devices and their neutralization throughout greater Weld County.

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. They work closely in conjunction with the City's Neighborhood Building Blocks program involving various other City departments and components of the City.

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

The **Special Enforcement Team (SET)** is a proactive unit that focuses on the apprehension of high risk offenders, warrant services and career criminals. They also assist other units within the Department and have close ties to several outside agencies including local, state and federal levels.

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

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

GRANTS TO OUTSIDE AGENCIES

Life Stories 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.

SUPPORT SERVICES

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.

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	100,341	49,384	76,000	26,616	53.90%
Fines & Forfeits	280	10,000	5,000	(5,000)	-50.00%
Intergovernmental Revenue	1,623,459	1,268,307	384,748	(883,559)	-69.66%
Licenses & Permits	2,333	-	-	-	-
Miscellaneous Revenue	111,371	17,660	20,000	2,340	13.25%
Transfers In	18,900	193,195	120,000	(73,195)	-37.89%
Use of Fund Balance	9,688,815	11,061,238	12,098,375	1,037,137	9.38%
Total Resources	\$ 11,545,499	\$ 12,599,784	\$ 12,704,123	\$ 104,339	0.83%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	7,932,297	8,917,742	9,148,102	230,360	2.58%
Supplies & Services	3,541,797	3,682,042	3,556,021	(126,021)	-3.42%
Capital	71,405	-	-	-	-
Total Expenditures by Category	\$ 11,545,499	\$ 12,599,784	\$ 12,704,123	\$ 104,339	0.83%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
001 - General	11,544,499	12,598,784	12,703,123	104,339	0.83%
607 - Community Memorials	1,000	1,000	1,000	-	-
Total Expenditures by Fund	\$ 11,545,499	\$ 12,599,784	\$ 12,704,123	\$ 104,339	0.83%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Custody Contract	2,666	8,500	5,000	(3,500)	-41.18%
Evidence	451,712	492,246	482,053	(10,193)	-2.07%
Honor Guard	888	1,073	2,750	1,677	156%
Investigations	3,142,524	3,459,490	3,454,996	(4,494)	-0.13%
Joint Crime Lab	327,891	382,374	482,886	100,512	26.29%
Liquor Enforcement	95,266	1,605	300	(1,305)	-81.31%
Longworth Fund	1,000	1,000	1,000	-	-
Major Crime Scene	65,113	9,372	11,500	2,128	22.71%
Office of Chief of Police	486,430	474,800	508,971	34,171	7.20%
Police Grants	121,265	11,446	30,000	18,554	162%
Police Range	70,652	68,776	75,200	6,424	9.34%
Property	1,876,693	1,976,391	1,903,042	(73,349)	-3.71%
Records & Identification	2,386,369	2,782,166	2,576,109	(206,057)	-7.41%
Recruitment	60,987	91,870	81,500	(10,370)	-11.29%
Support Services Commander	212,275	273,921	450,424	176,503	64.44%
TECH Unit	7,621	470,865	485,180	14,315	3.04%
Training - Services	534,809	533,625	542,863	9,238	1.73%
Victim Services	210,359	195,085	231,972	36,887	18.91%
Weld Drug Task Force	1,490,979	1,365,179	1,378,377	13,198	0.97%
Total Expenditures by Activity	\$ 11,545,499	\$ 12,599,784	\$ 12,704,123	\$ 104,339	0.83%

ACTIVITY DESCRIPTIONS

The **Support Services Deputy Chief** is 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/Public Information Unit reports to the Support Services Deputy Chief and is responsible for the control of complaint investigations against department members, both sworn and non-sworn. This unit also performs inspections, witnesses the destruction of illegal contraband, and performs periodic audits of all departmental cash accounts. The Public Information Officer also keeps community members informed on current events, via press releases and social media updates.

The **Office of 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 financial unit also reports directly to the Chief, and is responsible for accounts payable, accounts receivable, payroll, budget control, and officer equipment inventory. Additionally, the unit manages state, federal, local and private grants.

The **Investigations** Section is responsible for major investigations utilizing specialists which enable the patrol officers to remain on their assigned beats. The Investigations section is broken down into three distinctive work groups, Persons Unit, Property Unit, and the Gang Unit. Each individual unit is directly supervised by a Sergeant of the Greeley Police Department. Each unit is responsible for conducting felony criminal investigations within their area of expertise. The Investigation section also oversees Greeley Detectives assigned to the regional lab as well as the Sex Offender Management Unit.

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 **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, Weld County Sheriff's Office and the Evans Police Department. .

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.

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 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 **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 **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. 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 **Longworth Fund** provides annual police scholarships for college.

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



PUBLIC WORKS



Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	14,783,041	15,886,899	15,252,449	(634,450)	-3.99%
Fines & Forfeits	973	-	-	-	-
Intergovernmental Revenue	8,805,866	7,365,017	7,103,913	(261,104)	-3.55%
Licenses & Permits	16,597	15,590	15,590	-	-
Taxes	887,457	794,000	794,000	-	-
Miscellaneous Revenue	1,622,090	642,815	1,070,162	427,347	66.48%
Bond Proceeds	-	-	-	-	-
Transfers In	3,761,081	5,341,403	4,739,203	(602,200)	-11.27%
Use of Fund Balance	8,223,168	7,140,871	3,202,689	(3,938,182)	-55.15%
Total Resources	\$ 38,100,272	\$ 37,186,595	\$ 32,178,006	(\$ 5,008,589)	-13.47%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	12,130,570	13,447,891	13,795,852	347,961	2.59%
Supplies & Services	10,424,293	12,452,145	11,623,447	(828,698)	-6.66%
Capital	13,565,687	9,541,643	5,096,772	(4,444,871)	-46.58%
Debt	661,519	687,400	686,299	(1,101)	-0.16%
Transfers Out	1,318,204	1,057,516	975,636	(81,880)	-7.74%
Total Expenditures by Category	\$ 38,100,272	\$ 37,186,595	\$ 32,178,006	(\$ 5,008,589)	-13.47%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	11,122,376	10,107,906	10,200,795	92,889	0.92%
104 - Streets & Roads	10,482,871	10,997,114	10,693,645	(303,469)	-2.76%
108 - Designated Revenue	521,652	499,529	424,529	(75,000)	-15.01%
410 - Downtown Parking	28,481	35,972	69,353	33,381	92.80%
411 - Stormwater	2,217,141	2,878,767	2,835,132	(43,635)	-1.52%
412 - Stormwater Construction	7,236,254	2,692,278	1,252,031	(1,440,247)	-53.50%
413 - Stormwater Replacement	892,607	3,017,946	1,791,246	(1,226,700)	-40.65%
422 - Stormwater Debt Service	522,997	549,650	548,550	(1,100)	-0.20%
502 - Equipment Maintenance	2,903,546	3,453,791	2,893,597	(560,194)	-16.22%
512 - Fleet Replacement	2,172,348	2,953,642	1,469,128	(1,484,514)	-50.26%
Total Expenditures by Fund	\$ 38,100,272	\$ 37,186,595	\$ 32,178,006	(\$ 5,008,589)	-13.47%

Expenditures by Division	2020 Revised		2021	\$ Change	% Change
	2019 Actual	Budget	Proposed Budget		
Administration	1,426,567	1,437,223	1,500,136	62,913	4.38%
Engineering	1,209,497	1,183,748	1,214,519	30,771	2.60%
Equipment Maintenance	2,903,546	3,453,791	2,893,597	(560,194)	-16.22%
Facilities Management	3,486,486	3,580,303	3,565,680	(14,623)	-0.41%
Fleet Replacement	2,172,348	2,953,642	1,469,128	(1,484,514)	-50.26%
Parking	28,481	35,972	69,353	33,381	92.80%
Stormwater	10,868,999	9,138,641	6,426,959	(2,711,682)	-29.67%
Street Maintenance	4,237,714	4,144,141	4,013,220	(130,921)	-3.16%
Transit Services	8,138,542	7,020,132	7,052,644	32,512	0.46%
Transportation Services	3,628,093	4,239,002	3,972,770	(266,232)	-6.28%
Total Expenditures by Division	\$ 38,100,272	\$ 37,186,595	\$ 32,178,006	(\$ 5,008,589)	-13.47%

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.

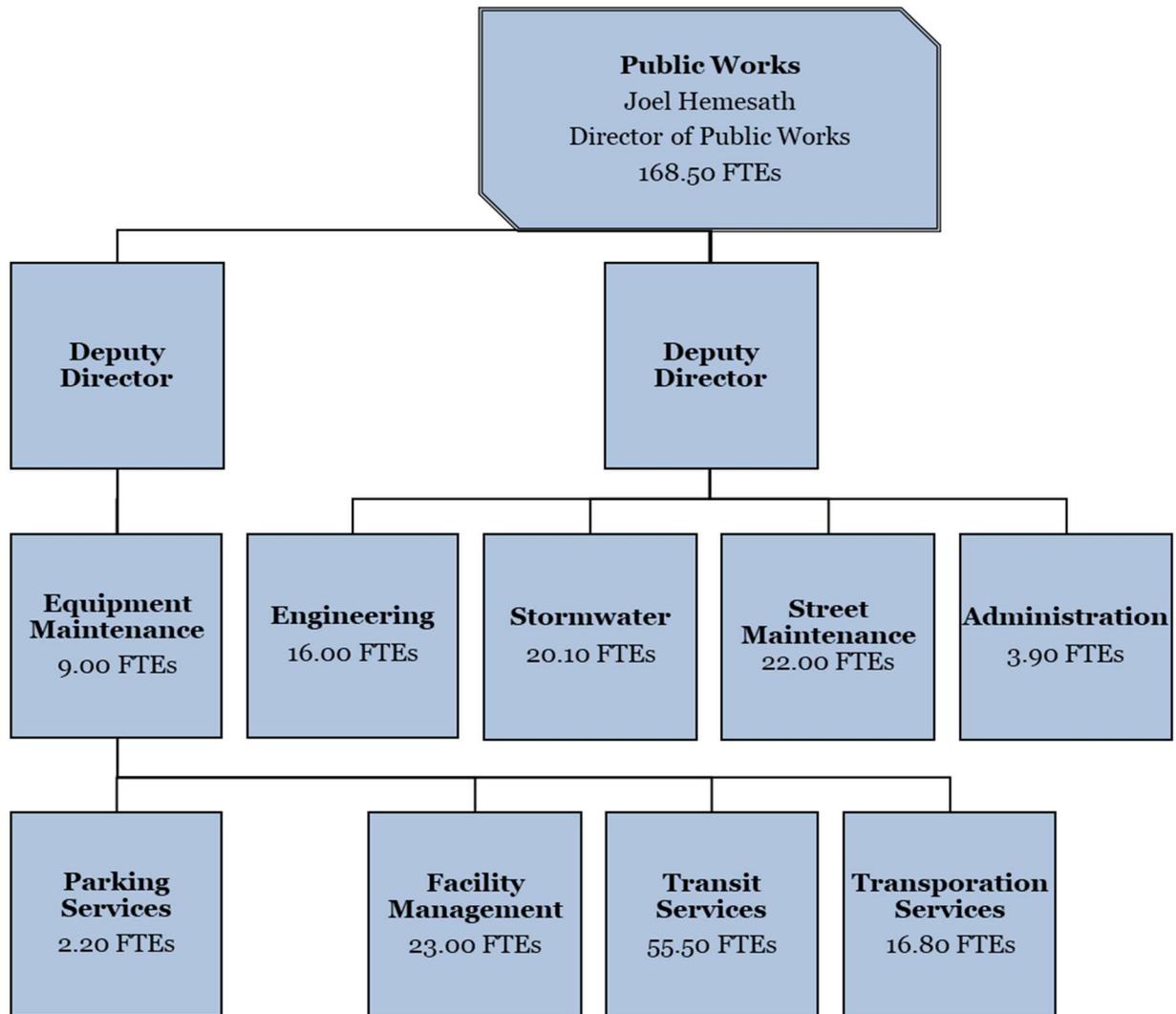
The **Fleet Replacement** division tracks the procurement of the City's vehicles and equipment.

The **Street Maintenance** 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



2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Deputy Public Works Director	186,094
Assistant City Engineer	145,000
Asset Manager	102,930
Capital Projects Planner	102,090
Asset Specialist, Technician	87,434
Budget Technician	86,434
Executive Assistant	65,000
Total Additions	\$ 774,982

FTE SUMMARY

Public Works	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Administration				
Budget Analyst	0.90	0.90	-	0.90
Deputy Public Works Director	1.00	1.00	1.00	2.00
Public Works Director	1.00	1.00	-	1.00
Total Administration	2.90	2.90	1.00	3.90
Engineering				
Administrative Specialist II	1.00	1.00	-	1.00
City Engineer	1.00	1.00	-	1.00
Civil Engineer II	-	-	1.00	1.00
Civil Engineer III	4.00	4.00	(2.00)	2.00
Civil Engineer IV	-	-	1.00	1.00
Concrete Maintenance Coordinator	1.00	1.00	-	1.00
Engineering Project Manager	1.00	1.00	-	1.00
Engineering Technician	6.00	6.00	-	6.00
Pavement Management Coordinator	1.00	1.00	-	1.00
Senior Land Surveyor	1.00	1.00	(1.00)	-
Senior Survey Technician	1.00	1.00	(1.00)	-
Utility Coordinator	1.00	1.00	-	1.00
Total Engineering	18.00	18.00	(2.00)	16.00
Equipment Maintenance				
Administrative Specialist II	1.00	1.00	-	1.00
Equipment Maintenance Coordinator	-	-	1.00	1.00
Equipment Maintenance Foreman	1.00	1.00	-	1.00
Equipment Maintenance Mechanic	5.00	5.00	-	5.00
Fleet Manager	1.00	1.00	-	1.00
Fleet Specialist	1.00	1.00	(1.00)	-
Total Equipment Maintenance	9.00	9.00	-	9.00
Facilities Management				
Administrative Specialist II	1.00	1.00	-	1.00
Facilities Management Technician II	1.00	1.00	2.00	3.00
Facilities Management Technician III	3.00	5.00	(2.00)	3.00
Facilities Project Manager	1.00	1.00	1.00	2.00
Facility Maintenance Supervisor	-	-	1.00	1.00
Facility Manager	1.00	1.00	-	1.00
Facility Service Supervisor I	1.00	2.00	(1.00)	1.00
Facility Service Worker	8.00	8.00	-	8.00
Mechanical Controls Technician	2.00	3.00	-	3.00
Project Coordinator	1.00	1.00	(1.00)	-
Total Facilities Management	19.00	23.00	-	23.00
Parking				
Senior Administrative Specialist	-	-	0.20	0.20
Parking Ambassador	2.00	2.00	-	2.00
Total Parking	2.00	2.00	0.20	2.20

FTE SUMMARY (CONTINUED)

Public Works	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Street Maintenance				
Crew Supervisor: Streets	2.00	2.00	-	2.00
Equipment Operator I	9.00	9.00	(1.00)	8.00
Equipment Operator II: Streets	8.00	8.00	1.00	9.00
Graffiti Removal Technician	1.00	1.00	-	1.00
Senior Administrative Specialist	1.00	1.00	-	1.00
Streets Superintendent	1.00	1.00	-	1.00
Total Street Maintenance	22.00	22.00	-	22.00
Transit Services				
Administrative Specialist II	1.00	1.00	-	1.00
Bus Operator I	35.50	35.50	(8.75)	26.75
Bus Operator II	-	-	8.75	8.75
Bus Mechanic	1.00	1.00	(1.00)	-
Clerical Assistant	1.00	1.00	-	1.00
Electronic Technician	-	-	1.00	1.00
Equipment Maintenance Foreman	1.00	1.00	-	1.00
Equipment Maintenance Mechanic	4.00	4.00	-	4.00
Fleet Specialist	1.00	1.00	-	1.00
Maintenance Service Attendant	1.00	1.00	1.00	2.00
Maintenance Service Specialist	1.00	1.00	(1.00)	-
Route Supervisor	3.00	3.00	-	3.00
Transit Manager	1.00	1.00	-	1.00
Transit Operations Supervisor	1.00	1.00	-	1.00
Transit Specialist	1.00	1.00	-	1.00
Transportation Dispatcher	3.00	3.00	-	3.00
Total Transit Services	55.50	55.50	0.00	55.50
Transportation Services				
Administrative Specialist II	1.00	1.00	(1.00)	-
Senior Administrative Specialist	-	-	0.80	0.80
Project Coordinator	1.00	1.00	-	1.00
Signs & Markings Supervisor	1.00	1.00	-	1.00
Signs & Markings Technician	4.00	4.00	-	4.00
Traffic Engineer	1.00	1.00	-	1.00
Traffic Engineer Technician II	1.00	1.00	-	1.00
Traffic Engineering Technician	1.00	1.00	-	1.00
Traffic Operations Supervisor	1.00	1.00	-	1.00
Traffic Signal Supervisor	1.00	1.00	-	1.00
Traffic Signal Technician	3.00	3.00	-	3.00
Senior Traffic Signal Technician	1.00	1.00	-	1.00
Transportation Planner	1.00	1.00	-	1.00
Total Transportation Services	17.00	17.00	(0.20)	16.80

FTE SUMMARY (CONTINUED)

Public Works	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Stormwater				
Asset Manager	1.00	1.00	-	1.00
Budget Analyst	0.10	0.10	-	0.10
Civil Engineer II	-	-	1.00	1.00
Civil Engineer III	-	-	2.00	2.00
Civil Engineer IV	3.00	3.00	(3.00)	-
Crew Supervisor: Streets	1.00	1.00	-	1.00
Engineering Technician	1.00	1.00	-	1.00
Environmental Technician	2.00	2.00	-	2.00
Equipment Operator I	4.00	4.00	1.00	5.00
Equipment Operator II: Streets	4.00	4.00	(1.00)	3.00
Stormwater Manager	1.00	1.00	-	1.00
Stormwater Quality Administrator	1.00	1.00	-	1.00
Stormwater Technician	1.00	1.00	-	1.00
Utility Locator	1.00	1.00	-	1.00
Total Stormwater	20.10	20.10	-	20.10
Total Public Works	165.50	169.50	(1.00)	168.50

2021 ADDITIONS

Funded Ongoing Requests: General Fund Revenue Source	
Description	2021
Deputy Public Works Director	186,094
Assistant City Engineer	145,000
Asset Manager	102,930
Capital Projects Planner	102,090
Asset Specialist, Technician	87,434
Budget Technician	86,434
Executive Assistant	65,000
Total Additions	\$ 774,982

2021 HIGHLIGHTS

- 35th Avenue: 4th Street to "C" Street
- Transportation Masterplan
- Keep Greeley Moving year 6 of 7
- New Central Fleet and Parks Building/Buildings Design

PERFORMANCE INDICATORS

- Number of Potholes Filled
- Pavement Quality Index
- Fixed Route Transit Riders per Hour

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Proposed Budget			
		8,663,858	6,262,040	3,592,859	(2,669,181)	-42.62%	
Community	ADA Paratransit Operations	473,563	519,451	450,687	(68,764)	-13.24%	3
	CIP Management	840,664	1,061,823	994,033	(67,790)	-6.38%	2
	Demand Response Operation	168,113	173,276	196,649	23,373	13.49%	4
	Engineering Services	2,629,064	2,613,971	2,707,655	93,684	3.58%	1
	Facilities Custodial	468,565	550,096	619,180	69,084	12.56%	4
	Facilities Maintenance	3,017,921	3,030,207	2,946,500	(83,707)	-2.76%	3
	Fixed Route Operations	7,496,866	6,327,405	6,405,308	77,903	1.23%	2
	Graffiti Program	46,590	65,836	59,901	(5,935)	-9.01%	3
	Neighborhood Resources	18,772	25,000	26,921	1,921	7.68%	3
	Parking Case Management	28,481	35,972	69,353	33,381	92.80%	3
	Resurfacing	1,025,773	847,298	892,685	45,387	5.36%	3
	Snow And Ice Removal	1,119,614	882,435	892,288	9,853	1.12%	1
	Spring Clean Up	68,871	52,806	38,096	(14,710)	-27.86%	4
	Stomwater Maintenance	845,867	1,087,087	1,138,432	51,345	4.72%	1
	Stomwater Street Sweeping	263,951	416,089	358,259	(57,830)	-13.90%	3
	Stomwater Water Quality Program	266,660	313,768	344,408	30,640	9.77%	2
	Street Maintenance	1,958,095	2,268,600	2,102,297	(166,303)	-7.33%	2
	Traffic Signal Maintenance	971,323	988,114	1,007,220	19,106	1.93%	2
	Traffic Signs & Markings	2,644,770	3,250,888	2,965,550	(285,338)	-8.78%	2
	Transit Envision Program	7,000	7,000	7,000	-	-	4
	VANGO	4,054	15,500	15,500	-	-	4
Governance	Fleet Central Fleet Operations	2,576,265	3,159,491	2,602,102	(557,389)	-17.64%	3
	Fleet Fire Mechanic/Operations	321,504	274,798	271,993	(2,805)	-1.02%	1
	Fleet Motor Pool	2,174,070	2,957,644	1,473,130	(1,484,514)	-50.19%	4
	Total Expenditures by PBB Quartile	\$ 38,100,272	\$ 37,186,595	\$ 32,178,006	(\$ 5,008,589)	-13.47%	

ADMINISTRATION

PURPOSE: To provide administrative support to the entire department.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Intergovernmental Revenue	156,141	160,400	160,400	-	-
Taxes	106,495	85,680	85,680	-	-
Miscellaneous Revenue	3,534	3,534	3,534	-	-
Transfers In	3,078,682	4,903,927	4,290,284	(613,643)	-12.51%
Use of Fund Balance	-1,918,284	-3,716,318	-3,039,762	676,556	-18.21%
Total Resources	\$ 1,426,567	\$ 1,437,223	\$ 1,500,136	\$ 62,913	4.38%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	447,806	471,408	653,261	181,853	38.58%
Supplies & Services	978,761	965,815	846,875	(118,940)	-12.31%
Total Expenditures by Category	\$ 1,426,567	\$ 1,437,223	\$ 1,500,136	\$ 62,913	4.38%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	7,000	7,000	7,000	-	-
104 - Streets & Roads	1,419,567	1,430,223	1,493,136	62,913	4.40%
Total Expenditures by Fund	\$ 1,426,567	\$ 1,437,223	\$ 1,500,136	\$ 62,913	4.38%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Administration	1,101,372	1,099,307	1,162,220	62,913	5.72%
Envision	7,000	7,000	7,000	-	-
Information Technology Charges	318,195	330,916	330,916	-	-
Total Expenditures by Activity	\$ 1,426,567	\$ 1,437,223	\$ 1,500,136	\$ 62,913	4.38%

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.

ENGINEERING

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	772,802	488,850	738,850	250,000	51.14%
Intergovernmental Revenue	392,999	374,000	374,000	-	-
Licenses & Permits	6,531	7,590	7,590	-	-
Miscellaneous Revenue	72	-	-	-	-
Use of Fund Balance	37,093	313,308	94,079	(219,229)	-69.97%
Total Resources	\$ 1,209,497	\$ 1,183,748	\$ 1,214,519	\$ 30,771	2.60%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	1,056,718	1,094,463	1,127,968	33,505	3.06%
Supplies & Services	127,779	89,285	86,551	(2,734)	-3.06%
Transfers Out	25,000	-	-	-	-
Total Expenditures by Category	\$ 1,209,497	\$ 1,183,748	\$ 1,214,519	\$ 30,771	2.60%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
104 - Streets & Roads	1,209,497	1,183,748	1,214,519	30,771	2.60%
Total Expenditures by Fund	\$ 1,209,497	\$ 1,183,748	\$ 1,214,519	\$ 30,771	2.60%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Engineering Services	1,209,497	1,183,748	1,214,519	30,771	2.60%
Total Expenditures by Activity	\$ 1,209,497	\$ 1,183,748	\$ 1,214,519	\$ 30,771	2.60%

ACTIVITY DESCRIPTIONS

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.

EQUIPMENT MAINTENANCE

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

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	2,664,246	3,399,058	2,940,176	(458,882)	-13.50%
Miscellaneous Revenue	419	22,949	22,949	-	-
Transfers In	160,000	-	-	-	-
Use of Fund Balance	78,882	31,784	-69,528	(101,312)	-318.75%
Total Resources	\$ 2,903,546	\$ 3,453,791	\$ 2,893,597	(\$ 560,194)	-16.22%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	787,112	821,213	791,063	(30,150)	-3.67%
Supplies & Services	2,047,315	2,611,103	2,081,059	(530,044)	-20.30%
Capital	69,119	21,475	21,475	-	-
Total Expenditures by Category	\$ 2,903,546	\$ 3,453,791	\$ 2,893,597	(\$ 560,194)	-16.22%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
502 - Equipment Maintenance	2,903,546	3,453,791	2,893,597	(560,194)	-16.22%
Total Expenditures by Fund	\$ 2,903,546	\$ 3,453,791	\$ 2,893,597	(\$ 560,194)	-16.22%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Central Fleet Operations	2,536,104	3,118,733	2,561,344	(557,389)	-17.87%
Fire Mechanic/Operations	321,504	274,798	271,993	(2,805)	-1.02%
Information Technology Charges	39,152	40,758	40,758	-	-
Investment Earnings	1,009	-	-	-	-
Motor Pool	1,723	4,002	4,002	-	-
VANGO	4,054	15,500	15,500	-	-
Total Expenditures by Activity	\$ 2,903,546	\$ 3,453,791	\$ 2,893,597	(\$ 560,194)	-16.22%

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 North Front Range Metropolitan Organization.

Central Fleet Operations oversees the city fleet and includes several activities. They purchase vehicles and equipment that is then leased to various departments. They also provide for the maintenance of all vehicle and licensing of all over the road vehicles. This area also 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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	11,496	46,000	46,000	-	-
Miscellaneous Revenue	386,288	117,680	117,680	-	-
Transfers In	447,899	435,310	448,919	13,609	3.13%
Use of Fund Balance	2,640,803	2,981,313	2,953,081	(28,232)	-0.95%
Total Resources	\$ 3,486,486	\$ 3,580,303	\$ 3,565,680	(\$ 14,623)	-0.41%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	1,246,831	1,589,874	1,816,913	227,039	14.28%
Supplies & Services	1,487,537	1,417,250	1,250,588	(166,662)	-11.76%
Capital	256,004	73,650	73,650	-	-
Transfers Out	496,114	499,529	424,529	(75,000)	-15.01%
Total Expenditures by Category	\$ 3,486,486	\$ 3,580,303	\$ 3,565,680	(\$ 14,623)	-0.41%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	2,976,834	3,080,774	3,141,151	60,377	1.96%
108 - Designated Revenue	509,652	499,529	424,529	(75,000)	-15.01%
Total Expenditures by Fund	\$ 3,486,486	\$ 3,580,303	\$ 3,565,680	(\$ 14,623)	-0.41%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Custodial	342,889	426,020	437,347	11,327	2.66%
Custodial/Police	125,676	124,076	181,833	57,757	46.55%
Information Technology Charges	121,833	138,624	138,624	-	-
Maintenance	1,619,756	1,717,908	1,710,981	(6,927)	-0.40%
Maintenance/Police	740,031	697,155	621,935	(75,220)	-10.79%
Other Utilities	536,302	476,520	474,960	(1,560)	-0.33%
Total Expenditures by Activity	\$ 3,486,486	\$ 3,580,303	\$ 3,565,680	(\$ 14,623)	-0.41%

ACTIVITY DESCRIPTIONS

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

The **Facility 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, 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, and Public Works.

FLEET REPLACEMENT

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

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	2,697,104	2,925,869	2,669,343	(256,526)	-8.77%
Miscellaneous Revenue	339,311	80,000	80,000	-	-
Transfers In	62,500	-	-	-	-
Use of Fund Balance	-926,568	-52,227	-1,280,215	(1,227,988)	2,351.25%
Total Resources	\$ 2,172,348	\$ 2,953,642	\$ 1,469,128	(\$ 1,484,514)	-50.26%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Supplies & Services	53,657	332,671	332,671	-	-
Capital	1,979,942	2,482,221	997,708	(1,484,513)	-59.81%
Debt	138,749	138,750	138,749	(1)	0.00%
Total Expenditures by Category	\$ 2,172,348	\$ 2,953,642	\$ 1,469,128	(\$ 1,484,514)	-50.26%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
512 - Fleet Replacement	2,172,348	2,953,642	1,469,128	(1,484,514)	-50.26%
Total Expenditures by Fund	\$ 2,172,348	\$ 2,953,642	\$ 1,469,128	(\$ 1,484,514)	-50.26%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
2016 Bancorp Loan	68,252	68,253	68,252	(1)	0.00%
2017 Signature Public	70,497	70,497	70,497	-	-
City Fleet	2,032,523	2,813,392	1,328,879	(1,484,513)	-52.77%
Investment Earnings	1,075	1,500	1,500	-	-
Total Expenditures by Activity	\$ 2,172,348	\$ 2,953,642	\$ 1,469,128	(\$ 1,484,514)	-50.26%

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.

PARKING SERVICES

PURPOSE: To administer the parking permits, citations and assist in removal of abandoned or illegally parked vehicles.

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Miscellaneous Revenue	109,836	68,000	148,000	80,000	118%
Use of Fund Balance	-81,355	-32,028	-78,647	(46,619)	145.56%
Total Resources	\$ 28,481	\$ 35,972	\$ 69,353	\$ 33,381	92.80%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	602	11,045	13,197	2,152	19.48%
Supplies & Services	27,879	24,927	56,156	31,229	125%
Total Expenditures by Category	\$ 28,481	\$ 35,972	\$ 69,353	\$ 33,381	92.80%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
410 - Downtown Parking	28,481	35,972	69,353	33,381	92.80%
Total Expenditures by Fund	\$ 28,481	\$ 35,972	\$ 69,353	\$ 33,381	92.80%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Parking Permits	28,481	35,972	69,353	33,381	92.80%
Total Expenditures by Activity	\$ 28,481	\$ 35,972	\$ 69,353	\$ 33,381	92.80%

GENERAL DESCRIPTION

The **Parking Permits** 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.

STORMWATER

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	6,906,087	7,288,784	7,119,742	(169,042)	-2.32%
Intergovernmental Revenue	300	300	300	-	-
Licenses & Permits	1,568	-	-	-	-
Miscellaneous Revenue	79,201	58,167	58,165	(2)	0.00%
Bond Proceeds	-	-	-	-	-
Use of Fund Balance	3,881,844	1,791,390	-751,248	(2,542,638)	-141.94%
Total Resources	\$ 10,868,999	\$ 9,138,641	\$ 6,426,959	(\$ 2,711,682)	-29.67%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	1,800,450	2,002,085	1,892,205	(109,880)	-5.49%
Supplies & Services	439,891	606,487	674,818	68,331	11.27%
Capital	7,620,798	5,423,432	2,761,279	(2,662,153)	-49.09%
Debt	522,770	548,650	547,550	(1,100)	-0.20%
Transfers Out	485,090	557,987	551,107	(6,880)	-1.23%
Total Expenditures by Category	\$ 10,868,999	\$ 9,138,641	\$ 6,426,959	(\$ 2,711,682)	-29.67%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
411 - Stormwater	2,217,141	2,878,767	2,835,132	(43,635)	-1.52%
Capital Improvement Plan Management	585,240	789,588	721,428	(68,160)	-8.63%
Information Technology Charges	92,310	96,243	96,243	-	-
Investment Earnings	36,144	-	-	-	-
Operating Transfers	219,280	272,235	272,605	370	0.14%
Stormwater Asset Management	129,078	196,944	191,638	(5,306)	-2.69%
Stormwater Maintenance	624,479	793,900	850,551	56,651	7.14%
Street Sweeping	263,951	416,089	358,259	(57,830)	-13.90%
Water Quality Program	266,660	313,768	344,408	30,640	9.77%
412 - Stormwater Construction	7,236,254	2,692,278	1,252,031	(1,440,247)	-53.50%
413 - Stormwater Replacement	892,607	3,017,946	1,791,246	(1,226,700)	-40.65%
422 - Stormwater Debt Service	522,997	549,650	548,550	(1,100)	-0.20%
Total Expenditures by Fund	\$ 10,868,999	\$ 9,138,641	\$ 6,426,959	(\$ 2,711,682)	-29.67%

GENERAL DESCRIPTION

The **Stormwater** division 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.

ACTIVITY DESCRIPTION

The **Stormwater Asset Management** staff manages the stormwater infrastructure condition ratings and updates new assets that come into the system by development or new capital projects.

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.

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.

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	540,690	589,358	589,358	-	-
Intergovernmental Revenue	2,444,929	2,388,600	2,288,600	(100,000)	-4.19%
Miscellaneous Revenue	616,598	289,985	637,334	347,349	119.78%
Transfers In	-	2,166	-	(2,166)	-100.00%
Use of Fund Balance	635,498	874,032	497,928	(376,104)	-
Total Resources	\$ 4,237,714	\$ 4,144,141	\$ 4,013,220	(\$ 130,921)	-3.16%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	1,931,141	2,090,705	1,961,327	(129,378)	-6.19%
Supplies & Services	1,845,367	2,053,436	2,051,893	(1,543)	-0.08%
Capital	161,207	-	-	-	-
Transfers Out	300,000	-	-	-	-
Total Expenditures by Category	\$ 4,237,714	\$ 4,144,141	\$ 4,013,220	(\$ 130,921)	-3.16%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
104 - Streets & Roads	4,237,714	4,144,141	4,013,220	(130,921)	-3.16%
Total Expenditures by Fund	\$ 4,237,714	\$ 4,144,141	\$ 4,013,220	(\$ 130,921)	-3.16%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Graffiti Program	46,590	65,836	59,901	(5,935)	-9.01%
Homeless Camp Cleanup	18,772	25,000	26,921	1,921	7.68%
Organic Resource Recovery	-	2,166	1,032	(1,134)	-52.35%
Snow And Ice Removal	1,119,614	882,435	892,288	9,853	1.12%
Spring Clean Up	68,871	52,806	38,096	(14,710)	-27.86%
Street Maintenance	1,958,095	2,268,600	2,102,297	(166,303)	-7.33%
Street Resurfacing	1,025,773	847,298	892,685	45,387	5.36%
Total Expenditures by Activity	\$ 4,237,714	\$ 4,144,141	\$ 4,013,220	(\$ 130,921)	-3.16%

ACTIVITY DESCRIPTION

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

The **Homeless Camp Cleanup** program cleans items and debris left under the Poudre River bridges in the downtown area of Greeley.

Organic Resource Recovery through the Greeley Organic Waste (G.R.O.W) Center provides for community recycling of organic materials such as wood, grass, leaves and other “green” recyclable materials.

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.

TRANSIT SERVICES

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

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	914,267	917,500	917,500	-	-
Intergovernmental Revenue	5,190,189	3,863,842	3,702,738	(161,104)	-4.17%
Miscellaneous Revenue	81,401	-	-	-	-
Use of Fund Balance	1,952,685	2,238,790	2,432,406	193,616	8.65%
Total Resources	\$ 8,138,542	\$ 7,020,132	\$ 7,052,644	\$ 32,512	0.46%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	3,476,029	3,874,795	4,052,418	177,623	4.58%
Supplies & Services	1,223,487	1,604,472	1,757,566	153,094	9.54%
Capital	3,439,026	1,540,865	1,242,660	(298,205)	-19.35%
Total Expenditures by Category	\$ 8,138,542	\$ 7,020,132	\$ 7,052,644	\$ 32,512	0.46%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	8,138,542	7,020,132	7,052,644	32,512	0.46%
Total Expenditures by Fund	\$ 8,138,542	\$ 7,020,132	\$ 7,052,644	\$ 32,512	0.46%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
ADA Paratransit Operations	473,563	519,451	450,687	(68,764)	-13.24%
Demand Response Operation	11,597	9,997	33,370	23,373	234%
Fixed Route Capital	3,439,249	1,540,865	1,242,660	(298,205)	-19.35%
Fixed Route Operations	2,496,973	2,621,423	2,822,023	200,600	7.65%
Poudre Express Regional Route	12,544	540,718	441,028	(99,690)	-18.44%
Preventative Maintenance	700,495	781,539	832,354	50,815	6.50%
Transit Administration Capital	23,525	20,000	20,000	-	-
Transit Services Administration	824,081	822,860	1,047,243	224,383	27.27%
Transportation Demand Management	156,516	163,279	163,279	-	-
Total Expenditures by Activity	\$ 8,138,542	\$ 7,020,132	\$ 7,052,644	\$ 32,512	0.46%

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	276,349	231,480	231,480	-	-
Fines & Forfeits	973	-	-	-	-
Intergovernmental Revenue	621,308	577,875	577,875	-	-
Licenses & Permits	8,499	8,000	8,000	-	-
Taxes	780,962	708,320	708,320	-	-
Miscellaneous Revenue	5,431	2,500	2,500	-	-
Transfers In	12,000	-	-	-	-
Use of Fund Balance	1,922,571	2,710,827	2,444,595	(266,232)	-9.82%
Total Resources	\$ 3,628,093	\$ 4,239,002	\$ 3,972,770	(\$ 266,232)	-6.28%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	1,383,882	1,492,303	1,487,500	(4,803)	-0.32%
Supplies & Services	2,192,620	2,746,699	2,485,270	(261,429)	-9.52%
Capital	39,591	-	-	-	-
Transfers Out	12,000	-	-	-	-
Total Expenditures by Category	\$ 3,628,093	\$ 4,239,002	\$ 3,972,770	(\$ 266,232)	-6.28%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
104 - Streets & Roads	3,616,093	4,239,002	3,972,770	(266,232)	-6.28%
108 - Designated Revenue	12,000	-	-	-	-
Total Expenditures by Fund	\$ 3,628,093	\$ 4,239,002	\$ 3,972,770	(\$ 266,232)	-6.28%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Signal Operations	971,323	988,114	1,007,220	19,106	1.93%
Signs & Markings	871,826	961,581	947,181	(14,400)	-1.50%
Street Lighting	1,228,810	1,652,871	1,377,030	(275,841)	-16.69%
Traffic Calming	12,000	-	-	-	-
Traffic Management	544,134	636,436	641,339	4,903	0.77%
Total Expenditures by Activity	\$ 3,628,093	\$ 4,239,002	\$ 3,972,770	(\$ 266,232)	-6.28%

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 & Markings** section fabricates, installs, and maintains regulatory, warning, guide, and specialty signs for the safety and convenience of the motoring public and pedestrians. This section is also 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.



SEWER



Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	12,673,272	12,485,533	14,892,514	2,406,981	19.28%
Licenses & Permits	-	32,000	32,000	-	-
Miscellaneous Revenue	1,654,355	264,167	4,192,259	3,928,092	1,487%
Bond Proceeds	-	-	29,000,000	29,000,000	-
Use of Fund Balance	2,590,863	34,130,218	3,661,537	(30,468,681)	-394.62%
Total Resources	\$ 16,918,490	\$ 46,911,918	\$ 51,778,310	\$ 4,866,392	10.37%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	3,546,385	3,868,668	3,726,331	(142,337)	-3.68%
Supplies & Services	3,908,510	2,825,651	3,239,907	414,256	14.66%
Capital	7,260,669	37,596,562	42,621,200	5,024,638	13.36%
Debt	1,435,408	1,880,516	1,370,244	(510,272)	-27.13%
Transfers Out	767,518	740,521	820,628	80,107	10.82%
Total Expenditures by Category	\$ 16,918,490	\$ 46,911,918	\$ 51,778,310	\$ 4,866,392	10.37%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
401 - Sewer	7,832,025	7,258,867	7,626,046	367,179	5.06%
Sewer Collection	1,116,292	1,248,242	1,295,754	47,512	3.81%
Sewer General Management	2,654,767	1,685,264	1,852,400	167,136	9.92%
Sewer Treatment	4,060,966	4,325,361	4,477,892	152,531	3.53%
402 - Sewer Construction	3,353,324	6,812,903	1,021,744	(5,791,159)	-85.00%
403 - Sewer Capital Replacement	4,296,996	30,959,632	41,755,276	10,795,644	34.87%
420 - Sewer Debt Service	1,436,145	1,880,516	1,375,244	(505,272)	-26.87%
Total Expenditures by Fund	\$ 16,918,490	\$ 46,911,918	\$ 51,778,310	\$ 4,866,392	10.37%

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

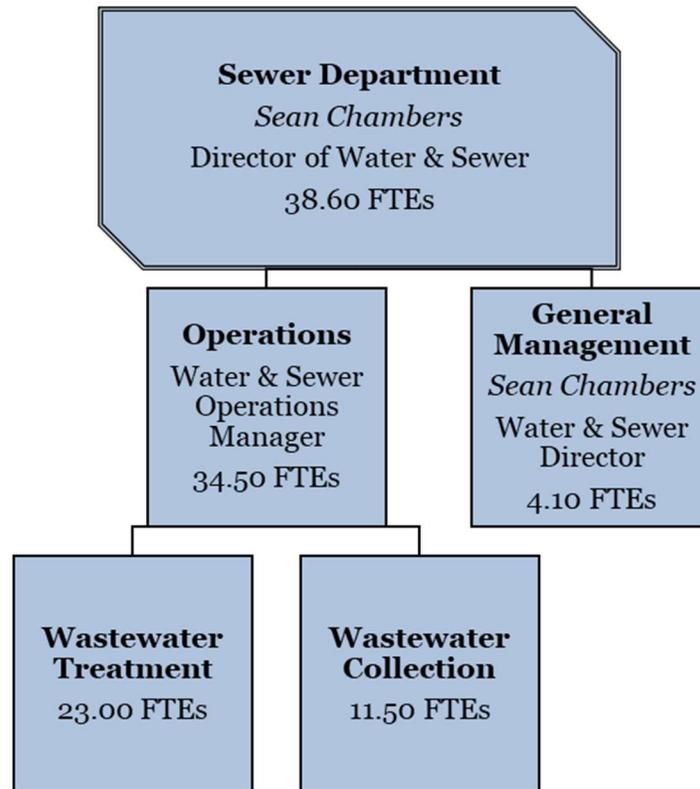
The Water and Sewer Director reports to the City Manager and is accountable for all water and sewer operations.

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, and administrative support.

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



2021 ADDITIONS

Funded Ongoing Requests: Utilites - Sewer Revenue Source	
Description	2021
Wastewater Treatment and Reclamation Facility Operations	254,000
Wastewater Treatment and Reclamation Facility Maintenance	83,585
Sewer Administration Bank Charges	20,000
Wastewater Treatment and Reclamation Facility Laboratory Operational Expenses	10,000
Total Additions	\$ 367,585

FTE SUMMARY

Sewer	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Sewer General Management				
Asset Manager	0.20	0.20	-	0.20
Asset Technician	0.20	0.20	-	0.20
Construction Inspector	-	-	-	-
Budget Analyst	0.20	0.20	(0.20)	-
Chief Engineer: Water & Sewer	0.40	0.40	-	0.40
Civil Engineer II	-	-	1.00	1.00
Civil Engineer III	-	-	1.00	1.00
Deputy Director Water & Wastewater Operations	0.40	0.40	-	0.40
Water Quality & Regulatory Compliance Manager	0.50	0.50	-	0.50
Senior Construction Inspector	-	-	-	-
Utility Finance Manager	-	-	0.20	0.20
Water & Sewer Director	0.20	0.20	-	0.20
Water Resource Engineer II	2.00	2.00	(2.00)	-
Total Sewer General Management	4.10	4.10	-	4.10
Wastewater Treatment				
Industrial Pretreatment Coordinator	-	-	1.00	1.00
Industrial Pretreatment Specialist	1.00	1.00	-	1.00
Laboratory Coordinator	-	-	1.00	1.00
Lead Plant Operator	-	-	2.00	2.00
Maintenance Mechanic: Wastewater	4.00	4.00	-	4.00
Plant Operator A: Wastewater	8.00	8.00	(5.00)	3.00
Plant Operator B: Wastewater	-	-	1.00	1.00
Plant Operator C: Wastewater	-	-	1.00	1.00
Plant Operator D: Wastewater	-	-	1.00	1.00
Process & Information System Analyst	1.00	1.00	-	1.00
Senior Administrative Specialist	1.00	1.00	-	1.00
Wastewater Lab Supervisor	1.00	1.00	-	1.00
Wastewater Maintenance Supervisor	1.00	1.00	-	1.00
Wastewater Operations & Maintenance Supervisor	1.00	1.00	-	1.00
Wastewater Technical Services Manager	1.00	1.00	-	1.00
Wastewater Treatment Superintendent	1.00	1.00	-	1.00
Water Instrument Technician	1.50	1.50	(1.50)	-
Water Quality Analyst	2.00	2.00	(1.00)	1.00
Water Resource Analyst	-	-	-	-
Total Wastewater Treatment	23.50	23.50	(0.50)	23.00
Wastewater Collection				
Equipment Operator II: Wastewater	4.00	4.00	-	4.00
Lift Station Technician	1.00	1.00	-	1.00
Maintenance Technician	-	-	-	-
Utility Locator	1.00	1.00	(0.50)	0.50
Wastewater Collection Supervisor	1.00	1.00	-	1.00
Water & Sewer Maintenance Technician I	4.00	4.00	1.00	5.00
Total Wastewater Collection	11.00	11.00	0.50	11.50
Total Sewer	38.60	38.60	-	38.60

2021 HIGHLIGHTS

- Implement service level reset for Water and Sewer services
- Begin implementation of master plans for transmission/distribution, wastewater collection and non-potable
- Wastewater treatment plant rehabilitation & process improvements related to new regulations
- Finish due diligence for Terry Ranch water project
- Regional collaboration efforts with Northern Colorado water providers
- Restart Utility Billing software replacement

PERFORMANCE INDICATORS

- < 80% of biodegradable organic plant capacity utilized
- < 6 sewer line blockages per year
- < 40 minute response time to sewer calls

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change	PBB Quartile
		9,086,465	39,653,051	44,152,264	4,499,213	11.35%	
Community	Capital Improvements Projects-Engineering	209,339	382,616	379,609	(3,007)	-0.79%	1
	Industrial Pretreatment	286,971	337,922	263,854	(74,068)	-21.92%	1
	Wastewater Collection	1,116,931	1,248,242	1,295,754	47,512	3.81%	1
	Wastewater Laboratory	302,544	388,274	305,184	(83,090)	-21.40%	2
	Wastewater Treatment Operations	5,916,240	4,901,813	5,381,645	479,832	9.79%	1
	Total Expenditures by PBB Quartile	\$ 16,918,490	\$ 46,911,918	\$ 51,778,310	\$ 4,866,392	10.37%	

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.

Resources	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Charges for Services	4,916,848	5,423,240	6,474,915	1,051,675	19.39%
Licenses & Permits	-	32,000	32,000	-	-
Miscellaneous Revenue	1,142,485	173,000	173,000	-	-
Use of Fund Balance	(3,404,565)	(3,942,976)	(4,827,515)	(884,539)	22.43%
Total Resources	\$ 2,654,767	\$ 1,685,264	\$ 1,852,400	\$ 167,136	9.92%

Expenditures by Category	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Salaries & Benefits	337,823	622,261	550,969	(71,292)	-11.46%
Supplies & Services	1,707,131	488,427	619,277	130,850	26.79%
Transfers Out	609,813	574,576	682,154	107,578	18.72%
Total Expenditures by Category	\$ 2,654,767	\$ 1,685,264	\$ 1,852,400	\$ 167,136	9.92%

Expenditures by Fund	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
401 - Sewer	2,654,767	1,685,264	1,852,400	167,136	9.92%
Total Expenditures by Fund	\$ 2,654,767	\$ 1,685,264	\$ 1,852,400	\$ 167,136	9.92%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Engineering	209,339	382,616	379,609	(3,007)	-0.79%
Information Technology Charges	141,746	147,622	147,622	-	-
Investment Earnings	13,414	-	-	-	-
Liability Insurance	206,808	207,300	318,150	110,850	53.47%
Market Fund Adjustments	-	80,000	-	(80,000)	-100%
Operating Transfers	609,813	574,576	682,154	107,578	18.72%
Sewer Administration	1,473,647	293,150	324,865	31,715	10.82%
Total Expenditures by Activity	\$ 2,654,767	\$ 1,685,264	\$ 1,852,400	\$ 167,136	9.92%

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.

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	19,455	-	-	-	-
Miscellaneous Revenue	3,356	-	-	-	-
Use of Fund Balance	1,093,481	1,248,242	1,295,754	47,512	3.81%
Total Resources	\$ 1,116,292	\$ 1,248,242	\$ 1,295,754	\$ 47,512	3.81%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	793,287	891,618	918,387	26,769	3.00%
Supplies & Services	323,005	356,624	377,367	20,743	5.82%
Total Expenditures by Category	\$ 1,116,292	\$ 1,248,242	\$ 1,295,754	\$ 47,512	3.81%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
401 - Sewer	1,116,292	1,248,242	1,295,754	47,512	3.81%
Total Expenditures by Fund	\$ 1,116,292	\$ 1,248,242	\$ 1,295,754	\$ 47,512	3.81%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Maintenance	-639	-	-	-	-
Sewer Collection	1,116,931	1,248,242	1,295,754	47,512	3.81%
Total Expenditures by Activity	\$ 1,116,292	\$ 1,248,242	\$ 1,295,754	\$ 47,512	3.81%

ACTIVITY DESCRIPTIONS

The **Wastewater Maintenance & Collection** program has five sections: Sewer Line Cleaning, Sewer Inspection, Sewer Repair, and 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.

WASTEWATER TREATMENT

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.

Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	11,662	15,000	10,000	(5,000)	-33.33%
Miscellaneous Revenue	-68,813	-	-	-	-
Use of Fund Balance	4,118,116	4,310,361	4,467,892	157,531	3.65%
Total Resources	\$ 4,060,966	\$ 4,325,361	\$ 4,477,892	\$ 152,531	3.53%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	2,237,138	2,354,789	2,256,975	(97,814)	-4.15%
Supplies & Services	1,810,323	1,970,572	2,220,917	250,345	12.70%
Capital	13,505	-	-	-	-
Total Expenditures by Category	\$ 4,060,966	\$ 4,325,361	\$ 4,477,892	\$ 152,531	3.53%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
401 - Sewer	4,060,966	4,325,361	4,477,892	152,531	3.53%
Total Expenditures by Fund	\$ 4,060,966	\$ 4,325,361	\$ 4,477,892	\$ 152,531	3.53%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Industrial Pretreatment	286,971	337,922	263,854	(74,068)	-21.92%
Laboratory	302,544	388,274	305,184	(83,090)	-21.40%
Maintenance	731,055	806,530	867,040	60,510	7.50%
Operations	2,151,937	2,252,515	2,178,325	(74,190)	-3.29%
WPCF Administration	588,459	540,120	863,489	323,369	59.87%
Total Expenditures by Activity	\$ 4,060,966	\$ 4,325,361	\$ 4,477,892	\$ 152,531	3.53%

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 is responsible for controlling all processes at the facility for the effective treatment of wastewater. Operations monitor all equipment and laboratory data 24 hours a day. They coordinate all plant components for optimum efficiency.

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



WATER



Resources	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Charges for Services	46,597,997	53,082,708	49,757,165	(3,325,543)	-6.26%
Intergovernmental Revenue	142,092	4,732,043	-	(4,732,043)	-100%
Miscellaneous Revenue	4,541,873	1,548,534	9,414,657	7,866,123	508%
Bond Proceeds	-	-	36,500,000	36,500,000	-
Transfers In	82,153	132,153	82,153	(50,000)	-37.83%
Use of Fund Balance	8,762,307	94,650,523	(29,898,556)	(124,549,079)	-131.59%
Total Resources	\$ 60,126,422	\$ 154,145,961	\$ 65,855,419	(\$ 88,290,542)	-57.28%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	7,112,845	8,783,137	8,888,906	105,769	1.20%
Supplies & Services	8,186,940	10,519,042	10,250,979	(268,063)	-2.55%
Capital	31,216,343	121,680,194	33,305,333	(88,374,861)	-72.63%
Debt	11,575,301	10,853,481	10,886,381	32,900	0.30%
Transfers Out	2,034,993	2,310,107	2,523,820	213,713	9.25%
Total Expenditures by Category	\$ 60,126,422	\$ 154,145,961	\$ 65,855,419	(\$ 88,290,542)	-57.28%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
404 - Water	16,906,999	21,441,383	21,494,646	53,263	0.25%
Water General Management	4,188,992	5,065,127	5,238,094	172,967	3.41%
Water Transmission/Distribution	4,509,197	5,400,084	5,045,433	(354,651)	-6.57%
Water Treatment and Supply	8,208,810	10,976,172	11,211,119	234,947	2.14%
405 - Water Construction	5,660,638	67,371,639	5,815,537	(61,556,102)	-91.37%
406 - Water Capital Replacement	22,902,164	30,769,825	18,228,122	(12,541,703)	-40.76%
407 - Water Rights Acquisition	3,073,083	23,709,633	9,430,733	(14,278,900)	-60.22%
421 - Water Debt Service	11,583,538	10,853,481	10,886,381	32,900	0.30%
Total Expenditures by Fund	\$ 60,126,422	\$ 154,145,961	\$ 65,855,419	(\$ 88,290,542)	-57.28%

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

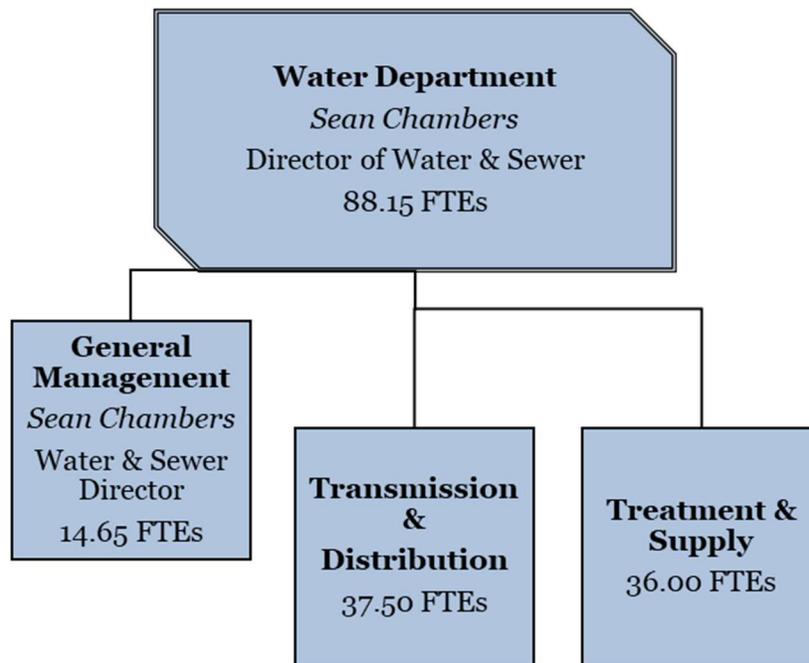
The Water and Sewer Director reports to the City Manager and is responsible for all water and sewer operations. The Director and administrative staff provide the planning, organizing, and executive management of daily operations.

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, and development review/permitting referral services.

Transmission and Distribution operations move treated water from the treatment plants to the consumer. This involves the operation and maintenance of over 655 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



2021 ADDITIONS

Funded Ongoing Requests: Utilites - Water Revenue Source	
Description	2021
Water Quality Operating Expenses	176,407
Water Quality Technician I	136,745
Water & Sewer Capital Projects Manager	132,847
Bellvue Filter Plant Operating Expenses	96,600
Water Administration Operating Budget	55,000
Water Engineering Operating Costs	21,000
Total Ongoing Additions	\$ 618,599
Funded One-Time Requests: Utilites - Water Revenue Source	
Description	2021
Organizational Staffing Review & Assessment	140,000
Water Conservation Van	45,000
Total One-Time Additions	\$ 185,000
Total Additions	\$ 803,599

FTE SUMMARY

Water	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Water General Management				
Administrative Specialist II	2.00	2.00	-	2.00
Asset Manager	0.80	0.80	-	0.80
Asset Technician	0.80	0.80	-	0.80
Chief Engineer: Water & Sewer	0.60	0.60	-	0.60
Civil Engineer III	-	-	2.00	2.00
Deputy Director Water & Wastewater Operations	0.60	0.60	-	0.60
Office Manager	1.00	1.00	-	1.00
Plans Examiner	-	-	1.00	1.00
Rates & Budget Analyst	0.80	0.80	0.20	1.00
Regulatory Compliance	0.50	0.50	(0.50)	-
Senior Administrative Specialist	1.00	1.00	(1.00)	-
Survey Technician	1.00	1.00	(0.25)	0.75
Utility Finance Manager	-	1.00	(0.20)	0.80
Water & Sewer Capital Projects Manager	-	-	1.00	1.00
Water & Sewer Director	0.80	0.80	-	0.80
Water & Sewer Services Coordinator	1.00	1.00	-	1.00
Water & Sewer Services Technician	-	1.00	(1.00)	-
Water Quality & Regulatory Compliance Manager	-	-	0.50	0.50
Water Resource Engineer IV	2.00	2.00	(2.00)	-
Total Water General Management	12.90	14.90	(0.25)	14.65
Transmission & Distribution				
Assistant Water Transmission, Distribution & Wastewater Control Superintendent	-	-	1.00	1.00
Crew Supervisor: Water	3.00	3.00	-	3.00
Distribution & Collections Manager	-	-	1.00	1.00
Equipment Operator I: Water	8.00	8.00	(8.00)	-
Equipment Operator II: Water	3.00	4.00	-	4.00
Field Services Representative	1.00	1.00	(1.00)	-
Instrument & Control Supervisor	-	-	1.00	1.00
Lead Meter Services Technician	-	-	1.00	1.00
Maintenance Mechanic	1.00	1.00	-	1.00
Meter Reader	1.00	1.00	(1.00)	-
Meter Services Technician	3.00	3.00	-	3.00
Project Coordinator	-	-	1.00	1.00
Raw Water Operations Supervisor	1.00	1.00	-	1.00
Raw Water Operations Technician	2.00	2.00	-	2.00
Reservoir Maintenance Technician	-	-	1.00	1.00
Reservoirs Operations Supervisor	1.00	1.00	(1.00)	-
Reservoirs Supervisor	1.00	1.00	-	1.00
Transmission Line Technician	1.00	1.00	1.00	2.00
Utility Locator	-	-	0.50	0.50
Water & Sewer Maintenance Technician I	-	1.00	5.00	6.00
Water Conservation Specialist	1.00	1.00	(1.00)	-
Water Distribution Supervisor	0.75	0.75	(0.75)	-
Water Instrument Technician	2.00	2.00	2.00	4.00
Water Instrument Technician Entry	1.00	1.00	-	1.00
Water Inventory Coordinator	1.00	1.00	-	1.00
Water Service Technician	1.00	1.00	-	1.00
Water Transmission, Distribution & Wastewater Superintendent	1.00	1.00	-	1.00
Total Transmission & Distribution	33.75	35.75	1.75	37.50

FTE SUMMARY (CONTINUED)

	2019 Revised	2020 Revised	2021 vs. 2020 Revised	2021 Proposed
Treatment & Supply				
Civil Engineer I	-	-	1.00	1.00
Crew Leader II	1.00	1.00	-	1.00
Deputy Director Water Resources	1.00	1.00	-	1.00
High Mountain Reservoir Crew Supervisor	-	-	1.00	1.00
Lead Plant Operator	-	-	1.00	1.00
Maintenance Mechanic	2.00	2.00	-	2.00
Plant Operator A: Resident	2.00	2.00	-	2.00
Plant Operator A: Water	8.00	8.00	(2.00)	6.00
Plant Operator B: Water	-	-	1.00	1.00
Plant Operator D: Water	-	-	1.00	1.00
Public & Government Relation Manager	1.00	1.00	-	1.00
Raw Water Operations Technician	1.00	1.00	(1.00)	-
Senior Administrative Specialist	-	-	1.00	1.00
Senior Water Resource Engineer	1.00	1.00	(1.00)	-
Water & Sewer Maintenance Technician I	1.00	1.00	-	1.00
Water and Farm Asset Coordinator	1.00	1.00	(1.00)	-
Water Conservation Administrator	-	-	1.00	1.00
Water Conservation Coordinator	1.00	1.00	(1.00)	-
Water Conservation Manager	-	-	1.00	1.00
Water Conservation Specialist	2.00	2.00	-	2.00
Water Instrument Technician	1.50	1.50	(1.50)	-
Water Quality Technician I	-	-	1.00	1.00
Water Resource Administrator I	2.00	2.00	(1.00)	1.00
Water Resource Administrator II	3.00	3.00	-	3.00
Water Resource Analyst	1.00	1.00	-	1.00
Water Resource Engineer I	1.00	1.00	(1.00)	-
Water Resource Engineer IV	-	-	1.00	1.00
Water Resource Operations Manager	1.00	1.00	-	1.00
Water Resource Planning Manager	-	-	1.00	1.00
Water Supply Technician	2.00	2.00	(1.00)	1.00
Water Treatment Manager	1.00	1.00	-	1.00
Water Treatment Plant Superintendent	1.00	1.00	-	1.00
Total Water Resources	35.50	35.50	0.50	36.00
Total Water	82.15	86.15	2.00	88.15

2021 HIGHLIGHTS

- Implement service level reset for Water and Sewer services
- Begin implementation of master plans for transmission/distribution, wastewater collection and non-potable
- Wastewater treatment plant rehabilitation & process improvements related to new regulations
- Finish due diligence for Terry Ranch water project
- Regional collaboration efforts with Northern Colorado water providers
- Restart Utility Billing software replacement

PERFORMANCE INDICATORS

- 100% of meter transmitter failures repaired within 3 working days
- Restore disrupted water service in less than 4 hours: 95%
- 100% compliance with solid waste regulations (water treatment residuals)
- > 90% of participants within designated water budget

PRIORITY BASED BUDGETING

Program	Expenditures by PBB Program	2020 Revised		2021 Proposed	\$ Change	% Change	PBB Quartile
		2019 Actual	Budget	Budget			
Community	Capital Improvements Projects-Engineering	43,219,423	132,704,578	44,360,773	(88,343,805)	-66.57%	1
	Federal Permitting	340,892	362,379	497,145	134,767	37.19%	1
	High Mountain Reservoirs	20,052	21,316	29,244	7,927	37.19%	1
	Non Potable Operations	402,079	463,876	487,185	23,309	5.02%	1
	Water Acquisition Future Account II	701,654	837,029	672,525	(164,504)	-19.65%	1
	Water Conservation	20,052	21,316	29,244	7,927	37.19%	2
	Water Efficiency TACTICAL Team (WETT)	499,148	645,821	697,244	51,423	7.96%	1
	Water Resource Accounting	20,052	21,316	29,244	7,927	37.19%	2
	Water Transmission & Distribution	3,702,041	4,962,152	5,026,813	64,661	1.30%	3
	Water Treatment	3,384,927	3,895,185	3,705,698	(189,487)	-4.86%	1
	Water Treatment	7,816,101	10,210,992	10,320,304	109,312	1.07%	1
Total Expenditures by PBB Quartile		\$ 60,126,422	\$ 154,145,961	\$ 65,855,419	(\$ 88,290,542)	-57.28%	

WATER GENERAL MANAGEMENT

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

Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	17,224,574	17,447,161	22,720,732	5,273,571	30.23%
Miscellaneous Revenue	1,794,347	110,000	110,000	-	-
Transfers In	82,153	82,153	82,153	-	-
Use of Fund Balance	(14,912,081)	(12,574,187)	(17,674,791)	(5,100,604)	40.56%
Total Resources	\$ 4,188,992	\$ 5,065,127	\$ 5,238,094	\$ 172,967	3.41%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Salaries & Benefits	1,155,490	1,621,099	1,533,854	(87,245)	-5.38%
Supplies & Services	1,135,187	1,309,066	1,397,967	88,901	6.79%
Capital	8,227	-	-	-	-
Transfers Out	1,890,088	2,134,962	2,306,273	171,311	8.02%
Total Expenditures by Category	\$ 4,188,992	\$ 5,065,127	\$ 5,238,094	\$ 172,967	3.41%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
404 - Water	4,188,992	5,065,127	5,238,094	172,967	3.41%
Total Expenditures by Fund	\$ 4,188,992	\$ 5,065,127	\$ 5,238,094	\$ 172,967	3.41%

Expenditures by Activity	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Administration	1,285,482	1,751,910	1,654,168	(97,742)	-5.58%
Engineering	401,050	426,328	584,877	158,549	37.19%
Information Technology Charges	353,460	374,626	374,626	-	-
Investment Earnings	52,104	-	-	-	-
Liability Insurance	206,808	207,301	318,150	110,849	53.47%
Market Fund Adjustments	-	170,000	-	(170,000)	-100%
Operating Transfers	1,890,088	2,134,962	2,306,273	171,311	8.02%
Total Expenditures by Activity	\$ 4,188,992	\$ 5,065,127	\$ 5,238,094	\$ 172,967	3.41%

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 development review/permitting referral services.

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 acquisitions.

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.

Resources	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Charges for Services	621,853	551,778	579,616	27,838	5.05%
Miscellaneous Revenue	9,904	-	-	-	-
Use of Fund Balance	3,877,440	4,848,306	4,465,817	(382,489)	-7.89%
Total Resources	\$ 4,509,197	\$ 5,400,084	\$ 5,045,433	(\$ 354,651)	-6.57%

Expenditures by Category	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Salaries & Benefits	2,831,015	3,589,831	3,420,238	(169,593)	-4.72%
Supplies & Services	1,672,303	1,810,253	1,625,195	(185,058)	-10.22%
Capital	5,880	-	-	-	-
Total Expenditures by Category	\$ 4,509,197	\$ 5,400,084	\$ 5,045,433	(\$ 354,651)	-6.57%

Expenditures by Fund	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
404 - Water	4,509,197	5,400,084	5,045,433	(354,651)	-6.57%
Total Expenditures by Fund	\$ 4,509,197	\$ 5,400,084	\$ 5,045,433	(\$ 354,651)	-6.57%

Expenditures by Activity	2020 Revised		2021 Proposed	\$ Change	% Change
	2019 Actual	Budget	Budget		
Distribution	1,813,215	2,261,341	2,009,297	(252,044)	-11.15%
Instrumentation and Control	422,617	667,870	667,210	(660)	-0.10%
Inventory	245,297	275,000	275,000	-	-
Non-Potable Operations	701,654	837,029	672,525	(164,504)	-19.65%
Service and Meters	413,064	481,385	481,925	540	0.11%
Transmission-Reservoir	913,351	877,459	939,476	62,017	7.07%
Total Expenditures by Activity	\$ 4,509,197	\$ 5,400,084	\$ 5,045,433	(\$ 354,651)	-6.57%

ACTIVITY DESCRIPTIONS

Distribution & Transmission is responsible for the maintenance and operation of 489 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.

TREATMENT AND SUPPLY

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

Resources	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Charges for Services	1,177,915	375,000	375,000	-	-
Miscellaneous Revenue	83,042	-	-	-	-
Transfers In	-	50,000	-	(50,000)	-100%
Use of Fund Balance	6,947,852	10,551,172	10,836,119	284,947	2.70%
Total Resources	\$ 8,208,810	\$ 10,976,172	\$ 11,211,119	\$ 234,947	2.14%

Expenditures by Category	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Salaries & Benefits	2,918,573	3,572,207	3,934,814	362,607	10.15%
Supplies & Services	5,290,236	7,380,965	7,212,205	(168,760)	-2.29%
Capital	-	-	64,100	64,100	-
Transfers Out	-	23,000	-	(23,000)	-100%
Total Expenditures by Category	\$ 8,208,810	\$ 10,976,172	\$ 11,211,119	\$ 234,947	2.14%

Expenditures by Fund	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
404 - Water	8,208,810	10,976,172	11,211,119	234,947	2.14%
Total Expenditures by Fund	\$ 8,208,810	\$ 10,976,172	\$ 11,211,119	\$ 234,947	2.14%

Expenditures by Activity	2019 Actual	2020 Revised	2021 Proposed	\$ Change	% Change
		Budget	Budget		
Bellvue Filter Plant	1,732,459	2,187,129	2,064,043	(123,086)	-5.63%
Boyd Lake Filter Plant	1,639,704	2,371,744	2,243,085	(128,659)	-5.42%
High Mountain Reservoirs	402,079	463,876	487,185	23,309	5.02%
Water Conservation Program	499,148	645,821	697,244	51,423	7.96%
Water Quality	233,379	345,450	692,749	347,299	101%
Water Resources	3,702,041	4,962,152	5,026,813	64,661	1.30%
Total Expenditures by Activity	\$ 8,208,810	\$ 10,976,172	\$ 11,211,119	\$ 234,947	2.14%

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



Resources	2019 Actual	2020 Revised Budget	2021 Proposed Budget	\$ Change	% Change
Charges for Services	5,155,876	5,420,449	4,853,717	(566,732)	-10.46%
Cable TV Franchise Fee	941,075	1,016,732	950,000	(66,732)	-6.56%
Charges for Services	19,518	-	-	-	-
Electric Franchise Fee	2,424,297	2,713,059	2,213,059	(500,000)	-18.43%
Gas Franchise Fee	1,671,745	1,540,658	1,540,658	-	-
Public Improvement Fee	99,240	150,000	150,000	-	-
Intergovernmental Revenue	7,046,609	3,915,551	2,400,000	(1,515,551)	-38.71%
Cigarette Taxes	203,608	200,000	200,000	-	-
Federal Mineral LS Funds	1,107,513	1,000,000	600,000	(400,000)	-40.00%
Lottery Funds	1,202,286	1,000,000	1,000,000	-	-
Severance Taxes	3,450,444	1,000,000	600,000	(400,000)	-40.00%
State Intergovernmental Revenue	1,082,757	715,551	-	(715,551)	-100.00%
Licenses & Permits	21,740	40,000	40,000	-	-
Taxes	93,864,517	98,195,038	95,768,948	(2,426,090)	-2.47%
Auto Use Tax	4,644,156	5,064,102	4,226,030	(838,072)	-16.55%
Building Use Tax	4,695,968	3,308,006	2,663,263	(644,743)	-19.49%
Food Tax	8,477,269	9,725,109	9,746,389	21,280	0.22%
General Sales Tax	58,488,774	60,555,447	59,594,594	(960,853)	-1.59%
General Use Tax	4,222,776	3,116,949	2,811,506	(305,443)	-9.80%
Lodgers Room Tax	738,831	457,758	474,646	16,888	3.69%
Property Tax	12,557,758	15,927,667	16,232,520	304,853	1.91%
Telephone Tax	38,986	40,000	20,000	(20,000)	-50.00%
Miscellaneous Revenue	1,996,575	1,216,127	1,213,701	(2,426)	-0.20%
Royalties	4,379,503	2,220,000	797,500	(1,422,500)	-64.08%
Transfers In	71,630,795	72,749,681	69,901,297	(2,848,384)	-3.92%
Use of Fund Balance	(73,868,585)	(67,051,440)	(74,556,810)	(7,505,370)	11.19%
Total Resources	\$ 110,227,030	\$ 116,705,406	\$ 100,418,353	(\$ 16,287,053)	-13.96%

Resources by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	89,931,758	87,892,042	83,025,295	(4,866,747)	-5.54%
102 - Convention & Visitors	761,733	462,758	479,646	16,888	3.65%
105 - Conservation Trust	1,218,985	1,001,000	1,001,000	-	-
106 - Sales & Use Tax	80,528,942	81,769,613	79,041,782	(2,727,831)	-3.34%
108 - Designated Revenue	2,356,805	2,432,031	2,819,747	387,716	15.94%
110 - Conference Center Development	676,091	728,000	764,500	36,500	5.01%
111 - Downtown Development Authority	898,635	725,000	725,000	-	-
112 - NEAHR Grants	245,132	715,551	-	(715,551)	-100%
113 - Weld Drug Task Force Equitable	804,280	-	-	-	-
200 - General Debt Service	6,206,961	7,531,482	6,621,250	(910,232)	-12.09%
410 - Downtown Parking	8,809	1,100	1,100	-	-
504 - Health	81,037	113,500	113,500	-	-
505 - Workers' Compensation	81,037	113,500	113,500	-	-
601 - Cemetery Endowment	292,179	270,869	268,443	(2,426)	-0.90%
607 - Community Memorials	3,229	400	400	-	-
Use of Fund Balance	(73,868,585)	(67,051,440)	(74,556,810)	(7,505,370)	11.19%
Total Resources by Fund	\$ 110,227,030	\$ 116,705,406	\$ 100,418,353	(\$ 16,287,053)	-13.96%

Expenditures by Category	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
Salaries & Benefits	2,839	1,169,978	50,000	(1,119,978)	-95.73%
Supplies & Services	1,842,508	5,396,442	1,363,228	(4,033,214)	-74.74%
Capital	14,208	297,117	400,000	102,883	34.63%
Debt	6,689,722	8,241,849	7,340,816	(901,033)	-10.93%
Transfers Out	101,677,753	101,600,020	91,264,309	(10,335,711)	-10.17%
Total Expenditures by Category	\$ 110,227,030	\$ 116,705,406	\$ 100,418,353	(\$ 16,287,053)	-13.96%

Expenditures by Fund	2019 Actual	2020 Revised Budget	2021	\$ Change	% Change
			Proposed Budget		
001 - General	18,945,290	20,371,546	9,410,238	(10,961,308)	-53.81%
2016 COPs	1,741,646	1,683,483	1,769,133	85,650	5.09%
Broadband	123,354	1,801,983	-	(1,801,983)	-100.00%
County Treasures Fees	116,611	86,000	86,000	-	-
Department Assessments	97,612	434,188	250,000	(184,188)	-42.42%
Investment Earnings	46,347	37,000	37,000	-	-
Market Fund Adjustments	-	550,000	-	(550,000)	-100.00%
Mosquito Spraying	46,000	46,000	46,000	-	-
New Home Buyer Assistance	20,000	141,161	-	(141,161)	-100.00%
Operating Transfers	14,621,052	5,133,243	4,587,434	(545,809)	-10.63%
Studies Positions	-	703,544	-	(703,544)	-100.00%
Sundry	2,038,695	8,993,555	2,554,671	(6,438,884)	-9.80%
Remaining Expenditures*	93,973	761,389	80,000	(681,389)	-89.49%
102 - Convention & Visitors	189,540	568,950	570,450	1,500	0.26%
105 - Conservation Trust	967,090	1,234,619	964,969	(269,650)	-21.84%
106 - Sales & Use Tax	81,884,895	81,868,868	79,143,550	(2,725,318)	-3.33%
108 - Designated Revenue	771,287	3,160,324	2,400,199	(760,125)	-24.05%
110 - Conference Center Development	675,365	728,000	728,000	-	-
111 - Downtown Development Authority TIF	425,593	500,000	535,000	35,000	7.00%
112 - NEAHR Grants	217,951	715,551	-	(715,551)	-100%
113 - Weld Drug Task Force Equitable	93,781	-	-	-	-
160 - DDA Operating	-	-	-	-	-
200 - General Debt Service	6,015,959	7,516,849	6,618,316	(898,533)	-11.95%
410 - Downtown Parking	4,832	-	-	-	-
601 - Cemetery Endowment	35,373	40,604	47,536	6,932	17.07%
607 - Community Memorials	73	95	95	-	-
Total Expenditures by Fund	\$ 110,227,030	\$ 116,705,406	\$ 100,418,353	(\$ 16,287,053)	-13.96%

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

2016 COPs – Lease payments for City Center and Fire Station 1

Broadband – Funds designate for the City Broadband initiative.

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

Department Assessments - Assessments to be completed for Culture, Parks and Recreation, and a finance internal controls assessment.

Investment Earnings – Bank service charges associated with bank transactions.

Market Fund Adjustments – Funds allocated in 2020 to support adjustments and alignment in positions closer to the market. Upon approval and identification funds are allocated to the appropriate department(s).

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.

Studies Positions – 2019 Supplemental Request to Fund identified department positions in Public Works, Human Resources and Communication & Engagement, funding to be distributed to appropriate departments.

Sundry – Includes miscellaneous expenditure categories such as collection services contracts and contingency.

Additional Expenditures – Includes varying or one-time expenditures. 2019 Actual expenditures included unemployment compensation, short term disability, historic presidential building refund, Rangeview HOA, and improvements to district 464 expenses. In the 2020 budget funds were allocated towards short term disability, unemployment compensation, and economic incentive agreements. Part of the 2021 budget includes funds for unemployment compensation.



City Council Members

Mayor John Gates

Ward I: Tommy Butler

Ward II: Brett Payton

Ward III: Michael Fitzsimmons

Ward IV: Dale Hall

At Large: Kristin Zasada

At Large: Ed Clark

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