

2014 End of Year Report



City Council Priorities & Objectives

Image

Reinforce Greeley's vision as an attractive and vibrant community in which to live, work, & play.

- Community Promotion & Marketing / Healthy Neighborhoods / Youth Success / Appealing Community Entryways & Corridors / Quality of Life

Safety

Manage the health, safety and welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors.

- Crime Prevention & Suppression / Emergency Readiness & Response / Traffic Safety

Economic Health & Development

Foster and maintain public and private investment in business development.

- Engaged Business & Industry Relationships / Economic Initiatives / Active Support of Business Development

Infrastructure & Growth

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

- Public Facilities & Equipment / Environmental Infrastructure / Human Infrastructure / Civic Infrastructure

Core Values

Applied Wisdom

We believe that our individual and collective life experiences have given us the tools to make good judgments in addressing the issues we face. We commit to be lifelong learners.

Excellence

We will perform our duties with distinction and to the best of our ability. We will strive to improve our abilities to be innovative and set a standard for others.

Accountability

We recognize the profound importance that trustworthy and dependable public servants have to the viability of a community and humbly accept the challenge. Each employee is empowered to rise above circumstances to achieve the service goals set before us.

Integrity

We acknowledge that we must carry out our duties with authenticity, fairness, straightforwardness and transparency in order to honor all who are entrusting us to serve them every day.

Principled Relationships

We strive to develop, strengthen and honor caring relationships in such a way to challenge ourselves and others to be their best selves. We acknowledge that positive results come from the investment of others in our lives. Nothing is ultimately created by oneself. We will practice the Golden Rule.

Stewardship

We commit to the efficient and effective use of the resources we are provided. We will leave it better than we found it.

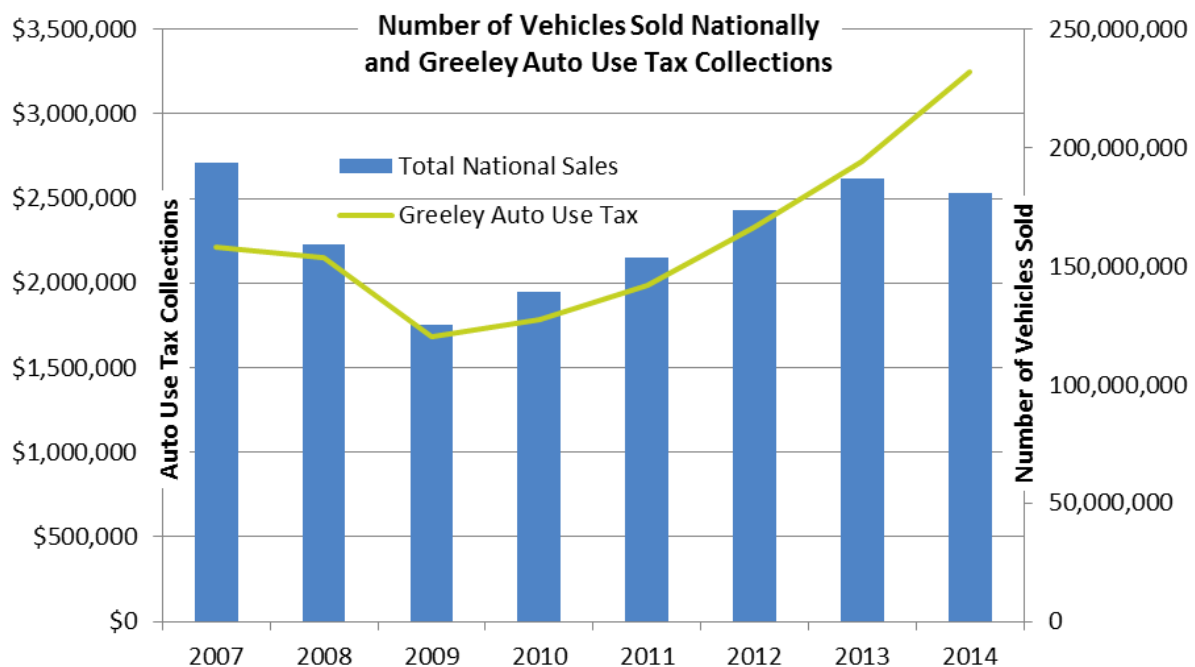
2014 OVERVIEW

The City of Greeley's 2014 financial picture was exceedingly positive. The City's resources to provide public safety, parks, recreation, street and other maintenance and general governmental revenues grew by 12.96% to a total of \$84.105 million. The changes in revenue by sources for the General Fund are shown below:

Revenue Source	Dollars Collected	% Above 2013
Sales Tax	\$39,844,844	10.6%
Property Tax	\$8,564,202	-2.0%
Franchise Fees	\$5,287,646	7.4%
Charges for Services	\$5,109,833	3.7%
Interfund Transfers	\$3,777,376	25.8%
Severance Taxes	\$3,772,905	96.8%
Grants	\$2,911,936	49.1%
Auto Use Tax	\$2,814,600	19.6%
Building Use Tax	\$2,661,521	33.0%
Fines & Forfeits	\$2,422,643	3.4%
Building and Planning Permit Fees	\$1,647,885	8.9%
General Use Tax	\$1,615,792	16.8%
Rents from Facilities & Equipment	\$1,436,539	4.2%
Intergovernmental Revenues	\$1,130,895	117.6%
Miscellaneous	\$776,883	-35.3%
Licenses & Permits	\$329,807	15.3%
Total	\$84,105,306	12.96%

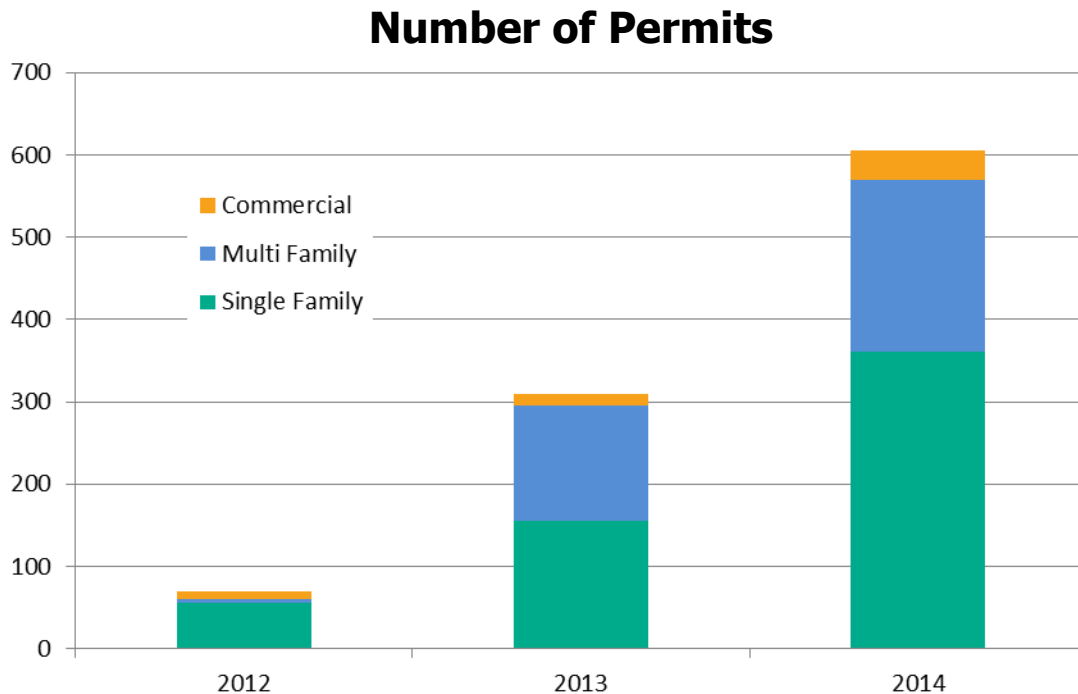
Sales and use tax revenue comprises approximately 55% of our ongoing general fund expenditures. In 2014 sales tax revenue increased by 10.6% over 2013. Some of the types of businesses that reported sales tax growth of 10% or more include: dining out, motor vehicles, building materials, clothing, furniture and gasoline stations.

Vehicle sales mirrored the national growth. The following graph illustrates the number of cars and small trucks sold nationally as compared to the auto use tax collected in Greeley. This clearly demonstrates the period of the Great Recession. It also indicates Greeley sales did better in 2014 than national sales.



2014 OVERVIEW

Building Use, Building Permits and Plan Check Fee revenue reflects the building permit growth in the past two years in single, multi-family and commercial building permits. The following graph illustrates the number of permits the City has issued in these three areas.



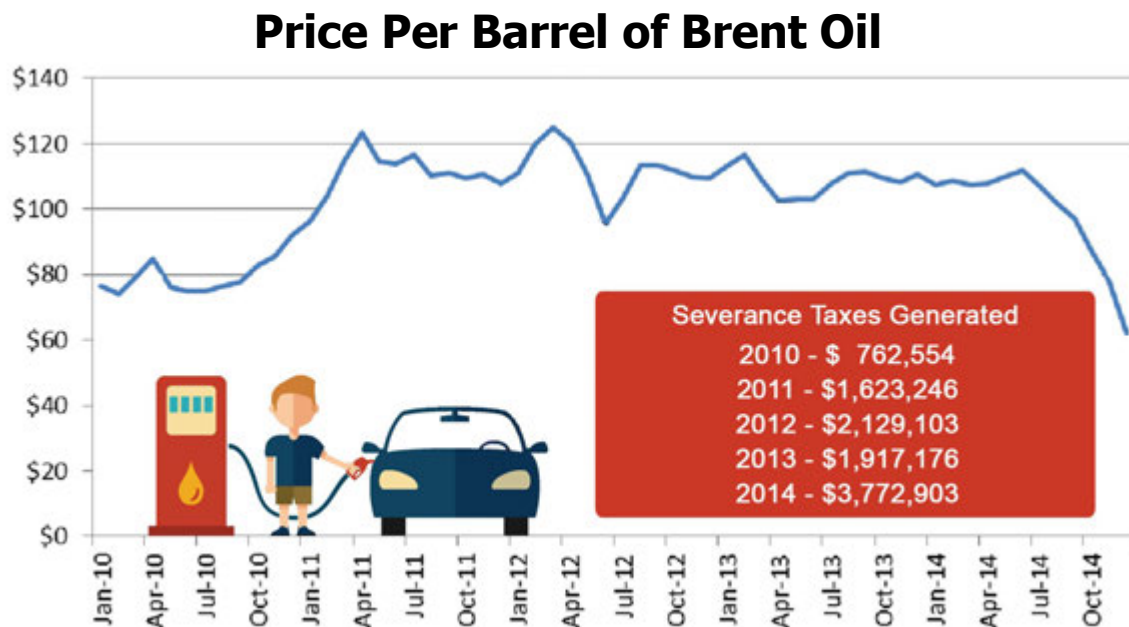
Severance Tax receipts were at a historical level in 2014. The amount the City receives from the state is due to several factors: miles of road, number of employees living within the city's borders who work in the oil and gas fields and the price of oil over the past 12 month period. The last two factors are the most volatile. In 2012 the City received \$2.129 million in state shared severance and mineral taxes. This reflected the higher price of oil in 2011 and early 2012. The collections in 2012 were somewhat lower. This reflected the lower prices, but simultaneously, the number of employees living within the city increased.

The incredible growth of revenue in 2014 of \$3.7 million reflected the higher value of oil between late 2013 and early 2014 and the number of employees living within our boundary. Between 2013 and 2014, employment in the oil and gas industry grew by 28% to a total of 2,013 employees from 1,569 employees.



2014 OVERVIEW

While this growth and revenue was great, it is clear this is not a level of revenue we should assume will continue. As the value of the oil decreases, the employment is expected to be lower than it has been. The 2015 receipts will be based on 2014 valuation and employment. The real drop in revenue will occur in 2016 as it will reflect 2015 valuation and employment. To demonstrate the volatility, the severance tax receipts in 2010 were as low as \$762,554.



Revenue growth across all lines of business reflected the higher employment in many industries: oil, dairy, health care and general businesses. As illustrated throughout this report, the revenue growth is evident in impact fees, taxes collected on groceries to help meet our infrastructure maintenance needs and utility rate revenue. Growth was the theme of 2014.

On the spending side of the budget, departments continued to manage their expenditures. The City has two main areas of expenditures: personnel and capital expenditures. Over the course of 2014, the City was able to save approximately \$2 million across all areas of the City in personnel costs. The total budget for personnel costs was estimated to be \$71.2 million and the actual expenditures were \$69.5 million.

Capital expenditures comprise the main emphasis in 2014. The City budgets for the entire cost of a project even though it may take several years to complete significant projects. In 2014 the total budget for all projects totaled \$115.5 million. This was more than initially budgeted for 2014 as we were able to dedicate over \$7.5 million over the course of the year in 2013 end of the year surpluses and growth during the year to direct to additional road and facility maintenance.

2014 OVERVIEW - SUMMARY

At the end of 2014, the City, once again, received more revenue than anticipated and spent less than budgeted. This will provide the City with nearly an additional \$9 million to dedicate to one time capital infrastructure needs. At this writing not all of the recommendations are completed, but there are several major projects that will be recommended for funding.

Recommendation	Discussion	Amount
Completion of 10 th Street	The City had requested a grant to complete the project. The City received one-half of the request. To complete the project, we need this amount.	\$1,600,000
E 16 th Street	This project has now been more fully designed and needs additional money to address higher truck traffic and additional landscaping and amenities.	\$700,000
65 th Widening from 32 nd Street to City Limits	This is the need to complete this project. The City had requested a grant that will not be provided.	\$2,577,167
Additional Money for Street Maintenance	In addition to the 70% of "Food Tax" money, the City will be dedicating \$1,000,000 from current revenues for street maintenance. This will total of \$5.9 million. The recommendation will include an additional \$1,900,000 for street maintenance from the \$9 million identified.	\$1,949,289
Total dedicated to Streets		\$6,826,456
Upgrade "A" Street Fleet Maintenance Building to accommodate Compressed Natural Gas buses.	The Transit Fleet Maintenance Facility needs retrofitted to ensure safety when working on CNG vehicles.	\$540,000
Additional needs for Public Safety Training Center (PTSF).	The acquiring of a larger site for the Public Safety Training Center Facility has required some additional funding. Fencing, longer access drive and extension of utilities are the source of the additional budget need.	\$300,000
Complete land acquisition activities	The city purchased three buildings in 2014 to acquire land for future growth. These buildings must be removed which will include various other possible requirements.	\$900,000
Set aside money for future replacement of City's Enterprise Financial System	The City is operating a 1993 financial system. While it has been upgraded, the city's needs are growing past the capacity of this system. The requirements will be reviewed in detail late in 2015 and in 2016. However, it will be an expensive and time consuming purchase. Initial discussions identify that we will need \$800,000 to \$1 million for future replacement.	\$400,000
Additional Recommendations		\$2,140,000
Total Recommendations		\$8,966,456

This means that over \$6.8 million or 75% of all available money from 2014 - referred to as carry over monies - will be dedicated to either street expansion or street maintenance. The remaining balance will be dedicated to upgrades to our Fleet Maintenance Shops to accommodate new Compressed Natural Gas buses, additional needs to complete the Fire Training Center, money to complete preparation for a future administrative campus and setting aside money for future replacement of our Enterprise financial system. These recommendations will ensure we can complete commitments to our community.

General Fund

Revenue Sources

Major sources of revenue in the General Fund include: sales tax, use taxes, property taxes, county, state, and federal intergovernmental funds, franchise taxes, charges for services, transfers from other funds, fines and forfeits, licenses and permits, and miscellaneous sources.

Sales, building use, auto use and general use taxes provide 63.7% of our General Fund ongoing expenses. This is the reason we review this in some detail.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 25,117,000	\$ 25,117,000
Revenue		
Operating	82,826,109	84,105,306
Total Revenue	82,826,109	84,105,306
Expenditures		
Operating	87,722,730	83,957,181
Encumbrances & Commitments	-	908,298
Total Expenditures	87,722,730	84,865,479
General Fund Reserve	12,332,200	12,332,200
Catalytic Reserve	-	3,058,171
Total Reserves	12,332,200	15,390,371
Ending Fund Balance	\$ 7,888,179	\$ 8,966,456



Throughout the 2014 Year End Report you will find examples of workload indicators and their outcomes.

The workload indicators are created by staff in order to support Greeley City Council's four priorities.

The outcomes help gauge how the City of Greeley is doing.

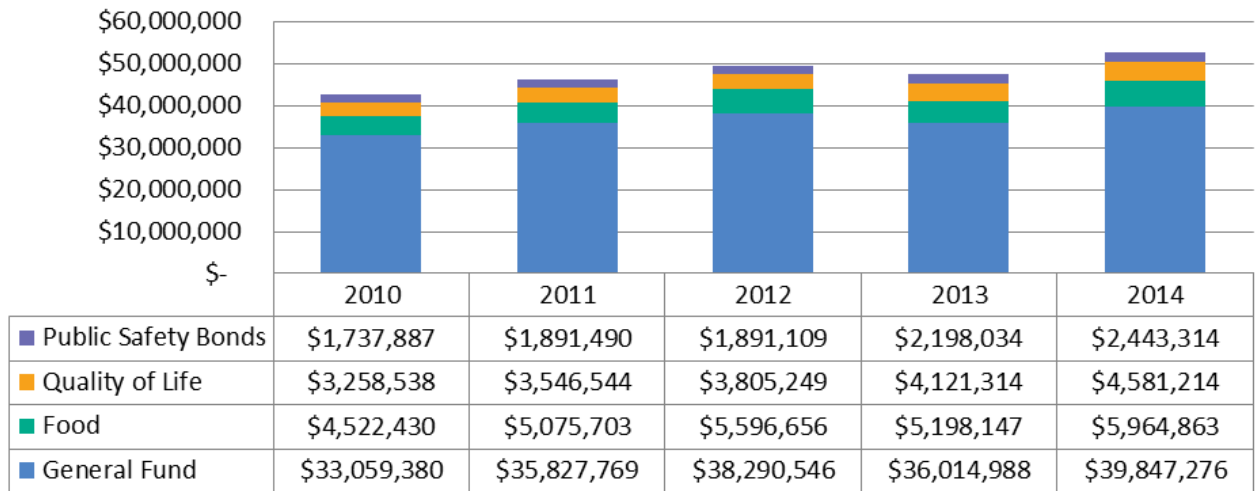
They also give residents a view of how the City's budget was spent.

General Fund

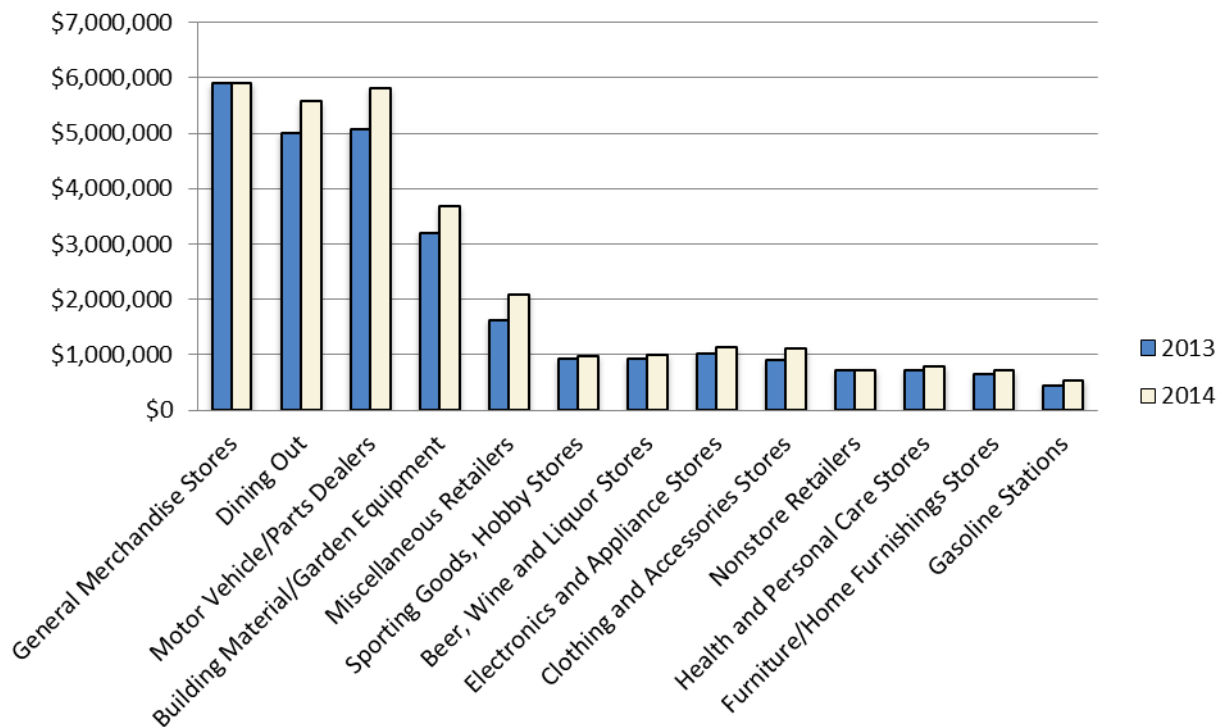
Sales Tax

This is a tax on the retail sale of various goods and commodities. The state's tax rate is 2.9% and the City's is 3.46%. Total sales tax revenues have improved by 10.6% since last year. Sales tax is distributed to the Public Safety (0.16%), Quality of Life (0.30%) and General (3.00%) Funds. The City of Greeley also imposes the same rate of 3.46% on food for home consumption – the “Food Tax” Fund. The City dedicates all monies received from these sales to capital maintenance for streets, facilities and parks.

Sales Tax Only Comparisons



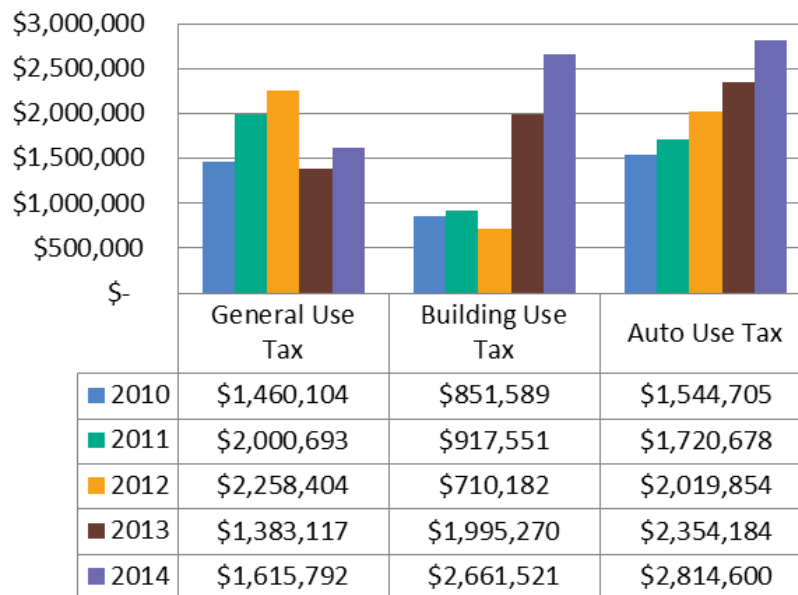
Source of Retail Sales Tax Revenue



Use Taxes

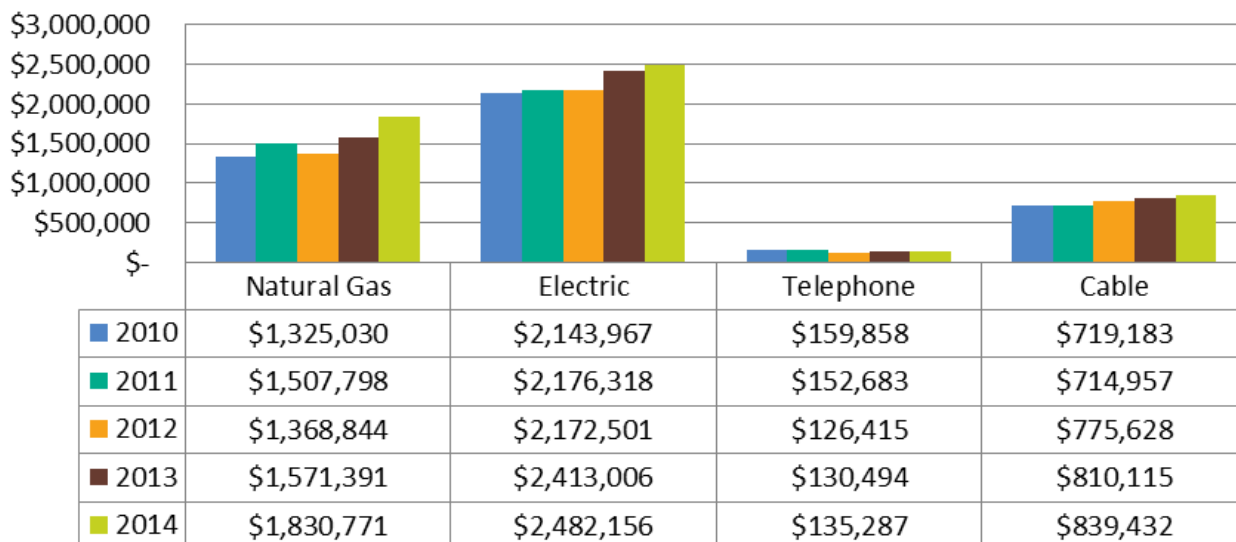
Use taxes are taxes levied upon individuals using, storing, or consuming tangible personal property on property within the city limits. Three types of use taxes are collected: automobile, building, and general.

General Fund Revenue Sources



Franchise Fees

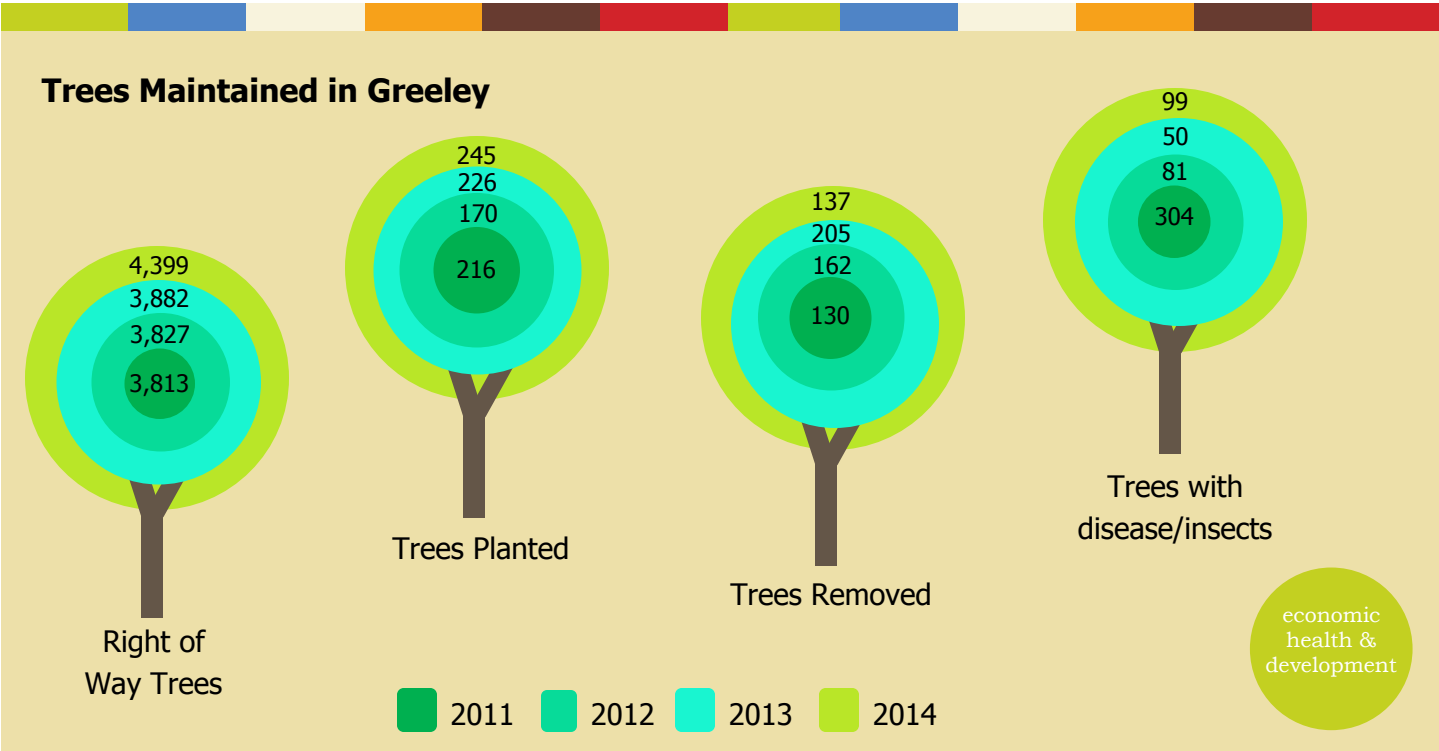
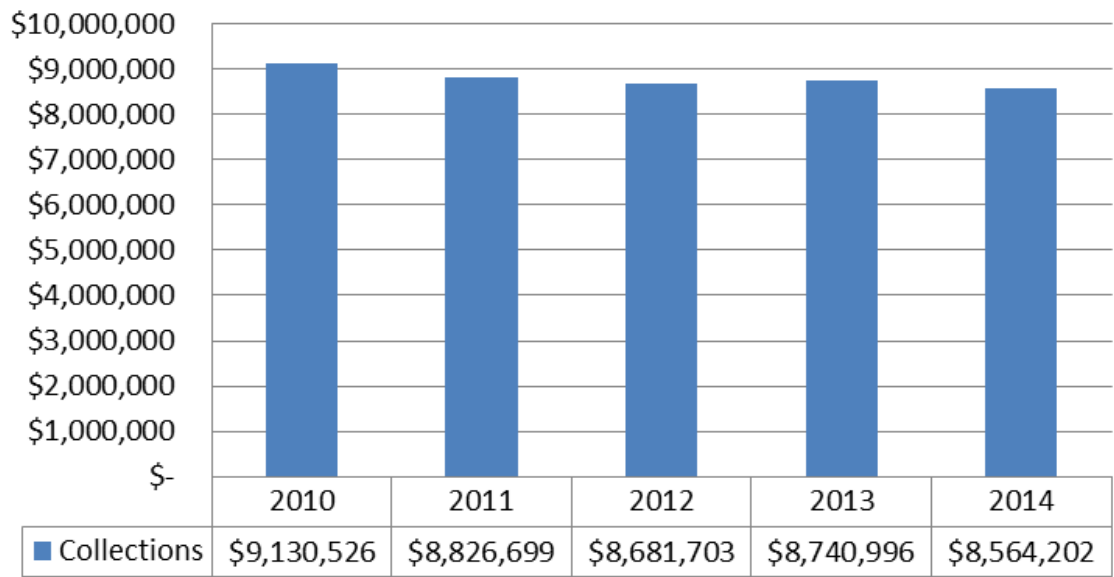
Franchise fees are fees levied on companies in exchange for the right to use public right of way and otherwise operate as a franchise. Franchise fees are collected for electric, natural gas and cable TV.



General Fund

Property Tax

Property taxes are levied upon the values of land, buildings, and business personal property. Assessments are determined by Weld County every two years using market values of recent sales of similar property in the area. The mill levy is currently set at 11.274 mils. Below is the last 5 years of property tax collections for the City. Property Taxes are expected to remain at the same levels as 2014.

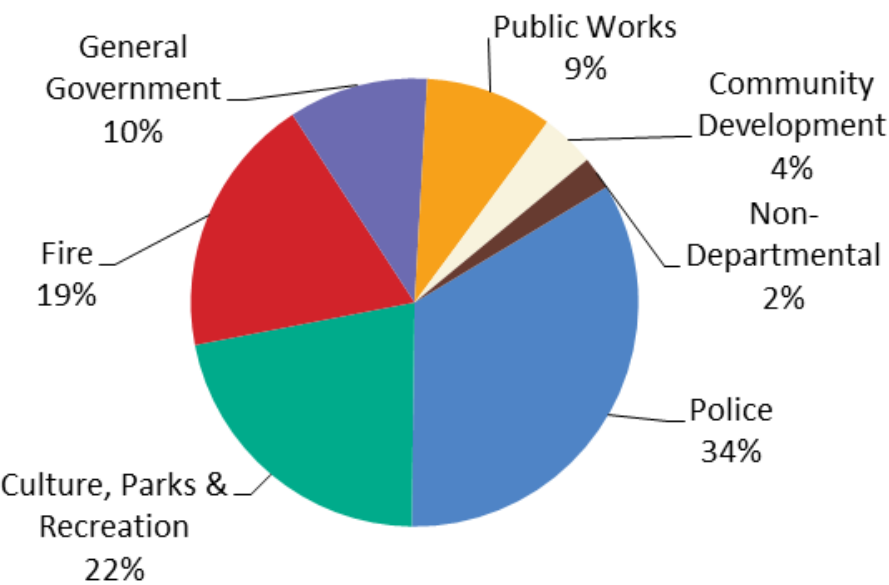


Expenditures

The General Fund is used to pay for City’s basic municipal services such as police, fire, parks, culture, recreation, public works, community development, and general administration.

Below is a summary of general fund expenditures by departments excluding transfers:

Expenditures By Department (excludes transfers)



RECREATION

Youth athletics participants - 11,503
Adult sports teams - 654



TRAFFIC ENFORCEMENT

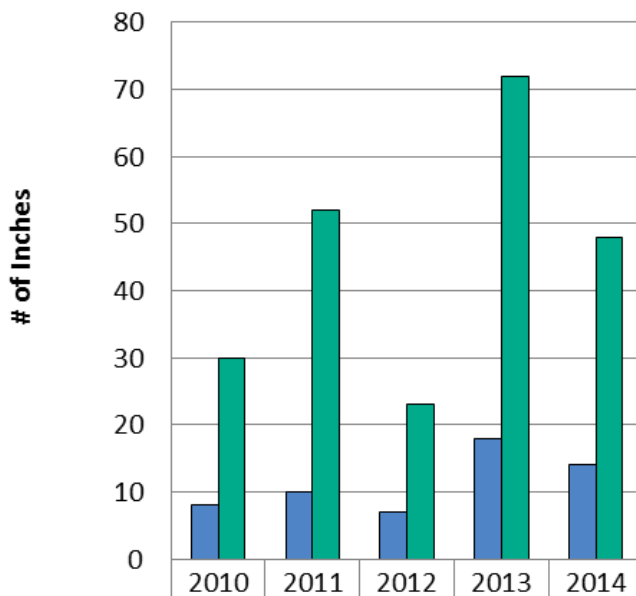
Number of Motor Vehicle Accidents - 2,725
Injury Accidents - 104
Fatal Injury Accident - 8



Road & Street Fund

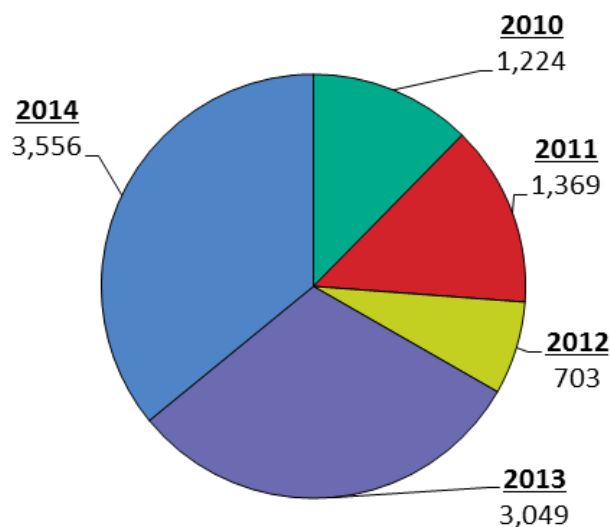
Revenue generated from the collection of highway user taxes, road and bridge taxes and registration and ownership fees are utilized to operate and maintain the streets, roads, traffic lights and signs within the city. The City of Greeley maintains 365 miles of streets and roads. Salt is used during the winter to improve winter travel. Due to the severity of the storms and cold weather additional salt was used.

Storms & Snow Fall

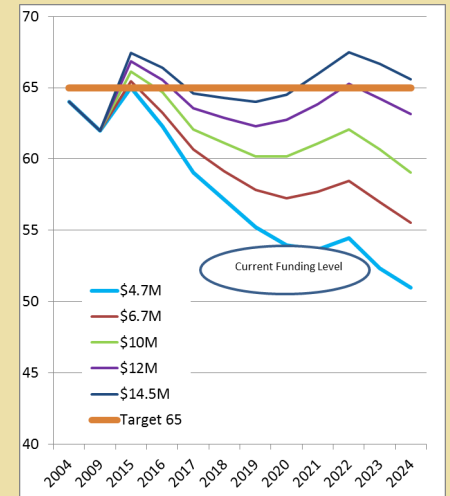


# of Storms	8	10	7	18	14
Inches of Snow	30	52	23	72	48

Tons of Salt Used



Possible Pavement Quality Based on Road and Street Dollars Spent



Pavement Management

% of streets at or above Pavement Quality Index (PQI) of 65 (B rating)

Goal is 90%

56% local streets

59% collector streets

63% arterial streets

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& growth

Road & Street Fund



Street Maintenance

Number of potholes filled

2010 - 48,465

2011 - 28,856

2012 - 27,935

2013 - 54,109

2014 - 70,088

Number of infrastructure
maintenance requests

2,288

(95% responded to
within 48 hours)

Cost per lane mile for
deicing/snow plowing
\$9.93

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Programs funded include:

- Graffiti Program
- Pothole Filling
- Signal Maintenance
- Signs
- Snow and Ice Removal
- Spring Clean up
- Street Lighting
- Street Maintenance
- Street Patching
- Street Resurfacing
- Surface Marking
- Traffic Management
- Vegetation Management

Description	2014 Budget	2014 Actual
Beginning Fund Balance	-	-
Revenue		
Highway User Tax Fund (HUTF)	2,600,000	2,094,036
Road & Bridge	652,000	662,878
Other	6,133,455	5,660,291
Total Revenue	9,385,455	8,417,205
Expenditures		
Street & Road Maintenance	8,920,338	8,368,695
Total Expenditures	8,920,338	8,368,695
Ending Fund Balance	\$ 465,117	\$ 48,510

Convention and Visitor's Tax Fund

The Convention and Visitor's Tax is funded by the collection of the City's three percent lodging tax that is utilized to support convention and visitor activities. The City takes an active role in promoting the community by providing funding for Greeley Unexpected, the Greeley Convention and Visitor's Center, and marketing other community events.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 659,480	\$ 659,480
Revenue		
Lodging Tax	385,000	616,765
Other	1,500	5,646
Total Revenue	386,500	622,411
Expenditures		
Greeley Unexpected	185,000	185,000
Convention & Visitor Center	250,000	250,000
Other	12,160	12,022
Total Expenditures	447,160	447,022
Committed Fund Balance		
	-	70,000
Ending Fund Balance	\$ 598,820	\$ 764,869

Lodging tax revenue for 2014 has exceeded expectations due to the increase of 20% between 2013 and 2014. As a result of the improved economy and reduced room availability, the average price of rooms has also increased.



Convention and Visitor's Tax Fund

image

Greeley Unexpected

New data via surveys will be gathered again in the fall of 2015. Surveys are scheduled every two years.

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Community Events

Attendance at
Historic Preservation events
820 (goal 100)

Lodging Rooms & Rates



* Stats are based upon the following properties: Clarion Hotel & Conference Center, Comfort Inn, Country Inn & Suites, Days Inn, Fairfield Inn & Suites, Greeley Guest House, Hampton Inn & Suites, Holiday Inn Express, Currier Inn, and Super 8, with Candlewood Suites starting in 2013.

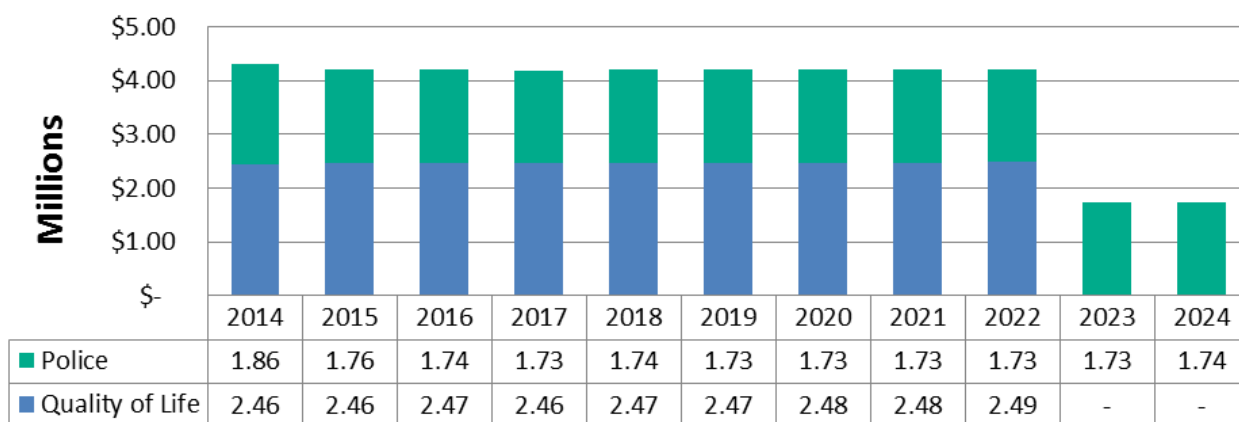
Quality of Life Fund & Police Station

Quality of Life

After debt service payments the .30% sales and use tax, along with grant funds and park development impact fees were used to complete Homestead Neighborhood Park, North Sheepdraw Trail to Poudre, and a Way-Finding Signage system for the University District. Other projects being funded are the Sheep Draw Triple Creek Trail which is in the design phase, the Sunrise Neighborhood Archway and Parking Lot which is in the bid process, the design of Sheep Draw Trail 71st Avenue West which is being re-scoped, and the first phase of the 8th Avenue corridor project will be complete in the spring when landscaping is to be installed.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 6,664,785	\$ 6,664,785
Revenue		
Sales and Use Tax	5,294,682	5,549,325
From Parks Development	2,000,000	1,526,885
Other	905,432	1,364,768
Total Revenue	8,200,114	8,440,978
Expenditures		
Projects	3,915,946	1,647,567
Maintenance	299,277	299,277
Debt Service	2,456,300	2,469,158
Total Expenditures	6,671,523	4,416,002
Committed Fund Balance	-	2,602,824
Ending Fund Balance	\$ 8,193,376	\$ 8,086,937

Debt Service



Quality of Life and Police Station

Police Facility

The second year of a three project to upgrade public safety portable radios to 800 MHz per the requirements of the Federal Communications Commission was completed; the total costs for this project will be finalized at \$2.1 million. This project is funded by the .16% sales and use tax rate, after debt service payments are made. Repairs were also made to the parking canopies and the elevator at the Police Headquarters.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 2,533,190	\$ 2,533,190
Revenue		
Sales and Use Tax	2,823,830	3,024,361
Total Revenue	2,823,830	3,024,361
Expenditures		
Projects	880,300	802,360
Maintenance	338,473	338,473
Debt Service	1,859,963	1,859,963
Total Expenditures	3,078,736	3,000,796
Committed Fund Balance	-	700,000
Ending Fund Balance	\$ 2,278,284	\$ 1,856,755

Greeley Police Department



	Total Calls	Priority 1 Calls	Priority 2 Calls
2010	66,782	406	4,936
2011	65,364	308	4,326
2012	66,026	477	4,916
2013	68,208	584	5,214
2014	69,127	686	5,931



GPD has maintained a crime clearance rate that exceeds the national average* for law enforcement agencies. (*2012 National Average)

Arson: 46% (national 20%)

Burglary: 21% (national 13%)

Theft: 32% (national 22%)

Motor Vehicle Theft: 26% (national 12%)

safety

Food Tax Fund

Food tax is sales tax collected on the purchase of food and is used to fund a capital maintenance program for the repair of streets, buildings, parks, and other capital assets. The revenue from the tax on food sales is designated and is not used for municipal operations. The City food sales tax rate is at 3.46%. Expenses were in the following areas for 2014 using the food tax fund:

- \$8.7 million in street maintenance (overlay, patching, seal coat, crack seal)
- \$ 1 million facility maintenance (HVAC, roof repair, UCCC restroom remodel)
- \$ 1 million in miscellaneous infrastructure projects (ADA improvements, adaptive traffic signals, concrete repair program)

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 2,457,771	\$ 2,457,771
Revenue		
State Intergovernmental	107,246	-
Transfer from General Fund	7,073,700	7,073,700
Transfer from Sales & Use	5,722,543	5,964,863
Transfer from Designated Revenue	145,000	96,264
Other	83,466	153,886
Total Revenue	13,131,955	13,288,712
Expenditures		
Capital Projects	15,047,387	11,732,164
Total Expenditures	15,047,387	11,732,164
Committed Fund Balance	-	4,014,319
Ending Fund Balance	\$ 542,339	\$ -

TRANSIT & TRANSPORTATION

Greeley-Evans Transit Fixed Route Ridership (not including UNC)



2010
434,453

2011
444,449

2012
468,425

2013
474,296

2014
467,938

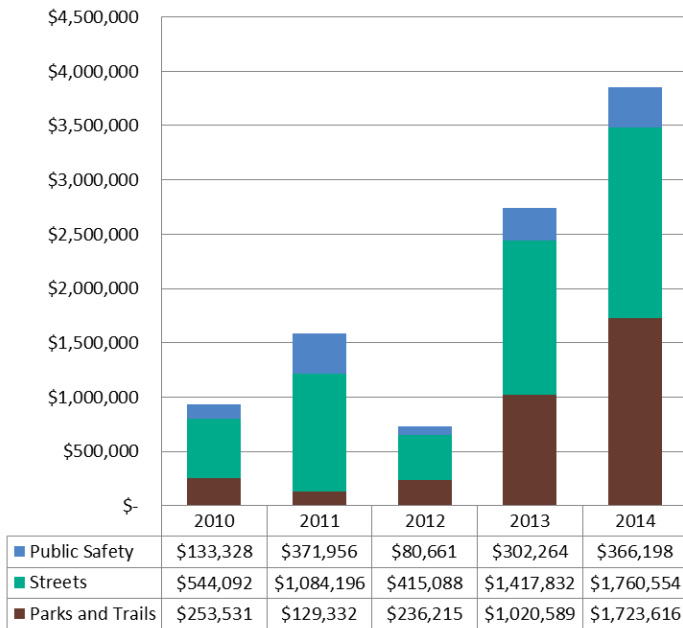
88% of signal problem calls responded to in less than 30 minutes

image

Development Funds

Development Fees are imposed by the City for the impact new development has on City infrastructure. Development fees are used to fund projects that improve parks, trails, streets, police, and fire. Projects funded in 2014 include improvements along 20th Street at 59th and 71st – 74th Avenues and Broadview Acres Trail.

Development Fees



Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 3,752,882	\$3,752,882
Revenue		
Parks & Trails	2,027,000	1,733,079
Public Safety	70,700	375,567
Streets	1,114,000	1,807,800
Total Revenue	3,211,700	3,916,446
Expenditures		
Parks & Trails	2,119,930	1,628,617
Public Safety	700	902
Streets	3,276,956	1,416,455
Total Expenditures	5,397,586	3,045,974
Committed Fund Balance	-	307,819
Ending Fund Balance	\$ 1,566,996	\$4,315,535

IN THE COMMUNITY

154 presentations to classes by School Resource Officers
562 opportunities to educate the public



Business Watch Programs - 37
Neighborhood Watch Programs - 188
Operation Safe Stay properties/units registered - 5,691



Response to emergency EMS service calls - Paging tone to wheel stop
71.6% within 5 minutes
Average response time EMS incidents: 4 min 22 sec
Average response time Fire incidents: 5 min 42 sec

safety

Water Funds

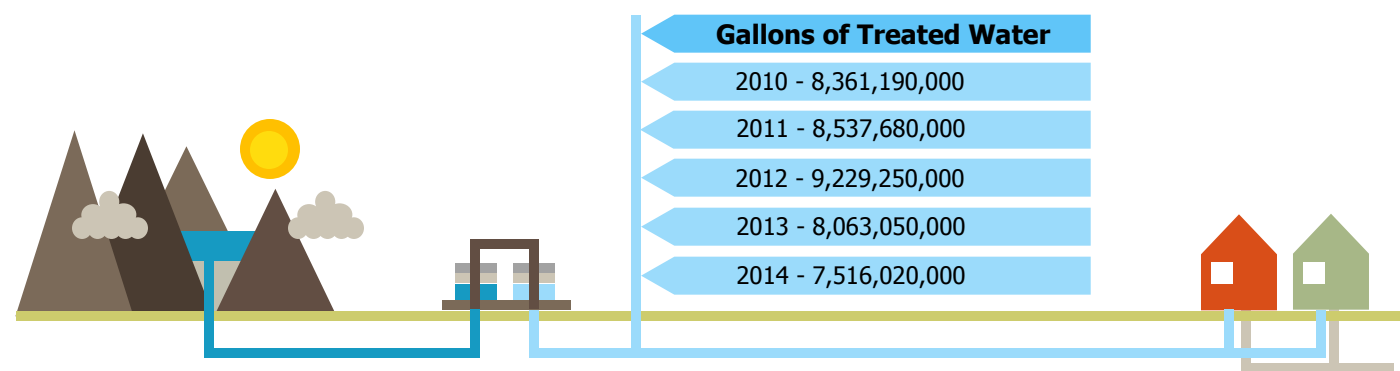
The Water Department provides water to the citizens and industries of Greeley. This is water of a quality and quantity that meets all health and aesthetic criteria. The Bellvue and Boyd Lake Plants provide treatment for the water used by residents and businesses. The Bellvue Filter Plant provides for the year-round operations and maintenance of the required 32 million gallons per day (MGD). This plant is located at the mouth of the Poudre Canyon. The Boyd Lake Plant located just south of Boyd Lake, provides for seasonal operation and maintenance and draws raw water from both Lake Loveland and Boyd Lake. This plant is a peaking operation with a capacity of 38 MGD.


The department is responsible for the maintenance and operation of 467.1 miles of distribution lines and 69 million gallons of treated water storage reservoirs.

In 2014 22.5 Water Supply and Storage shares successfully changed from agricultural to municipal use. Construction of the northern segment of the Bellvue 60" transmission pipeline began in 2014 with the securing of a federal permit.

Other major project expenses include:


- \$2.1 million in water acquisitions phase II
- \$1.0 million in distribution line replacement
- \$.9 million in Milton Seaman permitting
- \$.8 million in transmission system rehabilitation
- \$.6 million in Bellvue Colorado-Big Thompson (CBT) raw water line replacement





SPRING CLEAN-UP

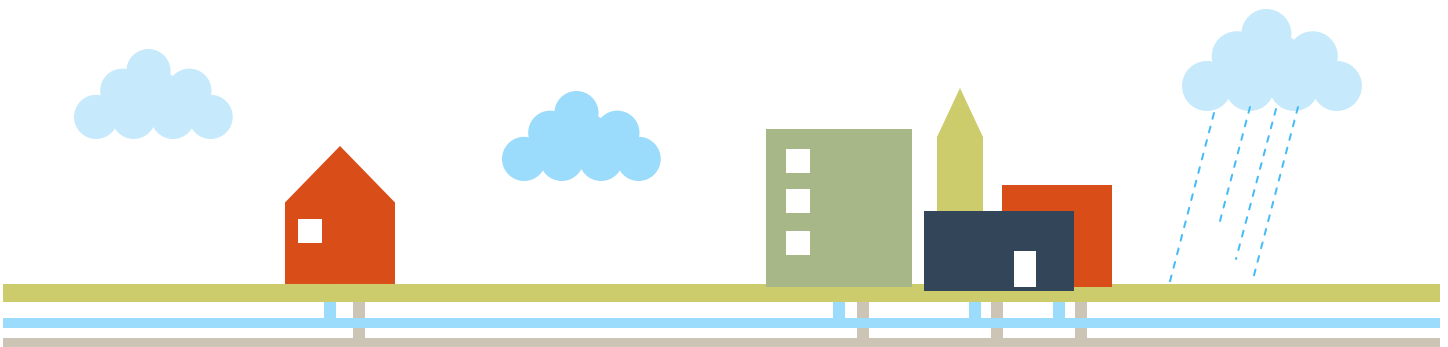
- 1,568 customers
- 2,900 cubic yards to landfill
- 71 refrigerators
- 43 tons of scrap metal
- 1,290 tires



Water Funds

The 2004 water bond was refinanced in 2014 saving the City an average of \$110,000 a year for a total of \$1,100,387.65 over 10 years.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 61,057,114	\$ 61,057,114
Revenue		
Operating	31,038,942	31,280,840
Capital	1,546,835	6,399,906
Bond Proceeds	203,000	10,322,455
Other	21,571,366	10,928,532
Total Revenue	54,360,143	58,931,733
Expenditures		
Operating	25,555,999	20,601,424
Capital	66,781,049	18,021,147
Debt	203,000	19,309,584
Total Expenditures	92,540,048	57,932,155
Reserves	4,289,890	4,289,890
Committed Fund Balance	-	27,454,925
Ending Fund Balance	\$ 18,587,319	\$ 30,311,877



HELPING OUT

Volunteers Hours donated - 87,194

Value of \$871,940 (\$10 per hour)

Equivalent to 42 full-time employees

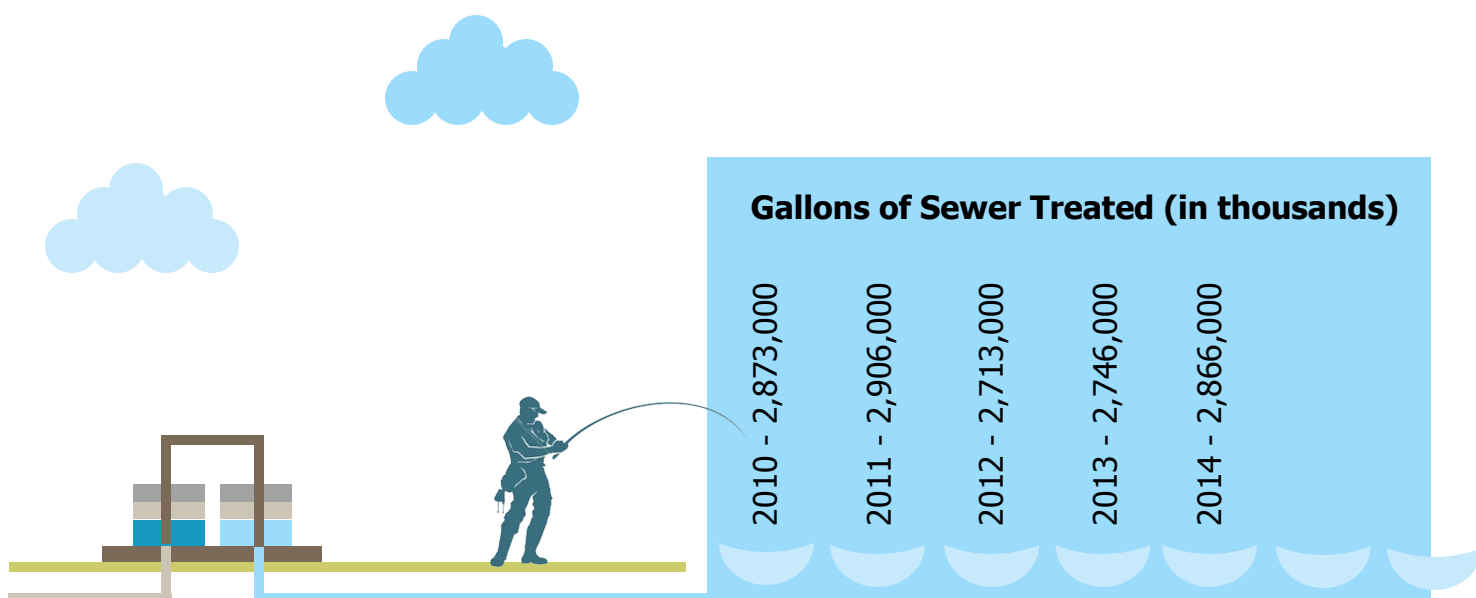
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Sewer Funds

The sewer department collects water-borne waste from residences and businesses. This in turn provides treatment and an environmentally safe release of waste collected. In 2014 construction began at the Water Pollution Control Facility (WPCF). This is a cutting edge centrate storage and treatment facility. The sewer department also continued to rehabilitate dated sewer collection segments throughout the City that were in need of repair. Debt was not issued to fund capital projects in 2014, but is expected to be issued in 2015. Capital funding was expensed in the following categories for 2014:

Sewer Capital Improvement	\$7,643,799
Wastewater Treatment	\$3,003,026
Wastewater Collection	\$1,057,620
Sewer General Management	\$ 694,002
Administration & Miscellaneous	\$4,475,161

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 10,023,000	\$ 10,023,000
Revenue		
Operating	8,783,236	9,321,006
Capital	823,440	3,333,565
Bond Proceeds	12,000,000	-
Other	263,011	1,577,452
Total Revenue	21,869,687	14,232,023
Expenditures		
Operating	8,230,867	8,169,751
Capital	15,779,260	7,508,399
Other	1,239,975	1,195,459
Total Expenditures	25,250,102	16,873,609
Reserves	1,233,488	1,233,488
Committed Fund Balance	-	4,320,972
Ending Fund Balance	\$ 5,409,097	\$ 1,826,954



Stormwater Funds

The Stormwater division is responsible for:

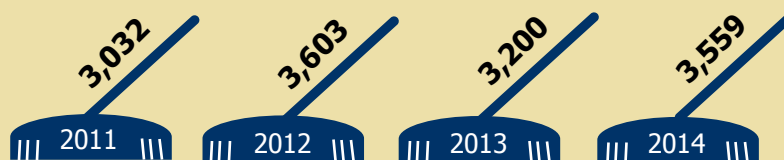
- developing a Capital Improvement Program for stormwater facilities
- monitoring and creating maintenance plans for the existing stormwater system
- developing City drainage standards
- reviewing flood impact issues
- regulating illicit stormwater discharges
- managing the City's stormwater National Pollution Discharge Elimination System (NPDES) permit

Projects in 2014 include \$267,000 for Gateway Estates #3 Drain, \$224,000 for the East 20 Street Drain, and \$206,559 in the Water Quality Vault Project.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 4,716,679	\$ 4,716,679
Revenue		
Operating	4,020,325	4,156,410
Capital	27,641	267,593
Other	186,764	107,779
Total Revenue	4,234,730	4,531,782
Expenditures		
Operating	3,121,240	3,267,911
Capital	3,254,240	1,808,658
Total Expenditures	6,375,480	5,076,570
Reserves	493,131	493,131
Committed Fund Balance	-	321,564
Ending Fund Balance	\$ 2,082,798	\$ 3,357,197

CLEANING HOUSE

Cubic yards of street sweeping material collected & prevented from entering stormwater system



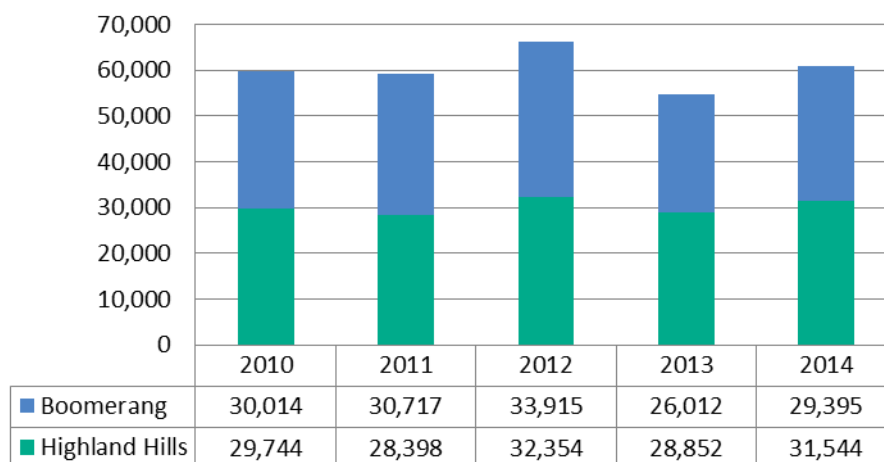
infrastructure
& growth

Golf Fund

Highland Hills and Boomerang Links Golf Courses provide the golf enthusiast two choices of well-maintained and aesthetically pleasing locations to enjoy their favorite sport. Both have club houses, concessions, and pro shops which offer merchandise as well as golf instruction from professional staff. Golf cart and equipment rentals are also available. The total number of rounds continues to be steady at around 60,000 over the last 5 years. The golf courses are supported by the general fund.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ (60,044)	\$ (60,044)
Revenue		
Charges for Services	1,460,704	1,698,170
Other	733,892	817,232
Total Revenue	2,194,596	2,515,402
Expenditures		
Operating	2,223,436	2,291,152
Capital	234,000	223,053
Total Expenditures	2,457,436	2,514,205
Ending Fund Balance	\$ (322,884)	\$ (58,847)

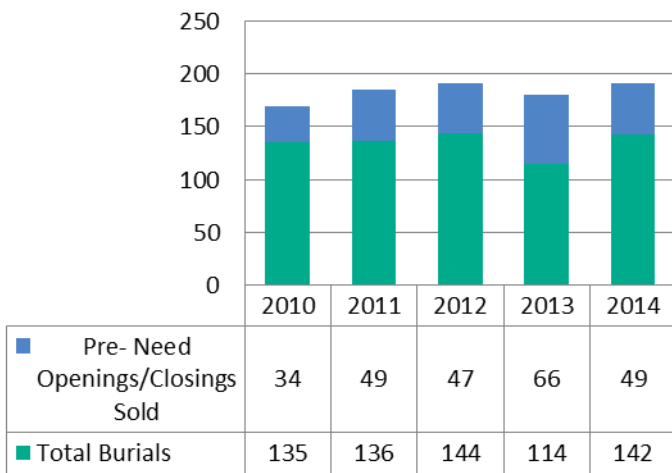
Golf Rounds



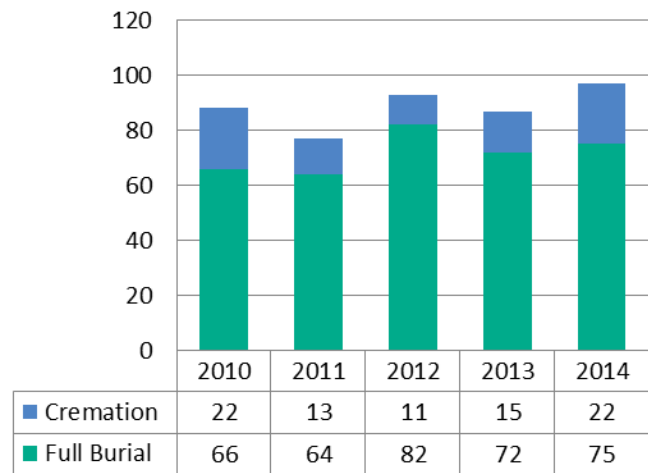
Cemetery Fund

The Linn Grove Cemetery meets the community's needs 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. The cemetery's services continue to be consistently used as shown below.

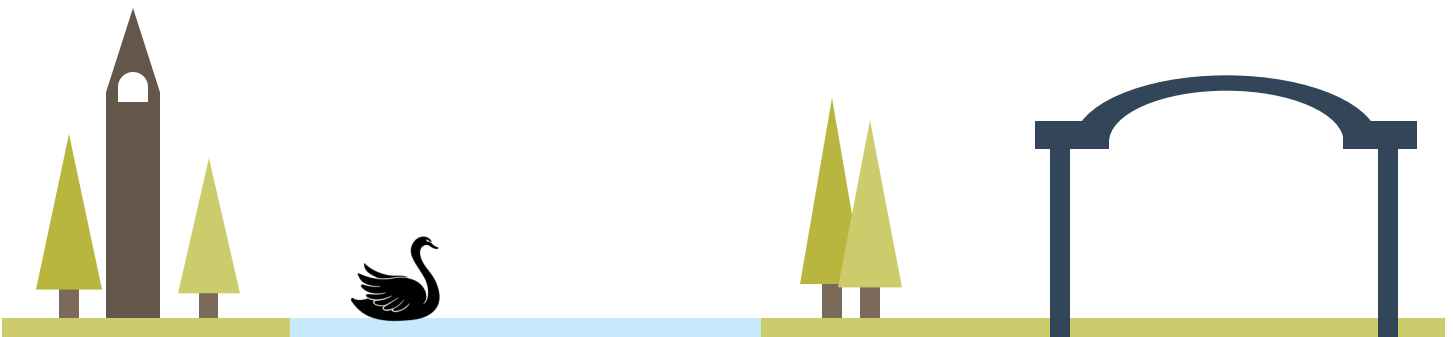
Plots Sold vs Burials



Total Spaces Sold



Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 155,233	\$ 155,233
Revenue		
Charges for Services	252,670	314,607
Other	261,457	188,030
Total Revenue	514,127	502,637
Expenditures		
Operating	518,346	486,873
Capital	17,781	15,900
Total Expenditures	536,127	502,773
Ending Fund Balance	\$ 133,233	\$ 155,097



Insurance Funds

The City's Workers' Compensation, General Liability and Health Funds are three of seven Internal Service Funds. The following table provides the beginning fund balances, revenues, expenditures and ending fund balances for each:

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 6,515,148	\$ 6,515,148
Revenue		
Health	12,905,375	12,097,170
Workman's Comp	2,080,018	2,120,131
Liability	1,000,400	1,082,356
Total Revenue	15,985,793	15,299,657
Expenditures		
Health	12,645,920	12,501,800
Workman's Comp	1,590,271	1,418,164
Liability	1,249,071	1,143,760
Total Expenditures	15,485,262	15,063,724
Ending Fund Balance	\$ 7,015,679	\$ 6,751,081

The reserves in each fund are sufficient to cover emergency needs or claims in excess of projections. Reserves are evaluated on an annual basis and adjustments are made to determine if premium levels or charges back to departments should be adjusted.

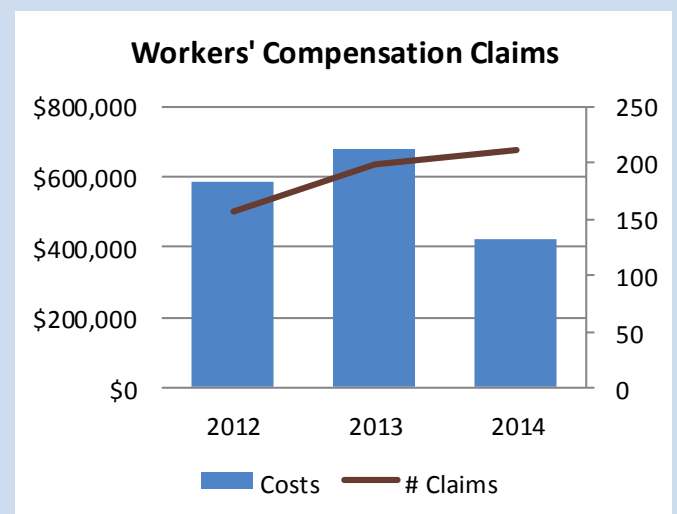
Highlights

Worker's Compensation:

2015 – Experience Modification Factor calculated by insurance carrier reduced from .80 to .77 due to claims experience (a rating less than 1.00 indicates losses were better than expected for the previous three year rating period)

2015 - Will apply \$400,000 in Workers' Compensation reserves toward one-time expenses

2015 - Reduced the Workers' Comp premium by 20%

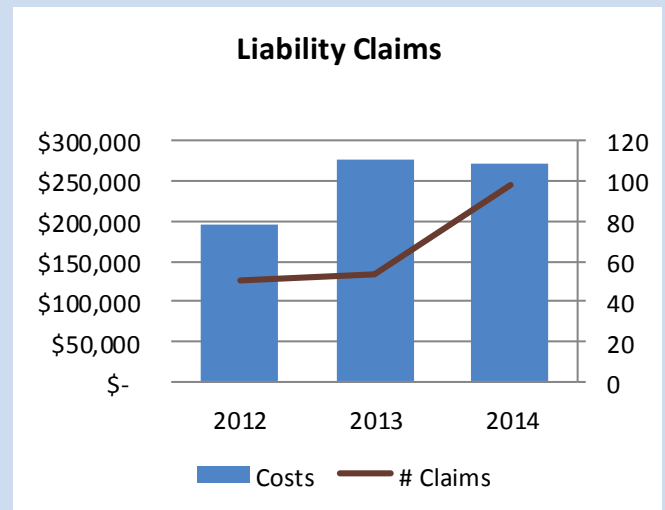


Insurance Funds

General Liability:

2014 – Purchased \$5,000,000 excess insurance policy with a \$500,000 retention/deductible per occurrence

2015 – Reduced charges back to departments by 25%



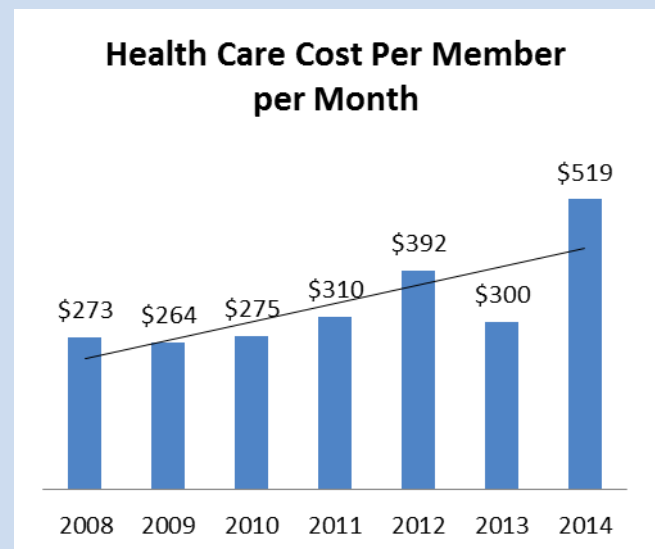
Number of claims filed against the City increased in 2014 while cost of claims decreased slightly. Increase in claims is attributable in part to slips and falls and vehicle accidents. No patterns were identified and incidents spanned across departments and divisions. The increase in construction activity including road and water/sewer line maintenance would be expected to increase number of incidents. A mid-year defensive/distracted driving training was conducted to bring awareness and attention to the increase in vehicle-related accidents.

Health Fund:

2014 – Used reserves to pay a portion of claim costs

2015 – Increased health premium average of 5%

2015 – Eliminated high cost Standard Plan Health Care option



Health Fund costs include health, dental, vision, and wellness (including Employee Wellness Center). In 2014 health and prescription claims comprised 81% of total fund costs. Although nationally health care costs continue to increase, our plan per member per month cost of \$519 exceeded expected trend. A number of factors contributed to high claim costs in 2014. Notable contributing factors include: (1) catastrophic claims (claims greater than \$50,000) were the largest contributor to cost increases; (2) 80% of claimants in this category had a chronic condition; (3) musculoskeletal diagnosis accounted for 23% of total hospital admissions; (4) prescription drug expenditures accounted for 13% of total claim costs (\$1,577,069). Controlling rising health care costs continues to be a challenge. Efforts include a plan structure encouraging employees to participate in lower cost networks, an aggressive disease management program, wellness outreach, and an Employee Wellness Center compliancy program.

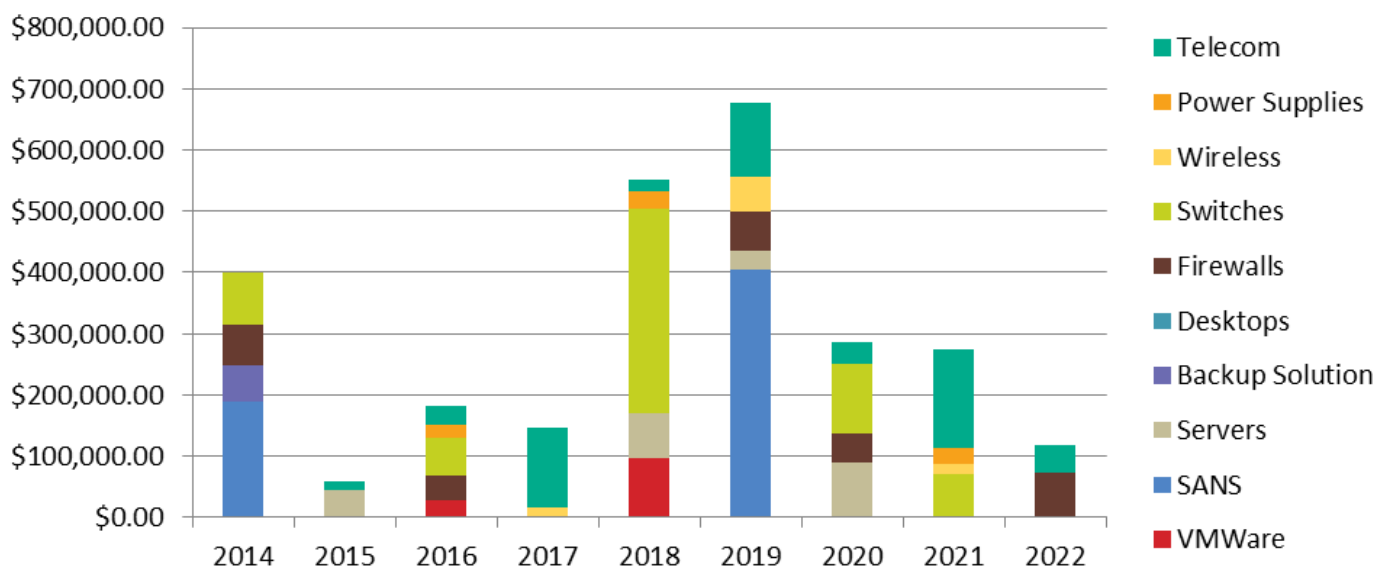
Information Technology Fund

In 2014 the City completed a long range replacement plan for the City's Information Technology infrastructure. The City maintains 15 physical servers, 60 virtual servers, over 900 desktop computers, and more than 120 network switches, routers and firewalls. All of this equipment must be maintained and replaced on a schedule. This work includes not only hardware but also software changes.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 324,038	\$ 324,038
Revenue		
Data Processing Services	3,248,120	3,204,512
Transfer from General Fund	513,593	513,593
Total Revenue	3,761,713	3,718,105
Expenditures		
Operating	3,317,228	3,163,918
Capital	602,479	556,499
Total Expenditures	3,919,707	3,720,417
Ending Fund Balance		
	\$ 166,044	\$ 321,726

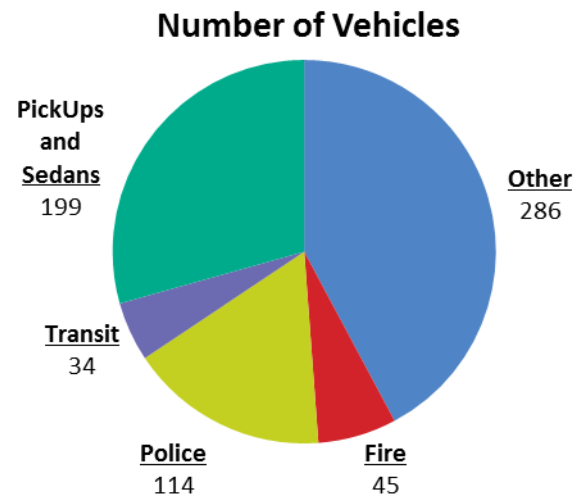
Due to the 2014 positive financial situation, the City chose to replace \$400,000 of equipment that was slated for 2015 with one-time money. This permitted the City to begin to set aside more dollars in reserves for replacement in 2016 and beyond.

As the table above indicates, the Information Technology Fund ended with a fund balance of \$311,545. This, in combination with the 2015 and 2016 fees charged to departments, will ensure we can replace the hardware as scheduled through 2019. It will also allow the City to begin the next phase of the long range plan – planning for replacement of large software systems.



Fleet Maintenance & Replacement Funds

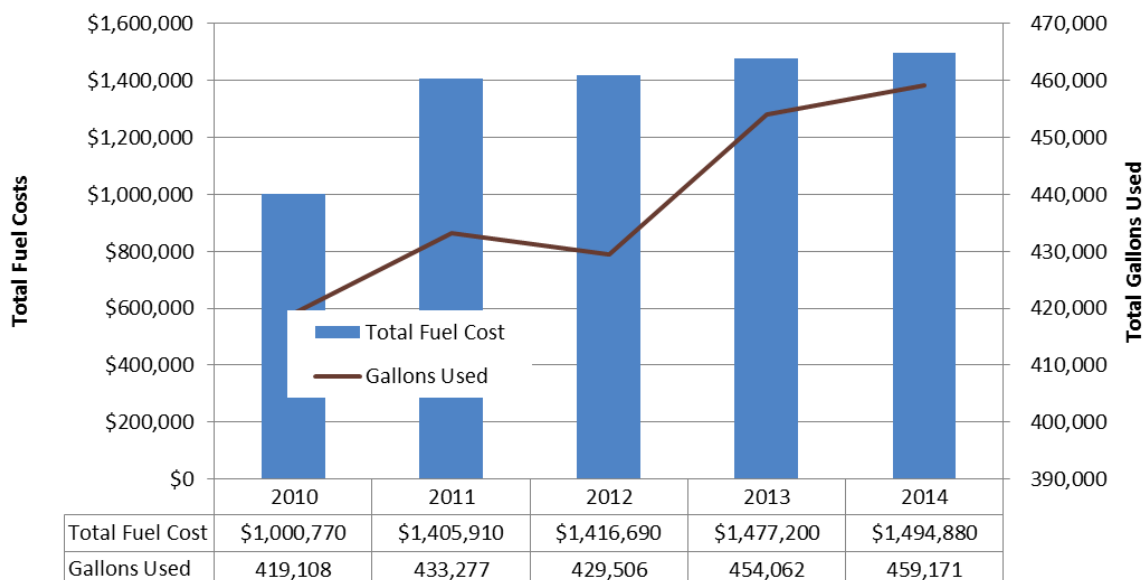
The City maintains 678 vehicles. The City maintains everything from fire pumpers, police patrol cars, snowplows and dumpsters to transit buses, pickups and sedans. In 2014 a total of \$3,187,915 was used to replace vehicles.



To pay for the fuel, maintenance and future replacement of the vehicles, each vehicle is charged a fee based on use and life of the vehicle. This money goes into a fund to pay all costs. A cash reserve is generated to meet the needs of future replacement. The City uses both cash and debt funding to purchase vehicles. The average life of all vehicles, combined, is 10 years.

Description	2014 Budget	2014 Actual
Beginning Fund Balance	\$ 1,195,358	\$ 1,195,358
Revenue		
Maintenance	4,053,056	3,850,586
Replacement	2,199,403	3,880,180
Total Revenue	6,252,459	7,730,766
Expenditures		
Maintenance	4,484,286	3,951,326
Replacement	2,804,410	3,187,915
Total Expenditures	7,288,696	7,139,241
Ending Fund Balance	\$ 159,121	\$ 1,786,883

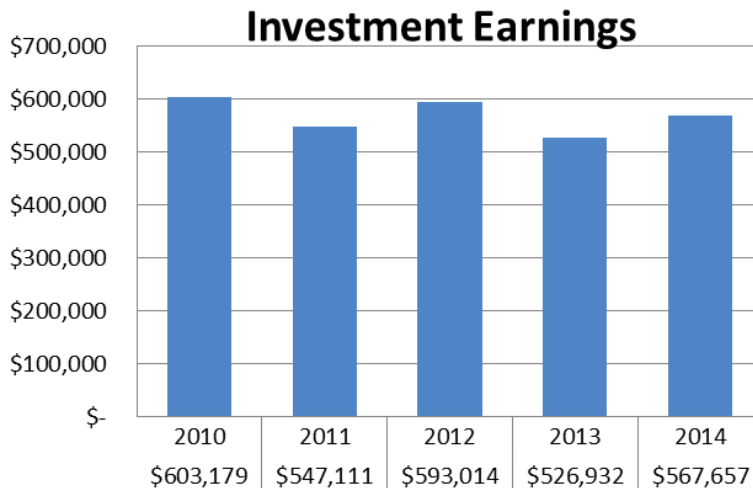
The number of gallons and the total fuel cost as well as the average fuel prices over time are as follows:



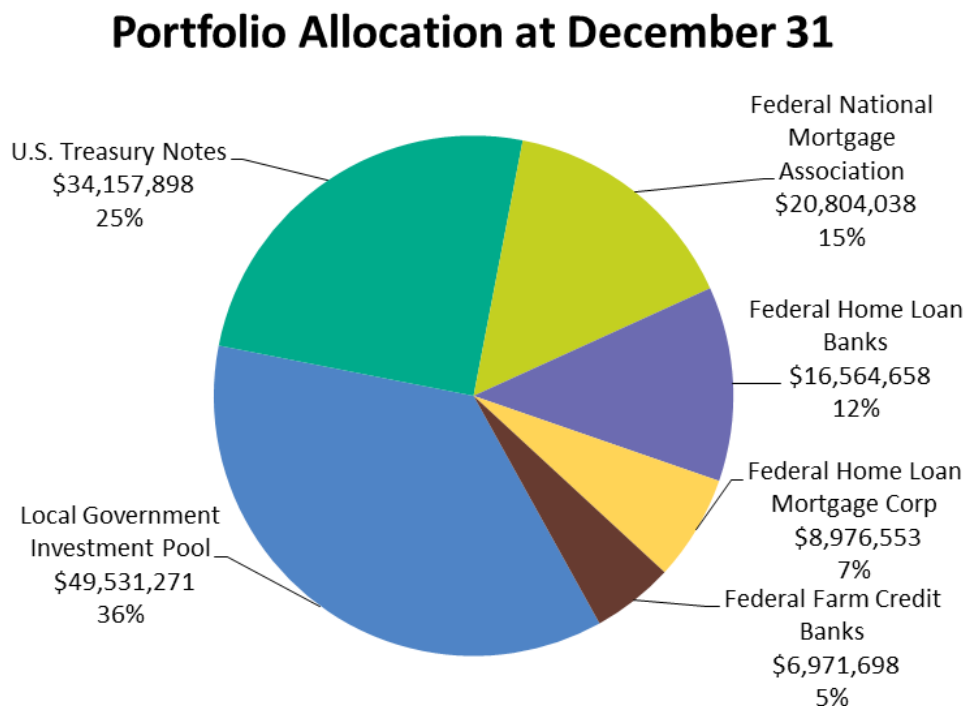
Investments

The City’s investment objectives are that funds will be invested in accordance with all applicable City policies and codes, Colorado Statutes and Federal regulations, and in a manner designed to accomplish the following objectives:

- Preservation of capital and protection of investment principal
- Maintenance of sufficient liquidity to meet anticipated cash flows
- Attainment of a market value rate of return
- Diversification to avoid incurring unreasonable market risks.



The performance benchmark for the City’s investment policy states that the City’s portfolio must be compared to the average yield on the U.S. Treasury security which most closely corresponds to the portfolio’s weighted average effective maturity. At December 31, 2014 the City’s weighted average effective maturity was 1.15 years, book yield was .48% and the one year treasury rate was .25%.





Greeley City Council

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Charles Archibeque

Randy Sleight

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The 2014 End of Year Report was prepared by

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Communications & Engagement Office

Many thanks to all City of Greeley staff
who helped make this report possible.

We Aspire to be a City Achieving Community Excellence

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