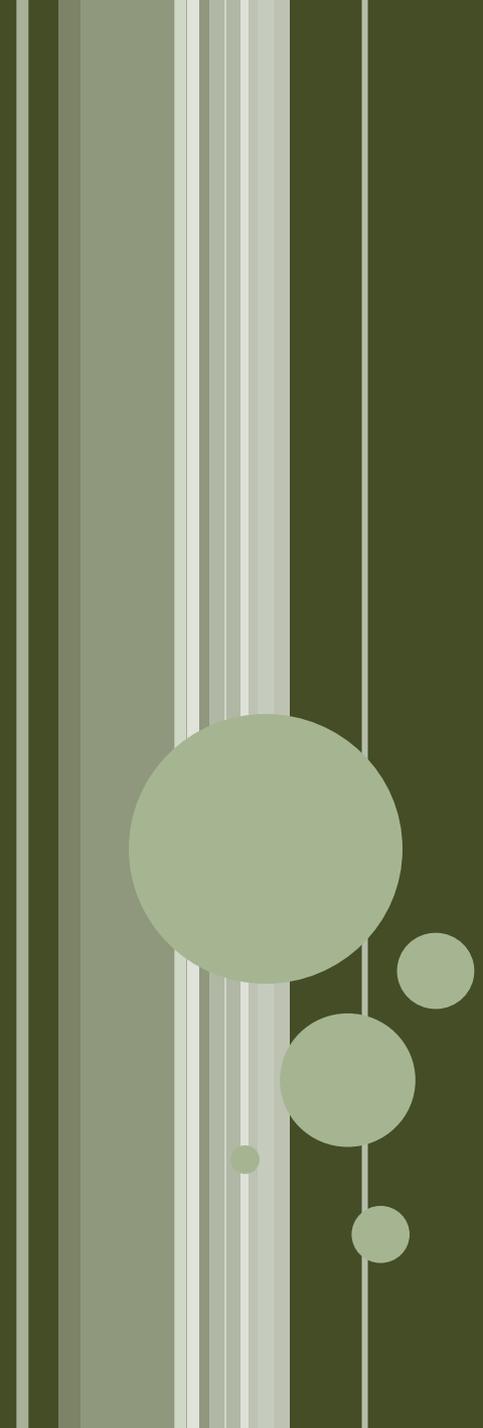


FINANCIAL TREND MONITORING

Steering Greenfield in the Right Direction

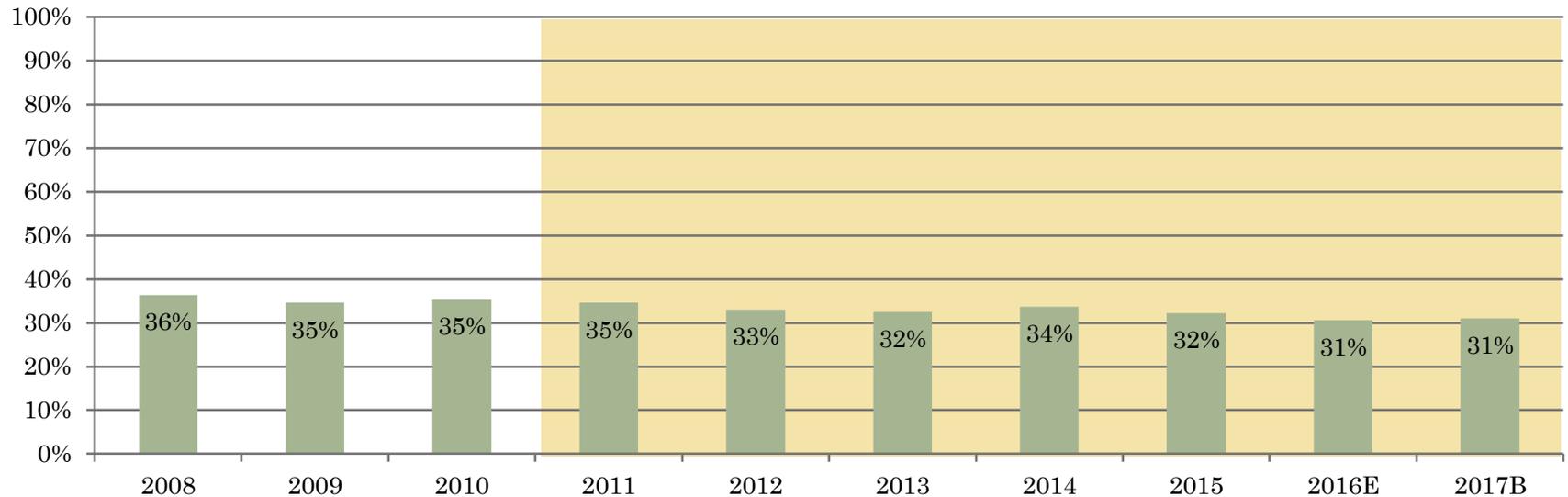
[For Definitions of Terms, see The Municipal Finance Glossary](#)



REVENUES

The Key to Municipal Health

1. STATE AID PERCENTAGE



Formula: State Aid as a percentage of operating revenues

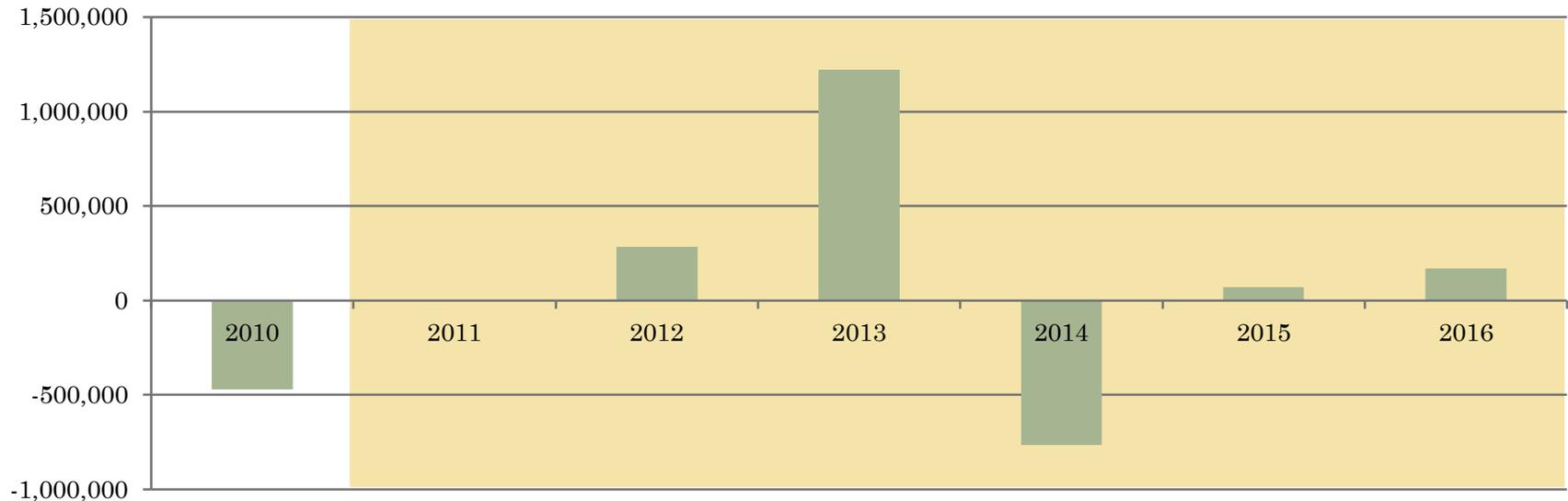
Warning: Significant increase or decrease

Trend: CAUTIOUS

Comments: State Aid has slowly declined from a high in FY08 of 36.4% to 30.8% in FY16. There is little likelihood of any sizeable increase which increases the need to maximize local revenues. The FY17 budgeted number is based on the Governor's estimate which is generally higher than the final numbers.



2. STATE AID PREDICTABILITY



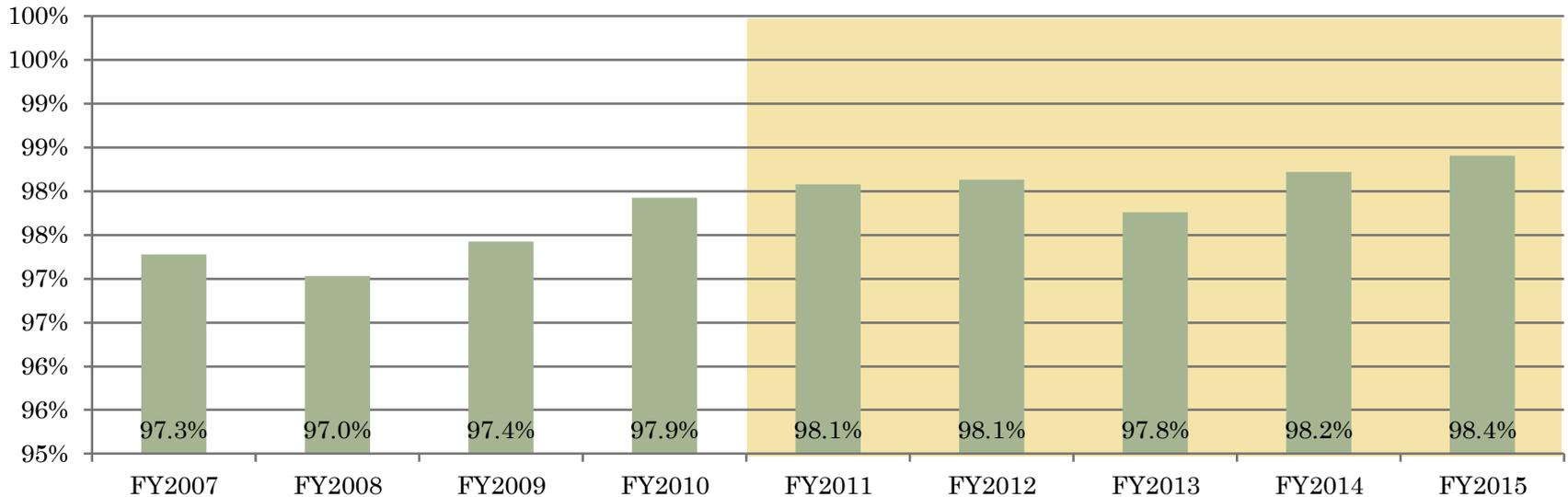
Formula: Difference between initial state aid estimate and final numbers from the Conference Committee.

Warning: Significant variability

Trend: **WARNING**

Comments: The unpredictability of the State Aid estimates, and the fact that the local budget has to be acted on before the final numbers are in, contribute to the difficulty in budgeting accurately.

3. PROPERTY TAX: COLLECTIONS



Formula: Collected Property Taxes as % of Net Tax Levy

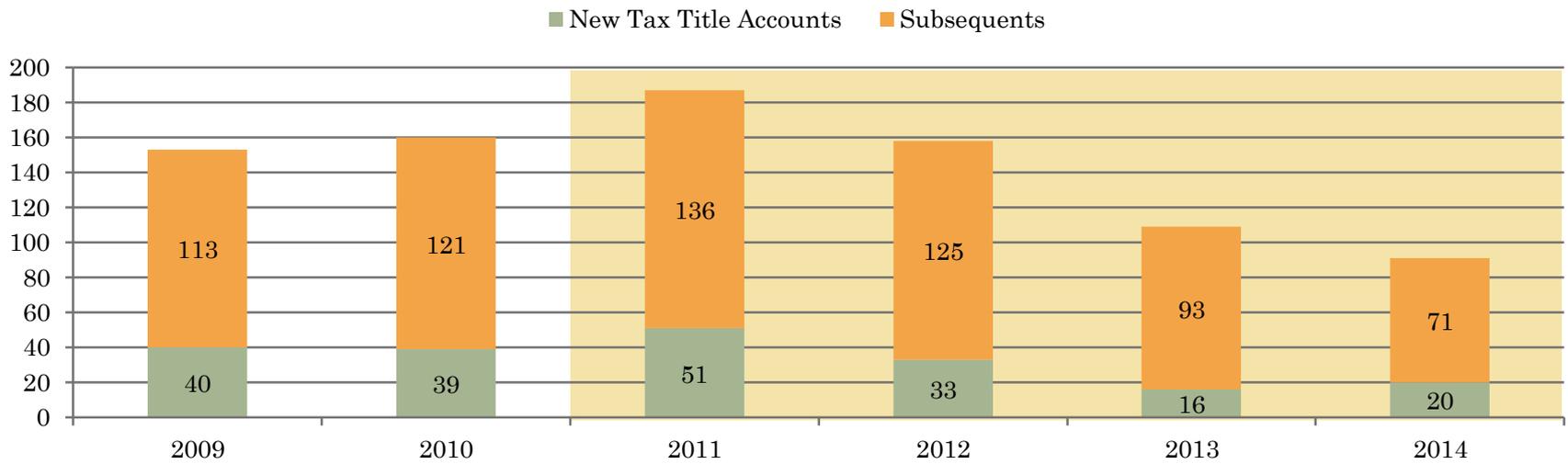
Warning: Decreasing collected property taxes

Trend: FAVORABLE

Comments: Collection rates below 95% are considered negative by bond rating agencies; Greenfield's rates are trending up, with 98.4% collected last year.



4. PROPERTY TAX: DELINQUENCIES



Formula: New and Subsequent Properties in Tax Title

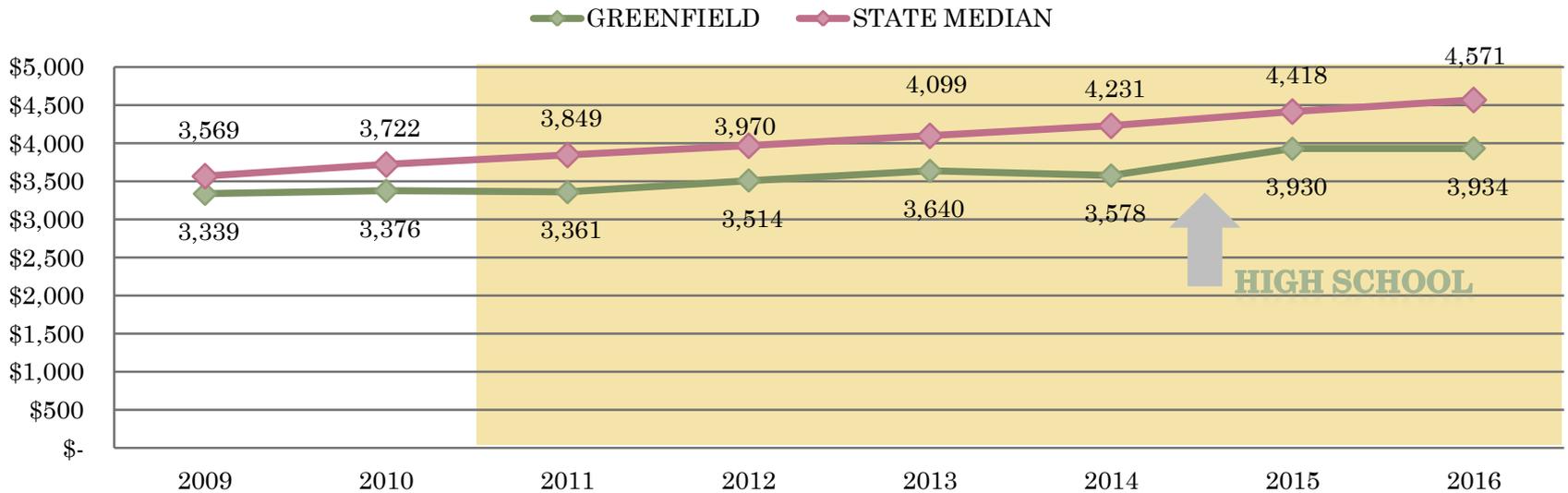
Warning: Increasing Number of Tax Delinquencies

Trend: FAVORABLE

Comments: The financial success of the municipality is based on bringing in revenues necessary to support the operating budget each year. Maintaining a systematic program to collect delinquent taxes is critical to capturing a large part of that revenue. Delinquency dropped 51% between 2011 and 2014.



5. PROPERTY TAX: STATE COMPARISON



Formula: Average Single Family Tax Bill of Greenfield vs. State Median

Warning: Increasing more than the State Median

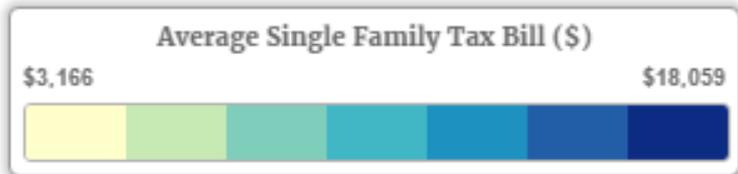
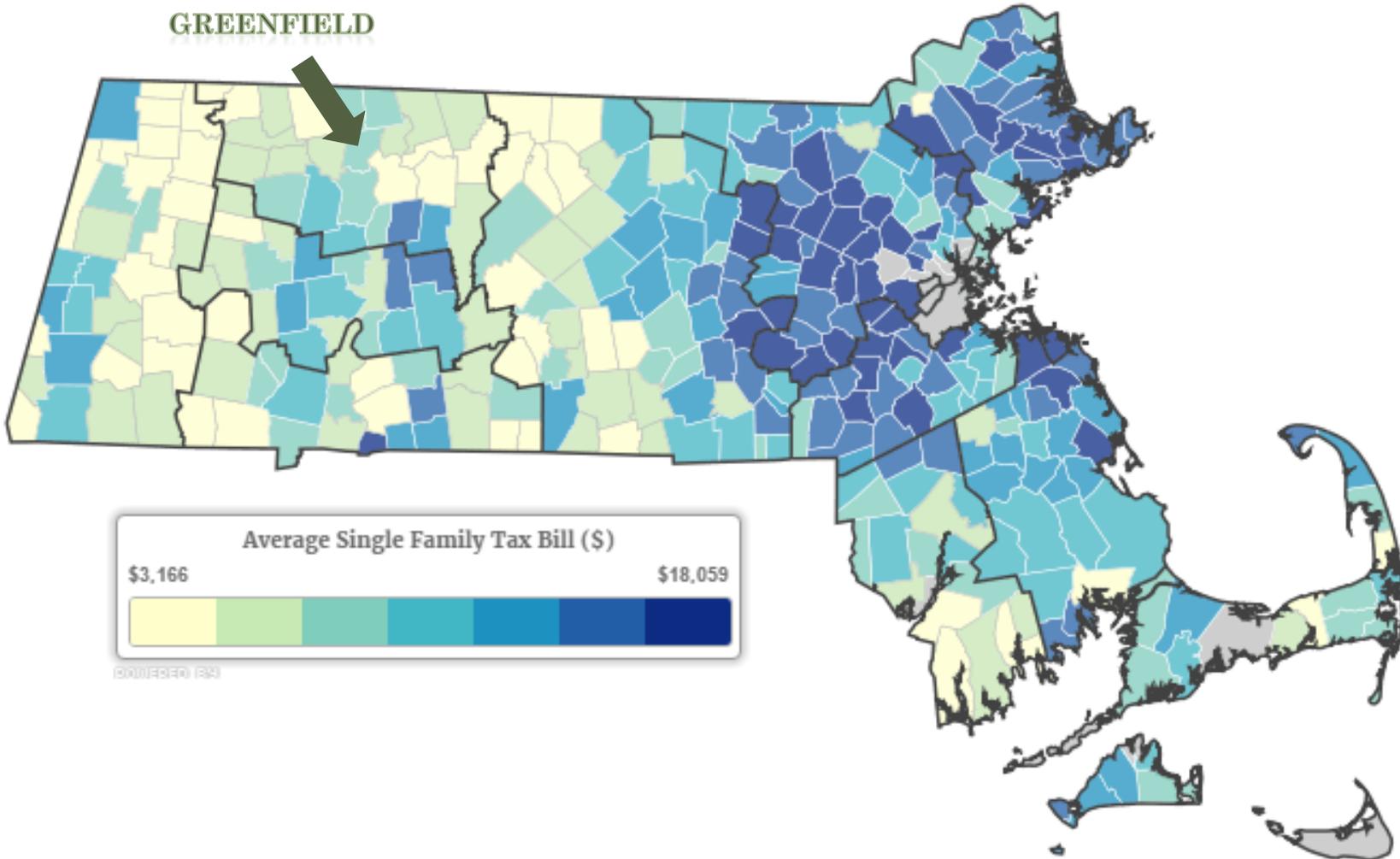
Trend: FAVORABLE

Comments: Reflects Greenfield's continued efforts to control any increase in taxes. Average property tax bills across the State have increased 10% more than Greenfield's since 2009.



AVERAGE SINGLE FAMILY TAX BILL

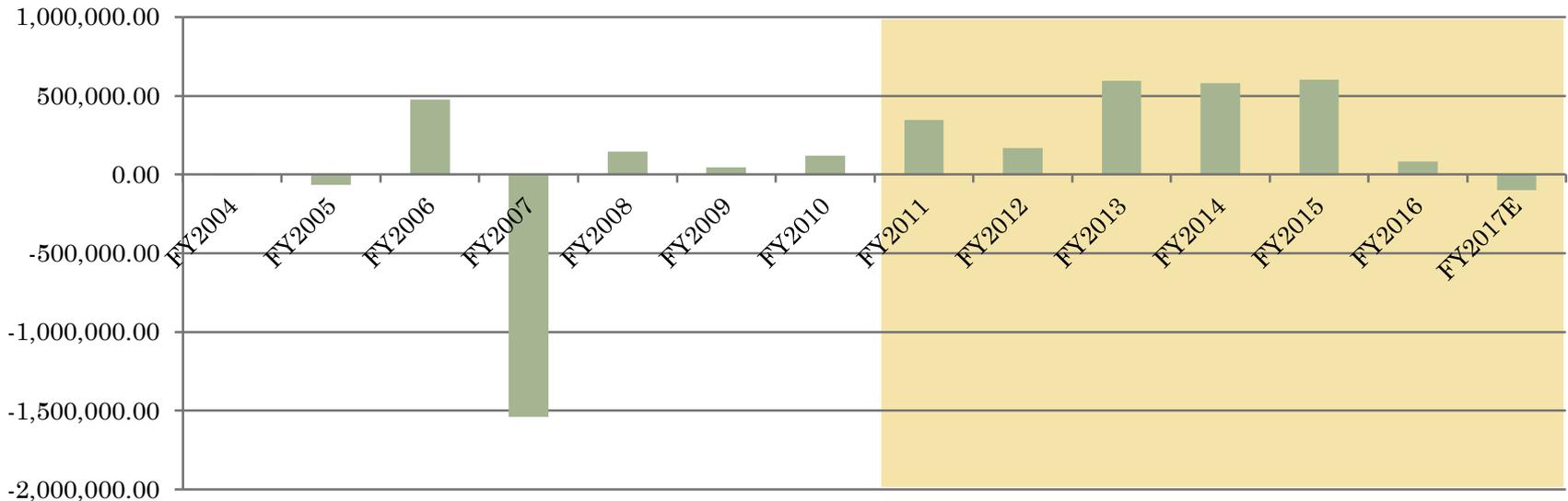
GREENFIELD



DATA FROM R21



6. LOCAL RECEIPTS PREDICTABILITY



Formula: Difference in initial local receipts estimate and final receipts collected

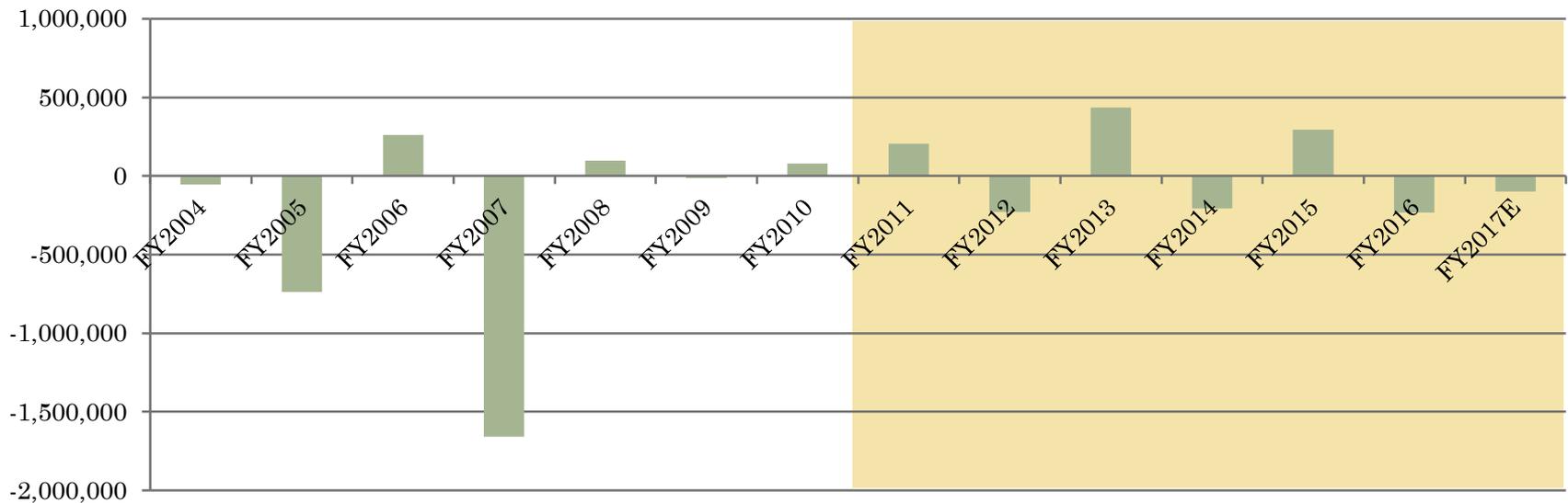
Warning: Significant variability in accuracy of initial estimate

Trend: FAVORABLE / CAUTIOUS

Comments: High variability in local receipts estimates decreases budgeting accuracy



7. ONE-TIME RECEIPTS DEPENDENCY



Formula: Excess Receipts minus One-Time Receipts

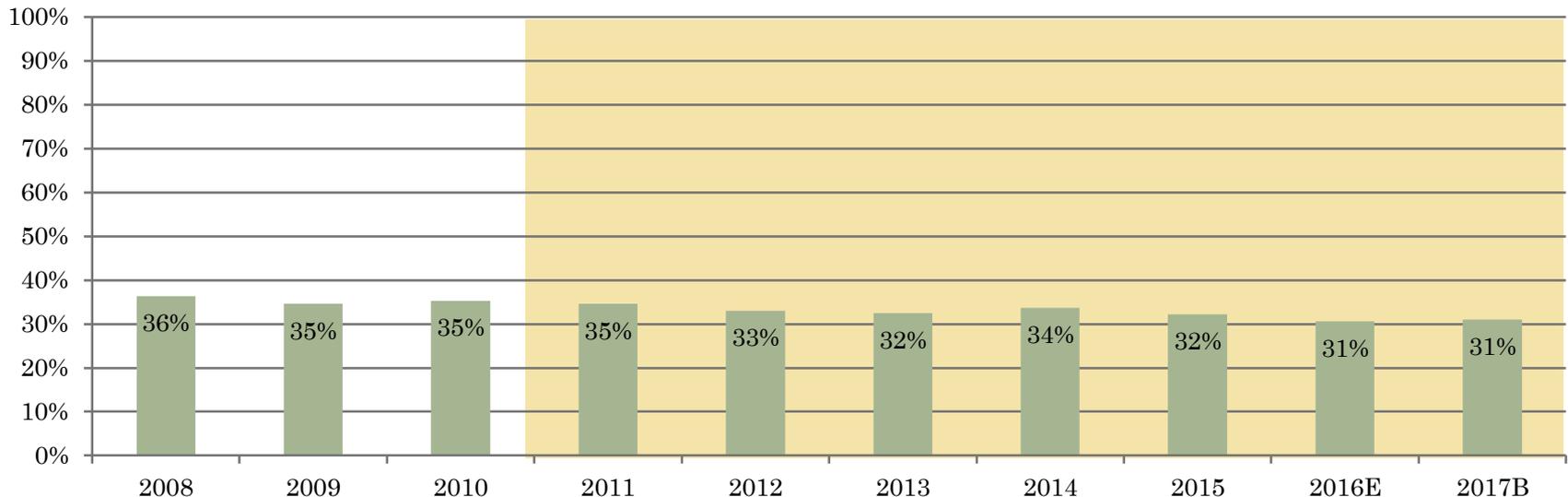
Warning: Negative Balance without One-Time Receipts

Trend: **WARNING**

Comments: Balancing the budget on one-time receipts increases risk of deficits



8. ECONOMIC GROWTH REVENUES



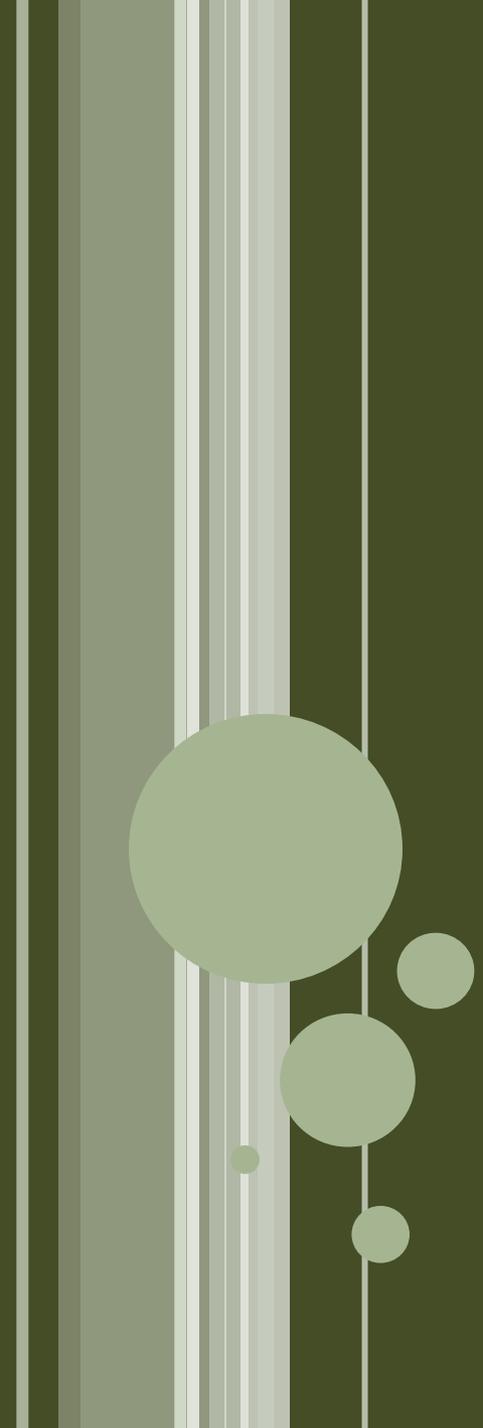
Formula: Economic Growth Revenues divided by local receipts

Warning: Decreasing Economic Growth Percentage

Trend: CAUTIOUS

Comments: Economic Growth Revenues have represented as much as 36% of local receipts over the last ten years but the percentage has been dropping and future revenues are uncertain as the outlook for many more large developments seems to be waning.

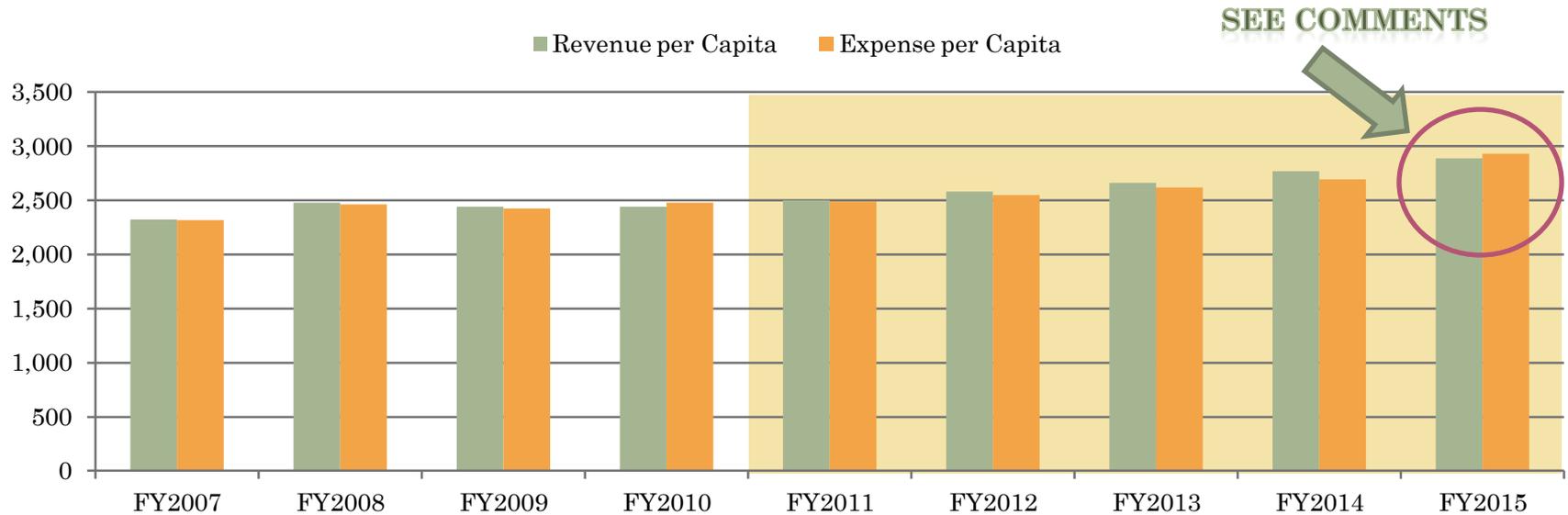




EXPENSES

The Key to Municipal Services

9. REVENUES AND EXPENDITURES PER CAPITA



Formula: Revenues & Expenditures divided by population

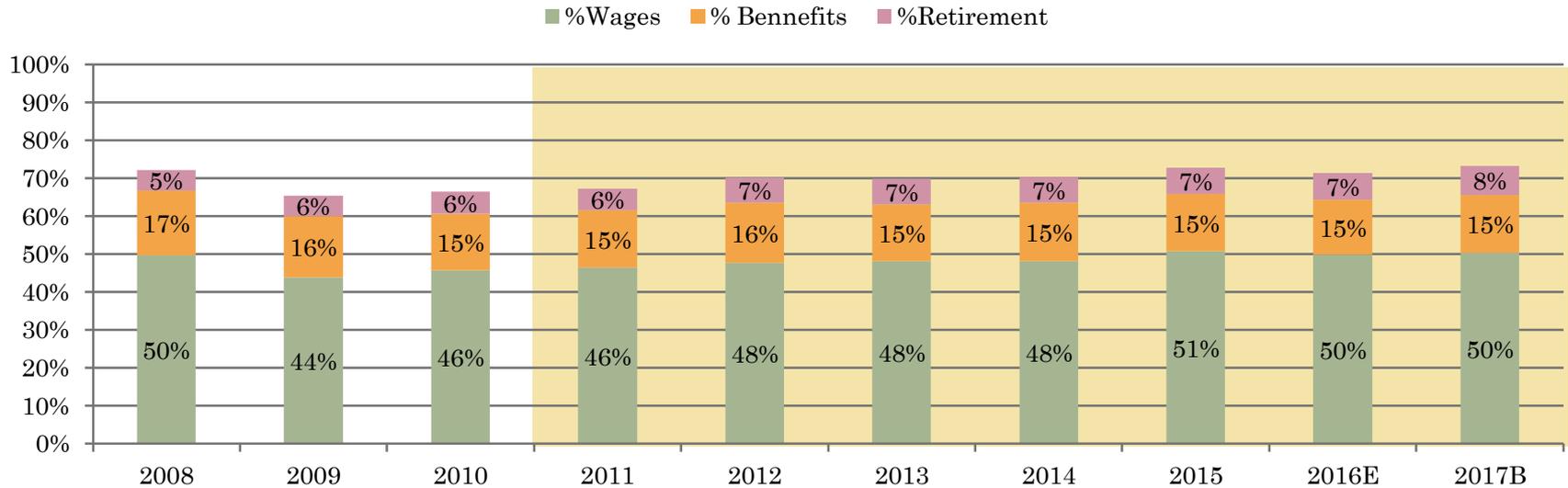
Warning: Expenditures in excess of revenues per capita

Trend: CAUTIOUS

Comments: 2015 peak includes expenses like moving money from FY14 Free Cash into savings (OPEB Funds) and stabilization.



10. PERSONNEL COSTS



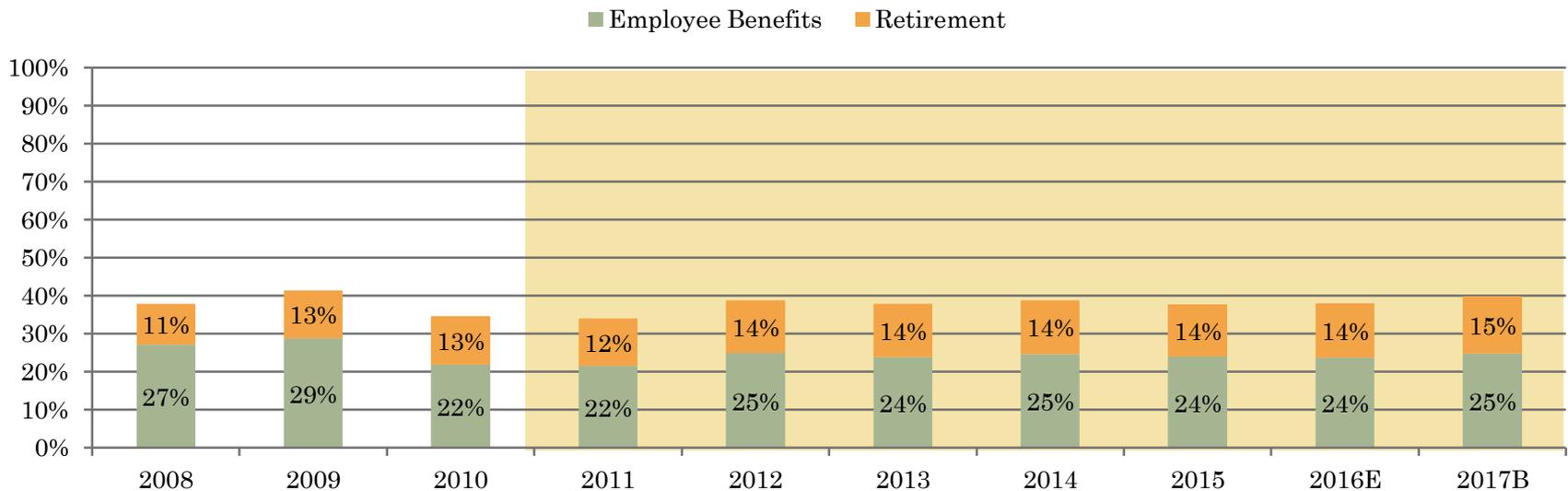
Formula: Personnel Wages, Benefits, and Retirement as a % of the Operating Budget

Warning: Increasing salaries & wages as % of expenditures

Trend: FAVORABLE / CAUTIOUS

Comments: While the percent of wages and benefits to the operating budget has remained steady over the last five years, this chart reflects the reality that a municipality is a service organization and that 70% of the cost is personnel related.

11. EMPLOYEE BENEFITS



Formula: Employee benefit costs as % of salaries & wages

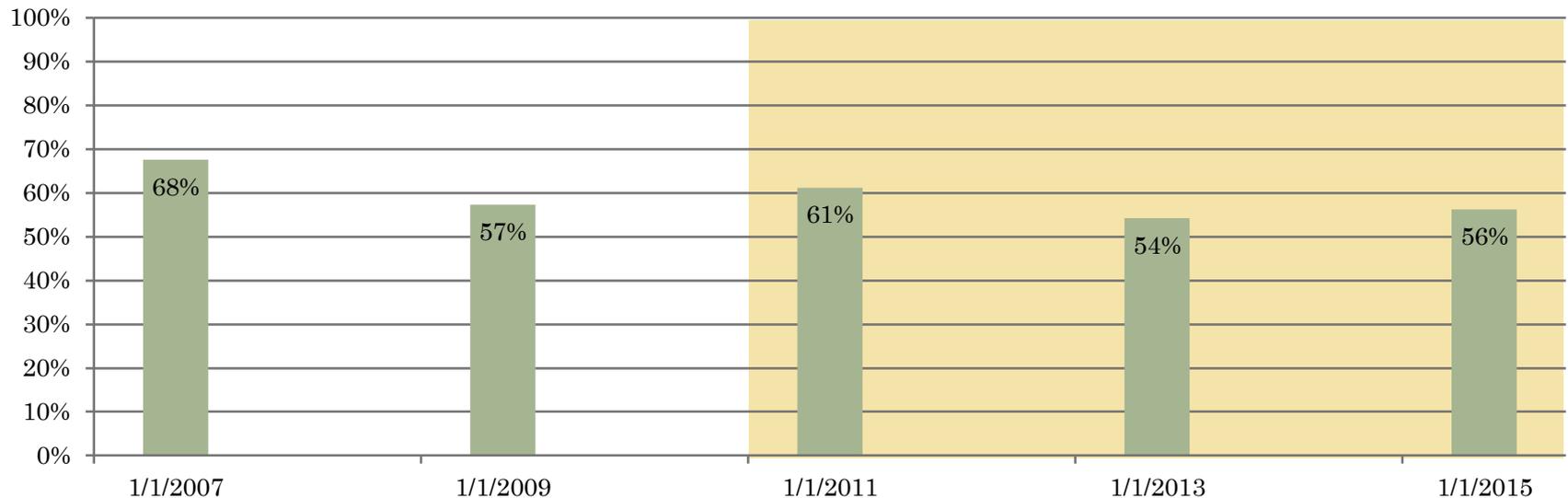
Warning: Increasing employee benefits as % of salaries & wages

Trend: FAVORABLE / CAUTIOUS

Comments: Overall, employee benefits as a % of wages & salaries have decreased from an FY09 high of 37%; future increases remain uncertain



12. PENSION LIABILITY RATIO



Formula: Pension Assets divided by Pension Liabilities

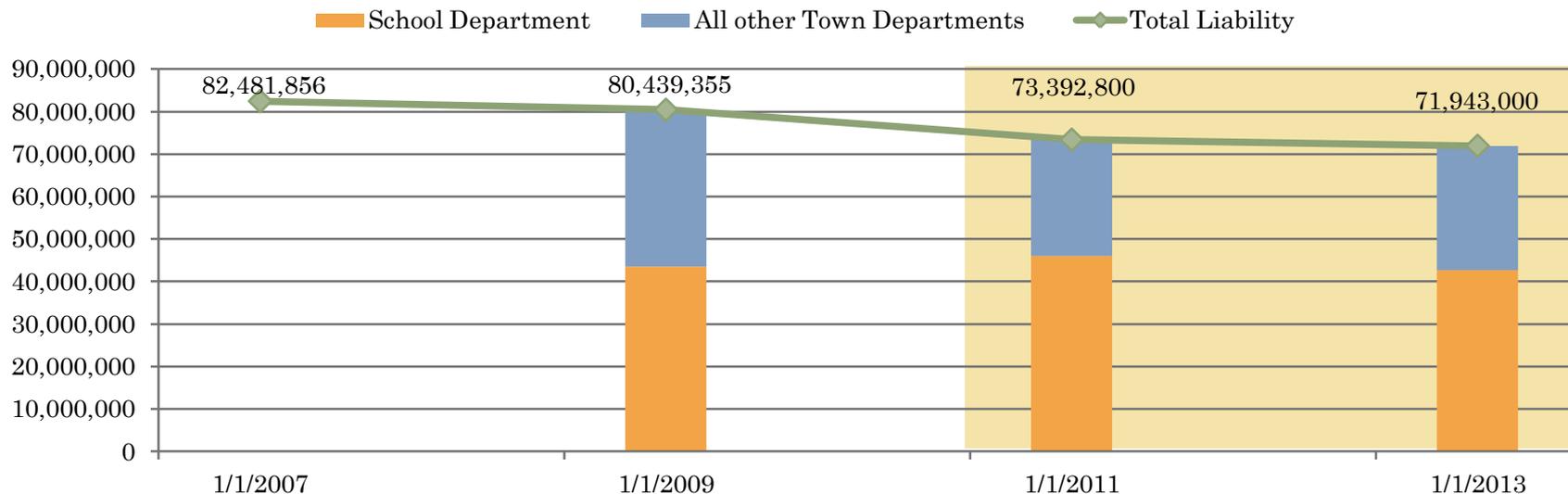
Warning: Decrease in pension liability ratio

Trend: CAUTIOUS

Comments: In 1990, Greenfield established an amortized funding schedule to ensure full funding for the unfunded pension benefits for Greenfield employees. Greenfield's schedule currently extends to 2038. An updated actuarial study is performed every two years.



13. OPEB LIABILITY



Formula: Total Other Post-Employment Benefits Liability

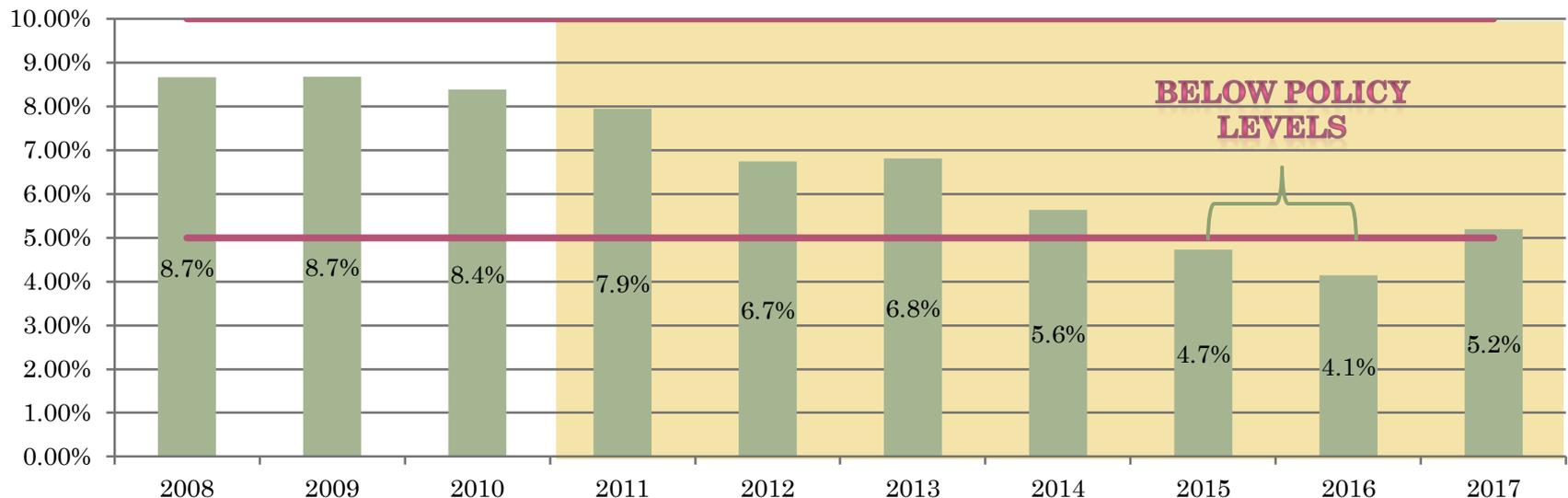
Warning: Increase in Liability

Trend: FAVORABLE

Comments: OPEB includes health insurance and dental, vision, prescription, or other benefits provided to eligible retirees and beneficiaries. Liabilities have been reduced from \$82.4 to \$71.9 million; a trust fund was established with Pershing/Abbey Capital LLC; and a funding plan has been developed.



14. DEBT SERVICE EXPENDITURES



Formula: Debt Service as % of General Fund Expenditures

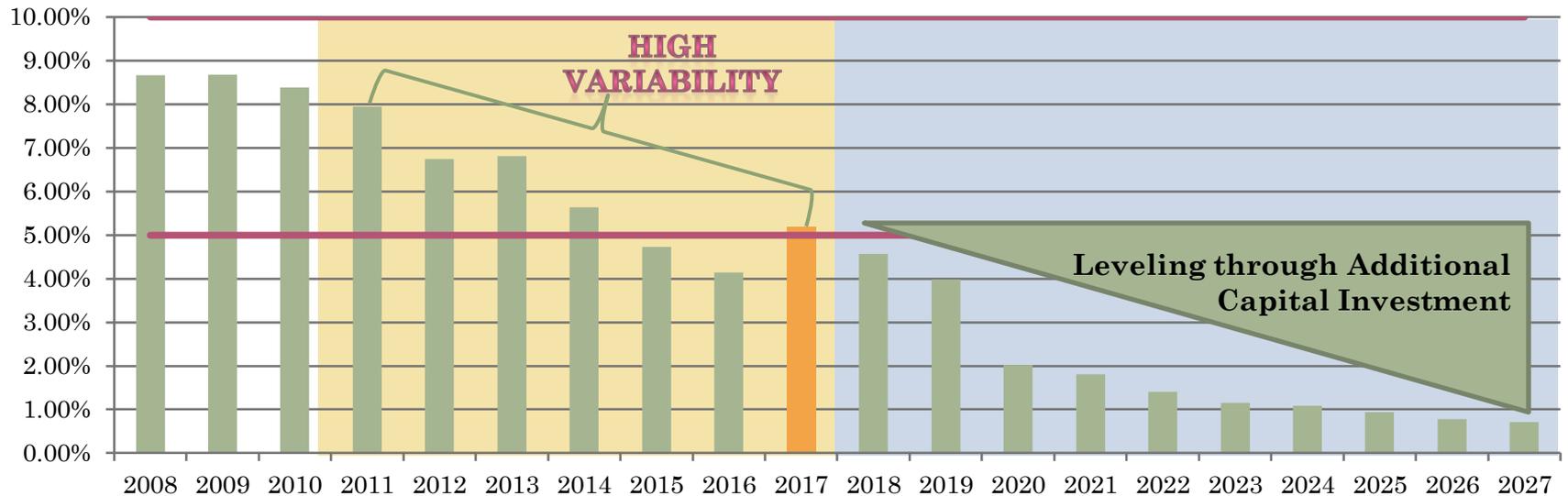
Warning: Above or below 5-10% policy levels

Trend: CAUTIOUS

Comments: Overall, the Town's level of debt service has been within the guidelines in the debt policy to maintain an appropriate level of capital investment, although as older debt issues are retired, the level fell below in 2015 and 2016.



15. DEBT SERVICE LEVELING



Formula: General Fund Debt Service as % of General Fund Expenditures

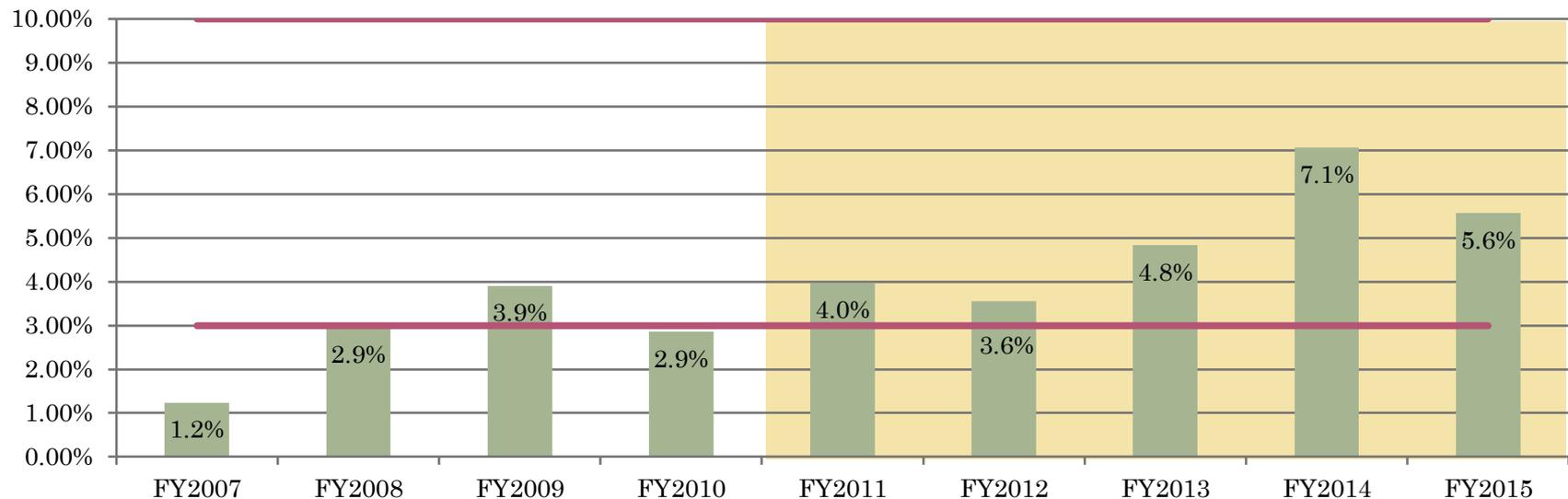
Warning: Variability

Trend: **WARNING**

Comments: Maintaining consistency in Debt Service % allows the town to invest in an appropriate level of capital investment without swings in the tax rate.



16. FINANCIAL RESERVES/FUND BALANCE



Formula: Financial Reserves as % of General Fund Revenues

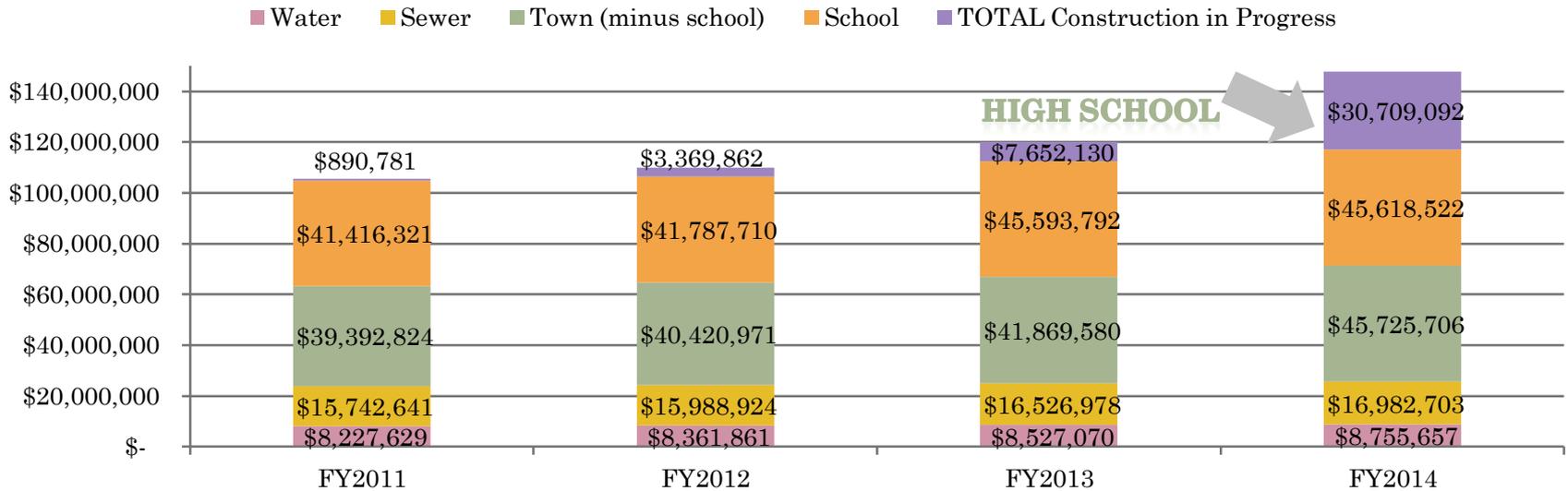
Warning: Reserves outside of 3-10% policy range

Trend: FAVORABLE / CAUTIOUS

Comments: Greenfield's financial policy provides for reserves to average between 3-10% of the Town's General Fund Revenues.



17. OVERALL FIXED ASSET VALUES



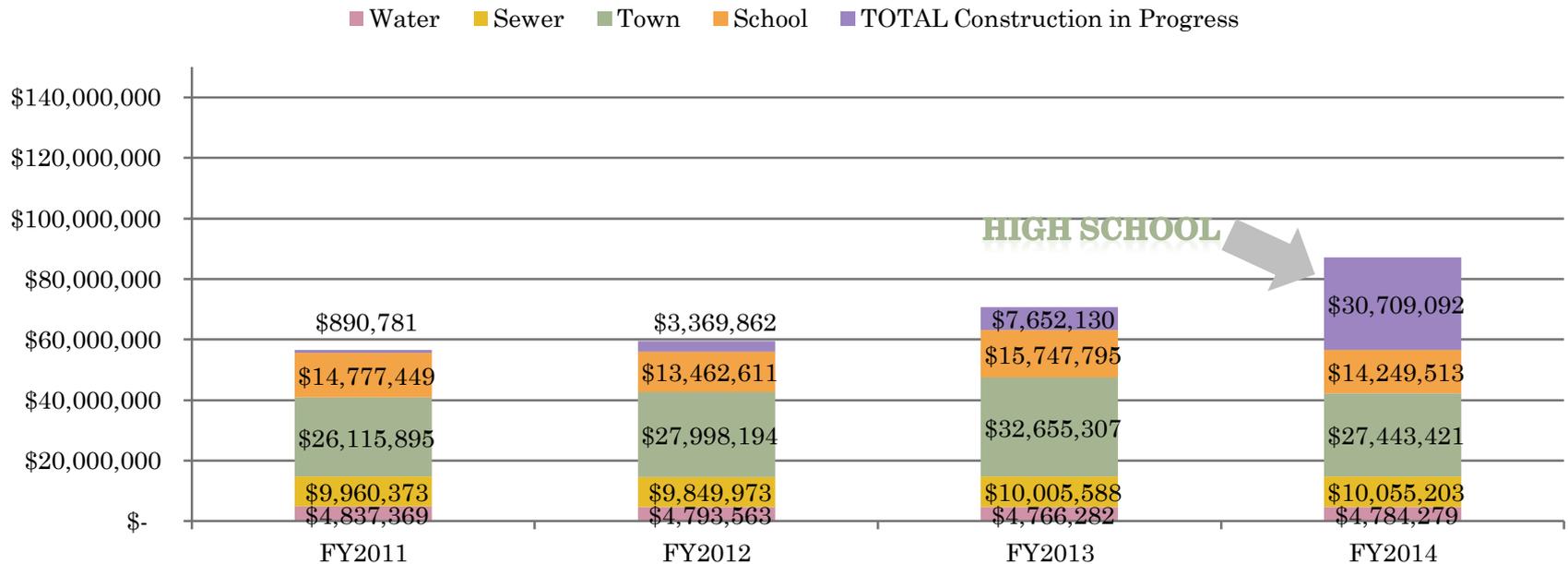
Formula: Total value of all assets before depreciation

Warning: Declining value of assets

Trend: FAVORABLE

Comments: Reflects Greenfield's overall investment in the Town's capital assets. However, the above chart is not adjusted for inflation and does not reflect routine depreciation of assets.

18. CAPITAL ASSET VALUE



Formula: Total fixed asset values adjusted for inflation and depreciation

Warning: Declining values

Trend: CAUTIOUS

Comments: Once depreciation and inflation is factored in, town assets have declined from \$32M to \$27M between 2013 and 2014.

EXECUTIVE SUMMARY - REVENUES

	Financial Indicator	Status
1.	State Aid: Percentage	CAUTIOUS
2.	State Aid: Predictability	WARNING
3.	Property Taxes: Collections	FAVORABLE
4.	Property Taxes: Delinquencies	FAVORABLE
5.	Property Taxes: State Comparison	FAVORABLE
6.	Local Receipts	FAVORABLE/ CAUTIOUS
7.	One-Time Receipts Dependency	WARNING
8.	Economic Growth Revenue	WARNING



EXECUTIVE SUMMARY - EXPENSES

	Financial Indicator	Status
9.	Revenues & Expenditures per Capita	CAUTIOUS
10.	Personnel Costs	FAVORABLE/ CAUTIOUS
11.	Employee Benefits	FAVORABLE/ CAUTIOUS
12.	Pension Liability	WARNING
13.	Other Post-Employment Benefits Liability	FAVORABLE
14.	Debt Service Expenditures	CAUTIOUS
15.	Debt Service Leveling	WARNING
16.	Financial Reserves/Fund Balance	FAVORABLE / CAUTIOUS
17.	Fixed Asset Values	FAVORABLE
18.	Capital Asset Values	FAVORABLE / CAUTIOUS

