



2023 ANNUAL BUDGET

CITY OF
Grand Junction
COLORADO



About Our Cover...

Every year, the City invests thousands of dollars on capital projects throughout the City. 2022 saw the opening of an Early Childhood Learning Center, reconstruction of Fire Station #3 and Construction of Fire Station #8, upgrades to the Lincoln Park baseball and football stands and lighting, construction of the 24 Road and G Road bridge, and many others.

Our cover depicts a few of these projects and celebrates our partnerships with other agencies, neighbors, and friends.

Top Photo – The Early Childhood Learning Center grand opening was held in December 2022, providing high-quality childcare services to City employees.

Bottom Left Photo – Fire Station #3 Uncoupling Ceremony. Originally built in 1975 and last remodeled in 1985, this station had reached the end of its useful life. Through a partnership with Mesa County School District 51 for land exchange, the station was built just south of the existing station. Once construction was complete, the old station was demolished and a new parking lot for Pomona Elementary School and neighboring softball field was built. The children of Pomona Elementary School helped celebrate during the uncoupling ceremony.

Bottom Right Photo – On September 3, 2022, five-year-old Noah, creator of Noah's Giving Table, generously delivered a \$500 donation to benefit Grand Junction Police Department's Shop with a Cop annual event. For 30 years, the GJPD has organized a Shop with a Cop event each holiday season. A needs-based program, this event pairs 5th graders with local law enforcement officers for a day of holiday shopping. Noah sets up a lemonade stand and collects donations to help local families and charities, and Shop with a Cop was a recipient of his generosity!

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Hiking Independence Trail on the Colorado National Monument

BUDGET MESSAGE

To the Citizens of the City of Grand Junction, the Honorable Mayor, and Members of the City Council:

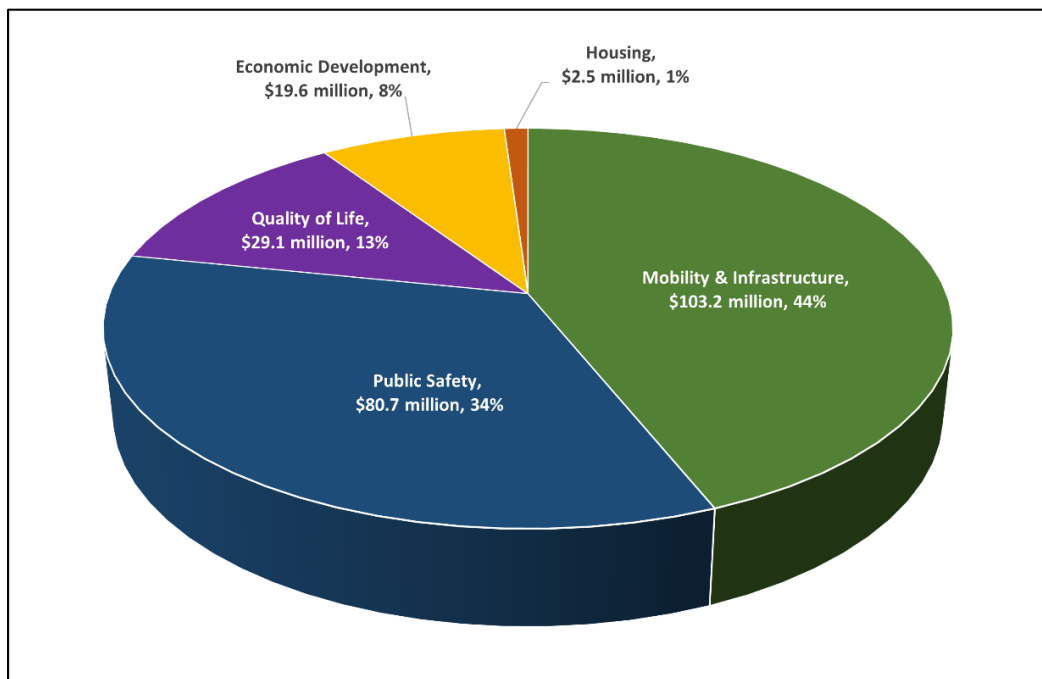
I am pleased to present the 2023 Adopted Budget for the City of Grand Junction. The budget is the highest expression of the City Council's policies and decision-making; it articulates the initiatives, investments, and services provided by and through elected officials and staff. The 2023 Adopted Budget totals \$235.1 million (\$235,098,400), a \$2.4 million, or 1.0% decrease from the 2022 Adopted Budget of \$237.5 million. This net decrease is primarily due to a reduction in capital projects planned for 2023 as compared to 2022, partially offset by increases in labor and operating expenses. Increases in labor costs are due to new positions and wage increases. Operating expenses increase due to new programs such as affordable housing and the infill incentive, equipment needs, overall cost increases for supplies and system maintenance, and internal support services for fleet, facilities, and fuel. The 2023 Adopted Budget is balanced, with a General Fund surplus of \$344,308. The projected 2023 ending General Fund balance is \$39.7 million, including \$4.1 million in restricted funds and \$24.8 million in minimum reserve. The budget represents the allocation of resources to achieve the goals identified by the City's Comprehensive Plan and the City Council's strategic priorities.

The City organization proudly continues to serve this community within the traditional lines of public safety, public works, parks, recreation, community development, and utilities. Beginning in 2022 and continuing in 2023, the City's service delivery model has significantly enhanced the areas of affordable housing, sustainability, and community engagement. The City's financial position remains strong, and staff has developed this annual financial plan for the City that is reflective of the strategic and long-term vision of the City Council to serve the community in 2023.

2023 Adopted Budget & Strategic Priorities

The City Council's strategic priorities guide the City Council and staff for two years. City Council develops the priorities based on the long-term vision provided by the City's Comprehensive Plan. The strategic priorities, including mobility & infrastructure, public safety, quality of life, economic development, and housing, shape the City's budget each year.

2023 Adopted Budget by Strategic Priorities



Budget Development Process

Development of the 2023 Adopted Budget is a several-month-long process that includes all city departments and involves more than 30 employees contributing over 3,000 hours of combined staff time.

The process begins when staff engages with key partners in the community to develop a sense of the local economy and current market conditions and trends. This information is used to create revenue forecast models that aid in the development of the budget. Although City Council and staff receive input from the community year-round, community budget discussions are hosted, providing additional opportunities for community input during the budget development process.

Through the budget process, the staff develops labor, operating, and capital budgets culminating in a detailed line-item review of each department budget by the City Manager and an internal review team. Detailed supporting budget documents are provided during three budget workshops scheduled with City Council and available to the public online.

The City Council authorizes the annual budget by appropriating spending at the fund level. As part of the supporting documentation, the [Fund Balance Worksheet](#) displays the City's total budget and the total appropriation of the budget. 2023 Adopted Budget of \$235.1 million is presented with the internal service operations of Information Technology, Fleet, Insurance, and Facilities budgeted in each Department's expenses. There are two public presentations and hearings for public input during the adoption process.

Revenue Indicators

Before the COVID-19 pandemic, increased commerce and industry diversification significantly improved the City's economy. Low unemployment (pre-COVID-19), added jobs, and an increasing labor force had infused wages into the local economy, resulting in increased spending until the pandemic hit in March 2020. The City has made considerable progress through public/public and public/private partnerships to make investments in the community that strengthened the City's regional, state, and national presence and positively impacted revenue generation. These efforts positioned the City to withstand the pandemic and economic downturn in 2020. In 2021, the City experienced a significant recovery in retail activity and resulting revenues, which continued into 2022. The job and real estate market remained strong in 2022. There are indicators for continued growth into the future, from expected population increases, continued residential development, new regional retailers, continued expansion of the Colorado Mesa University campus, private development of the riverfront, and sustained diversification of the economy.

Taxes, Fees, & Rate Revenue

Sales and use tax revenues are the primary sources of revenues for general government operations and general government capital. Most of that revenue is derived from the City's 3.25% sales and use tax. In 2022, staff budgeted a 5% increase in sales tax revenues and met those projections. Staff expected to end 2022 at 4% to 5% above budget and budgeted a 3.75% sales tax increase for 2023. Three unfilled positions in Finance and the City Clerk's Office will be converted to one new licensing compliance position, which will improve sales tax and liquor licensing compliance and ensure businesses maintain required licenses.

In November of 2017, Mesa County voters authorized a 0.37% increase in County sales tax dedicated to public safety, with the City receiving 6.97%. Mesa County receives 84% of the remaining tax, and the other public safety agencies receive a combined 16%. The City expects to receive approximately \$862,000 in 2023 from this tax, which covers a portion of the City's Police and Fire Departments' 911 Communications Center costs. The City's share of this tax covers approximately 28% of those costs, whereas all other agencies had all costs covered and additional funds available for other public safety needs. In April 2019, voters authorized a 0.5% sales tax to expand First Responder services. These revenues are being used to construct, equip, and staff three new fire stations, with the final station opening in 2024, and increase staffing (with equipment) in the Police Department to respond to existing and growing calls for service.

Lodging tax revenues are the primary revenue source for Visit Grand Junction (Visit GJ), which receives 4.25% of the total 6% lodging tax. Pandemic-related activity restrictions significantly impacted the lodging industry. Visit GJ promotes consumer travel by optimizing data-driven marketing strategies, which allow for better-informed marketing decisions and using a consistent and sustainable science-based approach to destination management. This formula has successfully driven new tourism revenue to the community and assists stakeholders with their ongoing recovery from the pandemic. This also boosted the City's room demand and Visit GJ encourages hoteliers to capitalize on the opportunity by increasing room rates. As a result, the average daily rate (ADR) has grown consistently over the last few years. The economic recovery of the City's hotels and tourism industry has gained considerable momentum in 2021 and 2022. Visit GJ will continue to closely monitor industry projections and consumer behavior and sentiment while adjusting marketing strategies and advertising accordingly. Staff expected lodging tax revenues to end 2022 17% above 2021 and budgeted a 9% increase for 2023.

In April 2021, voters approved the retail sale of cannabis in the City with a special tax rate of 5% to 15%. City Council passed a 6% special sales tax on the retail sale of cannabis and the licensing and regulatory rules and procedures. The licensing is expected to be completed in the first quarter of 2023, with ten licensed businesses beginning sales in the second quarter of 2023. To remain conservative, staff budgeted a partial year of retail activity resulting in total special cannabis tax revenue of \$1.88 million, including the State share. The City will also receive the regular City sales tax of 3.25% on all retail sales of cannabis. The 2% portion of the City's sales tax rate on cannabis sales going to the General Fund is earmarked for affordable housing.

All rates, fees, and charges are based on a set of philosophies that vary based on considerations such as the benefit to the overall community, cost recovery models, comparison to the market and other entities, and legal considerations. Changes in water and sewer rates are based on rate studies and long-term financial plans.

In October 2019, City Council adopted an increase to the Transportation Capacity Fees (TCP) to be phased in over four years. An additional inflationary adjustment was authorized beginning in 2023, the fourth and final year of the phase-in. Consistent with implementing the phased fee schedule, TCP fees will also increase for non-residential uses. These increases occur twice a year, on January 1 and July 1. City Council also approved a phased-in increase to the Parks impact fee in 2019. 2023 is the final year of phase-in for the Parks impact fee. There is no change in Police and Fire impact fees which were fully implemented (no phase-in) in 2022.

Enterprise Fund rates and charges will increase in 2023. Water rate changes include a 2% increase in base rates (less than 3,000 gallons of water use per month) and an increase of 7% for higher water usage tiers to promote water conservation. A rate increase of 10% is included for bulk water and 5% for Raw Water, as well as a 3% increase in water tap fees. A rate increase of 5% is included for Ridges Irrigation which applies to both residential and commercial users. New permit fees for the graywater control program range from \$50 for single-family outdoor irrigation use to \$400 for non-single-family, indoor toilet/urinal flushing, and outdoor irrigation. As the recently completed rate study included, sewer rates will be increased by 5.3%, and the sewer plant investment fee for a single-family home will increase by 6.2%.

In 2022 the City brought the recycling operation in-house by purchasing Curbside Recycling Indefinitely (CRI) and has been making plans to improve and enhance these services. The first phase of a new curbside and green waste program will begin in 2023. This program will begin with limited areas throughout the City and will have rates that incentivize recycling within those areas. Customers within the pilot program area may choose between a 96-gallon trash container at \$25/month, a 64-gallon at \$15.75/month, or a 48-gallon at \$11.50/month and these prices include two 64-gallon recycling containers (dual-stream recycling with monthly pickup) and seasonal yard waste pickup. For those customers outside the pilot program area, a 64-gallon trash container will increase to \$14.25/month from \$13.25/month, and a 96-gallon container will increase to \$19.75/month from \$18.25/month. These price increases will help cover the rising costs of collection.

Budget Themes

Throughout the development of the 2023 Adopted Budget, each department discusses its plans and project priorities over the next year in alignment with City Council's strategic priorities. In addition to focusing on Council priorities, three themes emerged that provide supplementary insight into the budget's spending priorities.

Enhancing Service Through Employee Investment

Ensuring the successful implementation of the Council's goals and priorities relies on high-quality staff. A well-equipped staff helps increase community service capacity and provides internal support for projects and planning. The City continues to experience labor challenges, including difficulty recruiting and retaining qualified talent. Consequently, the budget reflects continued and enhanced investment in talent development, recruitment, and support for existing employees.

There are 23 new positions included in the 2023 Adopted Budget that were strategically chosen to provide additional support in several departments to increase their service capacity, allowing them to complete ongoing maintenance projects and develop new programs and services. In 2022, the City started the year with 772 positions, adding new positions to meet changing needs, priorities, and service expansion. With the purchase of CRI Recycling, the Early Childhood Learning Center's opening, increased public safety personnel, and more resources toward planning and housing, the total position count at the end of 2022 is 801, with a total count of 824 in 2023.

In 2023, the City will embark on a commercial driver's license (CDL) training initiative to train two employees as CDL instructors. This program will allow the City to hire, train, and certify experienced but not yet commercially licensed drivers in-house.

The City is also committed to its existing partnership with CMU for an internship program. 2023 Adopted Budget includes 17 total internship positions in various departments throughout the organization. The City also plans to expand partnerships with AmeriCorps and continue the Best and Brightest Management Fellowship program, offering training and learning opportunities for interns and graduate students. The existing tuition reimbursement program will also be enhanced to encourage continued growth, learning, and promotional opportunities in 2023. Also included in the 2023 Adopted Budget is \$1.4 million toward citywide training and development to continue expanding the knowledge and expertise of employees in their respective fields.

Planned in the 2023 budget are wage and benefit enhancements. Based on a two-year negotiation with the City's healthcare provider and strategic planning, premiums for 2023 will remain relatively flat for employees. The City will continue to emphasize health and wellness and expand services offered at the employee health and wellness center and through the employee wellness program. This includes an ongoing effort to mitigate rising health costs by increasing clinic hours, promoting increased engagement, better patient response time, and avoiding urgent care visits. A 3% step increase (on acceptable performance evaluations) is included in the 2023 budget to ensure the City remains competitive in attracting and retaining talent.

Additionally, funding for one-time compensation for employees is included. Due to recruiting and retaining challenges in the Police Department, which are not unusual and experienced by agencies nationwide, the First Responder Tax will fund a 9% compensation increase above the 3% step increase for sworn positions. Dispatch positions will also receive a higher wage increase. The City also opened an Early Childhood Learning Center this year, making high-quality childcare services available to employees. Employees are integral to the high level of service expected in the community, and the 2023 Adopted Budget reflects the City's continued commitment to their work.

Community Collaboration and Engagement

Another important theme that emerged during the budget process is the importance of community collaboration and engagement. Regular engagement with the community is essential to developing projects and initiatives that best reflect the values and needs of residents. The City has a long history of embracing community engagement through its appointed boards and commissions, open houses, community input sessions, and citizen engagement in project planning. In 2022, for example, an American Rescue Plan Advisory Committee was appointed by City Council to determine how best to allocate \$9 million in federal relief funds to the community. Likewise, community collaboration has long been essential to the City's success, particularly with State and local partners, the private sector, and many of our community nonprofit organizations.

In the spirit of the City's core value of continuous improvement, and with new projects and service areas planned in the 2023 budget, the City will expand opportunities for public engagement and community collaboration efforts. These efforts include a newly created Communications and Engagement Department that has already begun to bridge connections in the community, expand outreach to underrepresented groups, assist with translation services, increase awareness of City projects, and assist other departments with effective community engagement events. This department also expanded an online platform that provides an overview of crucial City projects and allows community members to provide input on key projects throughout the year. Other new opportunities anticipated to enhance the City's engagement include community feedback and open houses for Community Recreation Center Planning and creating a temporary Bike/Ped Advisory Committee to advise on developing a Bike and Pedestrian Plan. The City also plans to continue its long-standing partnerships with CMU, GJEP, the Chamber of Commerce, local non-profits, and many other community organizations.

Exceptional Service to Meet Current and Future Growth

Significant growth in the community presents an opportunity to enhance and expand existing services and evaluate new services that will meet residents' growing needs and expectations. With growth comes a higher demand for adequate transportation, housing, public safety, and other key services. 2023 Adopted Budget reflects a commitment to exceptional service and planning for the future by prioritizing projects designed to handle current and future growth, evaluating ways to improve existing programs and services, and implementing new strategies as necessary.

The budget includes transportation expansion and maintenance projects using voter-authorized transportation expansion funds and dedicated maintenance funds. Mobility improvements are also planned to build and improve infrastructure that supports alternative modes of transportation. This work is designed to increase the drivability of the City over the coming years while promoting safety and access for pedestrians and cyclists. Addressing the increasing housing pressures and homelessness in the community remains an important priority for the City. Two new positions focus on implementing strategies to combat housing pressures and homelessness. By increasing housing production in 2023 and developing partnerships and resources to reduce homelessness, these positions will work to mitigate the community impacts of homelessness in the city.

Expanding recycling services and formalizing a sustainability plan and electric-vehicle plan are also included in the 2023 budget. Improved recycling combined with these two plans will help the City prepare for continued environmental pressures and emerging markets while building long-term resiliency throughout the community.

Other service improvements are focused on public safety, which includes bringing mental health clinicians on board as City employees to enhance the Police Co-Responder program further. The 2023 budget also includes increased staffing for parking enforcement and parks patrol, supporting downtown parking availability, and adding a layer of safety and enforcement at City-owned parks. Additional personnel, equipment, and ambulances are included to improve service delivery in Fire and EMS in 2023. Seven fire stations will be online in 2023; the third and final station will open in 2024.

With continued growth comes tremendous opportunity for the City to enhance service levels, expand programs and explore new avenues to ensure Grand Junction remains a great place to live far into the future.

Growth & Demographics

The US Census Bureau has the most current (2021) City of Grand Junction population estimate at 66,964, a 1.78% increase over the 2020 population estimate. The City has grown by at least 1.5% yearly since 2017, except for 2019. This continues to exceed growth rates exhibited in the City from 2010 to 2014, which hovered around 1% and exceeds the State Demographer's estimated average of 1.08% in the current decade. If the actual growth rate reflects the State Demographer's estimate, the City will grow to approximately 75,000 people by 2030. The City's population has more than tripled since 1970, and at the projected growth rate, the City will reach a population of 100,000 in the next 30 years (2050). The 2020 Census counted 155,703 persons living in Mesa County, a 6.1% increase from the 2010 US Census, and is projected to increase to a population of 236,000 by 2050. 78% of the growth in Mesa County between 2010 and 2020 occurred in the City of Grand Junction. Demographic trends include:

- Home prices continue to rise, although likely not as steeply moving into 2023.
- The birth rate is slowing while the death rate is rising, which may negatively affect population growth.
- Migration is slowing in Colorado.
- Labor is tight, and Colorado is not as competitive as other states. Jobs are growing but at a slower rate.
- An increase in racial and ethnic diversity continues.
- Grand Junction is growing faster than the remainder of the county, making it a larger share of the total county population: 36% in 2000 to 42% in 2020.
- The employment base within the County is diversifying beyond the oil and gas industry. Jobs in the County are concentrated in health services, retail trade, accommodation, and food services, while the most significant economic drivers are regional services, retirees, and government.

2023 Budget by Strategic Priority

Strategic Priority – Mobility & Infrastructure

One of the City's core functions is to maintain its street infrastructure. Street maintenance is also a vital component of the capital improvement program, as represented by the more than \$33 million invested in improving the condition of City street infrastructure between 2017 and 2022. Over 65% of the City's street network had treatment over the last six years. The streets' condition is regularly measured using a Pavement Condition Index (PCI), a numerical index between 0 and 100 that indicates the general condition of a pavement section, with 100 representing a newly constructed road. The higher the overall PCI, the less expensive the network is to maintain. The program aimed to move the City from a PCI of 69 to a more sustainable 73 or higher. A complete PCI survey on the street network was completed in the fall of 2022 to verify a PCI of 73. At this higher PCI, the City should be able to maintain its streets with more frequent, less expensive chip seal and overlay projects, reducing the likelihood of significant pavement deterioration and expensive reconstruction costs.

With the passage of a ballot initiative authorizing debt issuance for transportation in 2019, the City has the authorization to increase transportation capacity with the investment of \$70 million in 11 different locations. In 2023, the widening of 24 Road and G Roads will follow the completion of the bridge replacement over North Leach Creek. F 1/2 Parkway will also start construction in late 2023, with completion anticipated in 2024. The 2023 Adopted Budget includes \$25 million for improvements that will add capacity to the street network, thereby minimizing motorist delays. In recent years, Council has focused a portion of the direct distribution of the Community Development Block Grant (CDBG) program dollars toward sidewalk improvements that improve safety along key walking routes around schools and neighborhoods. In 2023, the City will construct new curb, gutter, and sidewalks along the west side of 27 Road on Orchard Mesa between Highway 50 and B 1/2 Road, where there are currently no pedestrian facilities.

The City will continue to ensure that existing infrastructure is adequately maintained and that future infrastructure construction is completed with fiscal responsibility. The City understands the current condition of its infrastructure and performs maintenance and construction accordingly. In 2023, \$420,000 is included in the budget for curb, gutter, and sidewalk replacements. Maintenance of the City's transportation network will remain a priority in 2023, although it will shift into maintaining the new pavement condition index (PCI) achieved over the last six years.

In 2023, the City will continue implementing the Parks, Recreation, and Open Space Master Plan (PROS Plan). This plan lays out \$157 million in needs for the community's infrastructure of Parks and Recreation; much of it relates to trails and open space. Projects planned in 2023 are reflected in the capital section of this book, and several relate to mobility, including replacing the asphalt trail with concrete. Multi-modal transit promotes environmental sustainability and healthy lifestyles.

In response to public input, the City continues to focus on improving bicycling and walking infrastructure with projects such as the recent striping of buffered bike lanes on 1st Street and Main Street and the construction of bike lanes along the Redlands Parkway. To improve the safety of bicyclists, the City will continue to use green paint and thermoplastic on bike lanes for greater visibility. The Bike/Ped plan will help guide and prioritize improvements to the transportation network. Additionally, the City will add a new street sweeper explicitly focused on bike lanes.

The City is planning to launch a Shared Micromobility Pilot Study. Shared micro-mobility refers to a system of either docked or dockless devices, such as e-bikes or e-scooters, that are part of a commercial fleet and available to multiple users for short-term rental. Users can locate, reserve, and unlock devices for use and pay for and conclude trips via a smartphone application on their mobile device. The City will solicit up to three companies through the request for proposals (RFP) process. The pilot study will have a one-year performance period with an anticipated launch date of April 2023 and will be governed by a pilot agreement.

Maintenance of the City's water infrastructure assets is critical to delivering high-quality, reliable drinking water. Ongoing repair and maintenance of the City's distribution system and water treatment plant equipment are critical. The focus of the Utilities' asset management program in 2023 will be to increase preventative maintenance activities and reduce the amount of corrective or reactive maintenance activities that may cause an interruption to service. Over \$600,000 is included for repairs, upgrades, and maintenance to water plants and systems, and another \$3.7 million in capital replacement and improvements. Two positions will be added in the Water Department in 2023, a Water Plant Operator and a new Water Conservation Specialist.

Maintenance of the City's wastewater infrastructure assets is critical to delivering reliable wastewater treatment and the return of clean water to the Colorado River. Like Water, the focus of the Utilities' asset management program will be to increase preventative maintenance activities and reduce the amount of corrective or reactive maintenance activities that may cause an interruption to service. The 2023 budget includes \$615,000 for equipment repair and replacement and \$17.9 million in capital improvements of the system and expansion/rehabilitation of the plant.

The 2023 budget includes three new positions for sewer: an Operations Support Engineer, a Collections Crew Lead, and an Equipment Operator. The collections crew leader, coupled with the new equipment operator position, will form another crew to clean and maintain the sewer system to help attain the goal of a 5-year preventative maintenance interval.

Strategic Priority – Economic Development

Visit Grand Junction is the City's Destination Marketing Organization (DMO). Destination management principles are the foundation for Visit GJ's strategies to attract visitors to the Grand Junction area. Visit GJ continues data-driven marketing strategies and enhancing its data platform as technology evolves rapidly to guide the department's destination marketing and management strategies. Visit GJ's marketing strategies for 2023 will include engaging with multiple AdTech companies on the same campaigns to triangulate data and achieve enhanced validity, remove bias, and provide improved results.

Directed by Visit Grand Junction's Advisory Board of Directors, the marketing services program titled "Expand the Tent" was rebuilt and enhanced to be more equitable and to include all tourism-related businesses within Mesa County that wish to partner with Visit GJ and receive the same marketing services and benefits as tourism-related businesses within city limits. The new program promotes tourism-related events and businesses outside Grand Junction city limits, including lodging, restaurants, retail, attractions, events, craft beverages, product sales, and services. Hospitality businesses can participate in the program for an affordable annual fee, currently established at \$350 per year. A participating lodging business outside city limits must also contribute an additional 6 % of overnight lodging sales to

match the current Grand Junction lodging tax. The new program, Grand Junction Area Tourism Membership, provides data and marketing services that help tourism businesses align with Visit GJ's strategies while increasing their presence in the marketing landscape and furthering their business success.

In addition, Visit GJ arranged for tourism businesses inside and outside the city limits (who formalize a partnership via the membership) to access a new service administered by Destination Travel Network (DTN). They provide digital marketing solutions for tourism businesses seeking resources to keep up with an ever-changing marketing and technological landscape. Services include but are not limited to designing and hosting a custom website, reputation management, blog writing, data reporting, search engine optimization, and marketing.

A new mobile technology platform has been developed and will be fully implemented in 2023. The application incentivizes residents and guests to enjoy outdoor activities and encourages trail disbursement throughout the Grand Junction area. Visit GJ will also design a new website to replace its outdated site, which can no longer accommodate necessary upgrades. The new site will enhance the user experience by providing relevant and dynamic content highlighting and effectively communicating the City's brand, lifestyle, and experiences.

Partnerships with City departments also remain a focus and build on many successes of 2022 that, included creating the 12 panels for the remodeled Lincoln Park stadium and entryway signage into the City. Visit GJ designed an original and timeless entryway sign that captures the City's railroad and industrial history, the Colorado and Gunnison Rivers confluence, open landscapes, and the spirit of the destination brand and community. City Council approved the design, and completion of the signs is expected by spring 2023.

Visit GJ will continue to develop and maintain mutually beneficial collaborations with local and regional partners. With the City's brand now in focus, Visit GJ will maximize its outreach efforts to organizations and businesses within the community to provide professional insight and awareness into how they can represent and communicate the City's brand. Visit GJ continues to support the Greater Grand Junction Sports Commission by incorporating destination marketing strategies and strengthening the community's brand to enhance awareness of regional sporting events and tournaments in the area. Regional partnerships include campaigns with Colorado's Mountains & Mesas region, Dinosaur Diamond, and Grand Circle, projects with other destination marketing organizations, and strategic partnership opportunities with the Colorado Tourism Office.

A chief economic development strategy increasingly employed in Grand Junction is the development of outdoor recreation. Outdoor recreation relies heavily on trails and open spaces. Additional capital expansions are also on the horizon with phase II of the Monument Connect trail from the Lunch Loop trailhead to the intersection of South Camp and Monument Road, funded in part by Great Outdoors Colorado (GOCO) in 2022 and is planned for construction in 2023. Likewise, in 2023, the City plans to submit a grant to GOCO, to build 2024, the current and only gap in the Riverfront trail from Palisade to Fruita at C 1/2 road. This approximate 1.5 miles of river trail would further the economic development brought by trails by making Grand Junction more attractive to visitors and new residents and improving mobility.

Another economic development engine is the Lincoln Park Stadium and Canyon View Park, which serve as sites for large tournaments throughout the year. The renovation of the stadium, completed in 2022 in close partnership with Grand Junction Baseball (JUCO), Colorado Mesa University (CMU), and School District #51, continues to earn praise from partners, user groups, and the community at large. The renovated Stadium is anticipated to expand the economic impact of the stadium with the continued growth of the Junior College (JUCO) World Series of Baseball Tournament and expanded use with larger crowds at events that are better served in the improved facility. The Grand Junction Rockies will also see new ownership. This ownership has some of the same ownership as the Legends Complex in Windsor. The team has been renamed the Grand Junction Jackalopes and will be under this new ownership for the 2023 season. Staff expects to work with the new team to expand game attendance.

The continued effort to diversify the City's economy is tied directly to the City's progress with revitalizing the riverfront at Dos Rios and Las Colonias. The Amphitheatre at Las Colonias is a community hub, and 2022 was the busiest concert year yet. 2023 is anticipated to continue upon this trajectory. Additional improvements planned for the rest of 2022 and into 2023 include new shade shelters, a revegetation project, and the expected completion of the

Zipline, which will continue to grow Las Colonias as a regional destination. New for 2022 and into 2023, a public market is being considered to add additional activity to the increasing number of services and amenities brought to Las Colonias. At Dos Rios in 2022 and 2023, there is significant vertical construction of a mixed-use development and additional public park amenities funded partly by a \$400,000 grant from the Department of Local Affairs (DOLA). The destination playground will be complete in early 2023. The splash park and riverfront improvements are set for 2023 completion as well.

The City Manager's budget for 2023 includes \$6.5 million for economic development, \$2.3 million to the Economic Development Partners, \$1.8 million to the Downtown Development Authority (DDA), and \$2.4 million for infill incentives. The funding for the Economic Development Partners comes from the City's 0.75% sales tax and the vendor's fee cap. The partners include Colorado Mesa University, the Grand Junction Area Chamber of Commerce, the Business Incubator, the Grand Junction Economic Partnership, the Western Colorado Latino Chamber of Commerce, and Industrial Development Incorporated. The DDA funding comprises the City's sales tax TIF (\$876,257) and the City's contribution towards the Las Colonias and Grand Junction Convention Center projects (\$954,921). In addition to this direct funding, the DDA receives another \$153,811 in City property tax TIF distributed to the DDA through the Mesa County Treasurer's Office. In September 2022, City Council adopted a new corridor infill incentive program to encourage infill near the City's center. Funds from selling Dos Rios properties have been earmarked in 2023 for these incentives.

Strategic Priority – Housing

The City will continue to focus efforts in 2023 on improving housing affordability and serving the unhoused by adding a team member focusing on the unhoused and related issues. This addition adds to the growth of the Housing division, which hired its first-ever Housing Manager in 2022 and a Housing Specialist position. The Community Development department will continue to build capacity through the AmeriCorps program that assists in placing talented civic-minded persons in capacity-building roles. The Department will continue to leverage general fund and grant resources to implement adopted housing strategies. Resources dedicated to the housing effort include the \$1 million committed by the City Council in 2022, which was unused and re-budgeted in 2023, as well as the 2% portion of the City's regular sales tax on cannabis sales to provide nearly \$1.5 million to fund implementation strategies such as land acquisition, affordable housing unit production incentives and incentives for accessory dwelling units.

Relying on local expertise, City Council created the American Rescue Plan Advisory (ARPA) Committee to recommend how \$9 million should be allocated. The ARPA Committee received 29 applications from community partners with nearly \$30 million in funding requests. The committee members finalized their funding recommendations to Council, focusing on six major projects that, if approved, will create long-lasting, sustainable capital and program improvements for local organizations in the three identified areas, including housing, homelessness, and mental and behavioral health.

The challenges of persons experiencing homelessness continue, along with how to best achieve a community-centered solution; these issues are being addressed by several departments, including Police, Fire, Community Development, and Parks and Recreation. The Community Outreach Unit in the Police Department routinely interacts with the unhoused population within the City and with the many organizations that provide services to this population. As the City expands and works to address affordable housing, including opportunities to shelter the unhoused appropriately, the Police Department Community Outreach Unit will participate as a resource to assist when necessary. The 2023 budget includes funds to support the monthly rental of sanitation facilities, which will be placed in various locations around the City and will improve the health and safety of the houseless population. Additionally, funds have been budgeted to clean up unhoused encampments around the City.

The Parks and Recreation Department partners with the Police and Fire to provide services to those experiencing homelessness. Police contact with the unhoused population has increased at several park locations, and overnight camping in parks has also increased. In response, Parks and Recreation plan to continue to increase communication with the Police Department and will work with an outside security company to provide nightly lockups in the parks. Providing upgraded amenities increases park recreational activity, improving park users' comfort while discouraging illegal activity. One example is the proposal to design a new expert-level skate and bike park at Emerson Park, one of

the four original historic parks in Grand Junction. This project will fill a gap in service that the skating and bike park community has been increasingly advocating for a while, increasing activity at an under-utilized park. The improved working relationship with these user groups has created fertile grounds to plan for the reactivation of this park.

In addition to these efforts, over \$300,000 is included in the non-profit funding for Grand Junction Housing Authority, Homeward Bound, Habitat for Humanity, Housing Resources of Western Colorado, and The House (Karis Inc.), which is directly related to housing.

Strategic Priority – Public Safety

Working with the Parks and Recreation Department, efforts will continue to ensure better the parks are free from criminal activity, making them more accessible and attractive to all city residents. Using Crime Prevention Through Environmental Design (CPTED) strategies and installing Advanced Real Time Crime Center (ARTIC) cameras will be part of the overall strategy in which the Police Department participates. The community continues to see sizeable increases in vandalism. Increased efforts between the Police and Parks and Recreation Department to address this growing issue include funding in the 2023 budget to promote beautification, increase safety, address graffiti, and repair damage.

Recruitment continues to be one of the highest priorities of the Police Department. Given the challenges of recent years, including the pandemic, civil unrest, and legislation in the State of Colorado that created a challenging atmosphere for policing, attracting new applicants to a job that few people find desirable is difficult. The Police Department has exceptionally high standards for its employees, and while there are shortages, the organization stands firmly on the quality over quantity principle. Therefore, the extensive hiring process already in place will continue to serve as the guide for making hiring decisions. Leading into 2023, it is the Police Department's goal to ensure an appropriate level of patrol staffing and to build out critical support units as staffing allows strategically.

As the labor force has changed and hiring for sworn positions has become more complicated, the opportunity to consider new methods to accomplish the public safety mission of the Police Department has allowed for the hiring of civilians to complement current patrol efforts. Specifically, the expanded use of Police Service Technicians (PSTs) responds to specific calls for service that do not require a sworn police officer. In particular, a program to have PSTs respond to non-injury crashes on public roadways and assist with other non-emergent calls for service allows patrol officers to continue responding to higher-priority calls. These in-progress calls may involve immediate risk to life or property. Expansion of the PSTs in Investigations will expand the role of intelligence sharing, particularly between the Investigations and Patrol Sections with the Drug Task Force. The 2023 budget includes \$200,000 in funding for the Police Department to continue to explore options for a red-light camera program to enhance safety in our community.

While the difficulties of hiring sworn and dispatch personnel are significant in the current labor market, the situation has allowed for the expansion and growth of opportunities for civilian personnel that serve other critical functions within the Police Department. In 2022, two civilian managers were hired to address specific needs within the organization, particularly in technology, civilian, and building oversight. These two managers assumed duties that had previously been distributed to several sworn managers before. This accomplished the two-fold task of allowing internal growth and opportunity for civilian personnel and freeing time for sworn supervisors to attend to immediate needs with sworn front-line personnel.

The Police Department's Co-Responder Unit began in 2018 and has tremendously impacted how services are provided to those suffering from a mental health crisis. Initially a cooperative effort between the Police Department, the Mesa County Sheriff's Office, and Mind Springs, the initiative has now evolved into a singular model housed within the Police Department. Still utilizing the officers and clinician model of field response, the Police Department has now moved to hire clinicians as Police Department employees rather than contracting with an outside service provider. By having three clinicians, one of which will provide case management, the team's consistency and camaraderie can be further strengthened.

As the community continues to grow, the Fire Department is experiencing a 17% increase in calls for service and estimates that this increase will continue in 2023. Medical services represent the highest level of service demand, and the department is continuing with the next phase of the multi-year EMS plan to manage this increase in call volume. In 2023, the Fire Department will add a second “impact ambulance,” a 12-hour unit that is in service during the highest call demand times. The department will also add an ambulance at Fire Station 5 to improve service in the Redlands and assist the entire response system. The EMS plan also emphasizes the department’s commitment to paramedic-level service on all apparatus through either recruitment or training. In 2023, the department will continue to support five employees in their second semester of paramedic school and send nine additional firefighters and emergency medical technicians to paramedic school.

Personnel safety is critical to delivering fire and emergency medical services, and additional safety enhancements will be made in 2023. The department will expand the duties of the three EMS Officer positions by converting these positions to Safety and Medical Officer roles. These positions will be responsible for safety oversight on critical incidents and medical supervision on medical calls. The department will continue to replace a significant amount of firefighter personal protective equipment (PPE) that is reaching the recommended replacement date. In addition, the department will complete its purchase of additional PPE to ensure that every member of the department has two sets of PPEs so that one set is available when the other one is being washed or repaired. This new PPE integrates the newest technology to minimize firefighter’s exposure to harmful carcinogens. PPE dryers will be added to all stations to reduce the turnaround time to dry the gear.

Equipment enhancements include updating specialized technical rescue equipment and medical training equipment to simulate emergencies. Adding new narcotic medication vaults will enhance the security and storage of medications used to treat EMS patients. The Fire Department will add advanced communication systems to the breathing apparatus captains, and scene supervisor’s wear. The department will apply for a grant to purchase specialized washing and decontamination machines to clean the carcinogens from self-contained breathing apparatus equipment properly. A new river rescue boat will replace an outdated unit to provide quicker response and safety for incidents on the river.

The Fire Station 7 project will move forward with securing land for the station, purchasing equipment for the fire truck, and ordering the ambulance. This fire station will provide quicker response times and a higher level of service to the Northwest area of the City. Fire Station 5 will also receive a minor remodel of the office area and physical fitness/training room. The department is also updating the station alerting systems in the older stations with newer technology to ensure that the systems are more efficient and can meet the growing needs.

As the community and building environment grows, the department must provide timely and efficient service to the building and contractor community. The department will add a Fire Prevention Inspector/Investigator position to assist in providing timely and adequate inspections of businesses and to coordinate and complete required fire investigations.

The Fire Department has had a great deal of success with intern programs. It has been proud to help develop individuals for a career while providing value to the community. The department will continue developing the relationship with the CMU Social Worker program through internships in the Community Assistance Referral and Education Services Program. This program connects individuals to services to reduce the use of 911 services for non-emergent needs. The department also plans a new internship emphasizing community risk reduction and wildfire outreach.

Strategic Priority – Quality of Life

As part of the City’s overall sustainability initiatives, the Recycling division will implement the first phase of a new curbside dual-stream recycling and green waste program in 2023. This program's first phase will include residents residing in the Redlands/South Camp area, downtown, and specific neighborhoods north of the City. Rates for this new program will incentivize recycling by basing the monthly fee on the size of the trash container the customer requests. This “Pay as You Throw” approach incentivizes recycling through a utility model similar to paying for electricity– the more trash generated, the more a customer pays for service. Since recycling will be included with all

trash services, residents will be offered a choice of three different container sizes for trash collection, with the smallest container costing the least. The new program will provide an economic incentive to waste less and recycle more.

The Fleet Services division will ramp up sustainability efforts in 2023 by increasing the use of alternative fuels, electric vehicles, and sustainable technologies. \$3.3 million is included in the budget to replace gas and diesel-burning engines with renewable fuel options that include electric, hybrid, and compressed natural gas (CNG). The CNG vehicles will be fueled with the methane gas produced due to the anaerobic digestion process at the Persigo Wastewater Treatment Plant. In 2023, vehicles fueled by CNG are expected to use over 120,000 gallons of fuel. By using CNG, nearly 1,200 metric tons of carbon dioxide (CO₂) will be eliminated, thus reducing greenhouse gas emissions and reliance on fossil fuels.

Sustainability efforts in the Facilities division will include energy efficiency upgrades, including LED lighting in City buildings. Energy cost savings are estimated at approximately \$45,000 annually, with a project payback period of fewer than six years.

Parks and Recreation will deepen its contribution to sustainability by working to protect the environmental benefits of the 37,000 public trees cared for by the Forestry Division. Increased threats to the urban tree canopy in 2021 and 2022 were due to exceptional drought and the proliferation of pests such as lilac ash borer and ash bark beetle. In 2022 the City offered a financial assistance program (Root for our Trees) to private property owners to treat their ash trees against pests. In 2023, the department is shifting towards the most effective known treatment: trunk injection, which protects from pests for three years. The 2023 Budget includes continuing the Root for our Trees program to partner with private property owners and provide trunk injection to ash trees. This program provides visible maintenance and, in some cases, improvement of tree health.

In 2022, a contract was secured to provide sustainable resource management and weed mitigation through goats. This effort is expected to expand in 2023 to reduce weeds in the riverfront area in an environmentally friendly way.

The Water Service Division in the Utilities Department will add a Water Conservation Specialist in 2023 who will support water conservation efforts. These efforts include graywater control, outreach to high water use customers, developing a turf replacement rebate program, and other water-saving initiatives such as water audits and toilet rebate programs in our Water Conservation Plan. Water Services will connect with community organizations focused on water resources through participation in Colorado Dust on Snow, the Drought Response Information Project (DRIP), the Ruth Powell Hutchins Water Center, Colorado State of the River, Water Education Colorado, and the Children's Water Festival. The 2023 budget includes funding towards a partnership with the U.S. Forest Service for the fuels reduction program to protect the City's watershed from the threat of forest fires.

Community Development recruited a new staff member as the City's Sustainability Coordinator in 2022. This position began electric vehicle readiness planning in collaboration with Xcel Energy in late 2022, and this work will continue into early 2023. The 2023 budget also includes capital funding to leverage state grant dollars to install two Level 3 supercharging stations, to address the lack of charging facilities in Grand Junction, especially along the I-70 corridor.

Work began in 2022 to inventory greenhouse gas emissions that will serve as a baseline for the City's Sustainability Plan that will commence and is budgeted in 2023. The Plan will complement and expand upon the goals of the City's Comprehensive Plan and principle of resource stewardship by developing goals, detailed strategies, and concrete measurements to advance a culture of sustainability to ensure that Grand Junction remains a healthy and vibrant place for generations to come.

The City Council has a history of supporting the non-profit organizations in this community through direct funding and allocation of Community Development Block Grant (CDBG) Funds. With the direction of the Council, the City continues to refine the non-profit funding process, including the definition of two different tiers (tier 2 being more than \$50k and tier 1 being \$50k or less) and application requirements. Through media release, website presence, and direct communication, thirty-nine agencies applied for tier 1 funding, and twelve applied for tier 2 funding. Funding requests were reviewed for alignment with the Council's strategic priorities, history of organization impact within the

community, minimum request, and type of request (i.e., operating, or one-time capital), resulting in total funding of \$878,221.

The programs and services offered by the Parks and Recreation Department are essential to maintaining a high quality of life in the City. Popular programs will grow in 2023, including adult softball, youth basketball, and summer camps, which continue to see record-breaking participation. The total participation is projected at over 164,000 participant visits in 2023, averaging over 450 people daily throughout the year.

Through robust public engagement, the PROS Master Plan is a blueprint for the future of the parks, recreation, and open space system to meet the needs of a growing community. The plan identifies, among other things, the level of service across the parks and recreation system and identifies gaps and opportunities that support the system's progression to build community and quality of life in Grand Junction. Implementing the PROS plan is a tremendous opportunity to ensure the City's system stays strong and keeps up with all the growth happening now and in years to come. It also complements and grows out of the comprehensive plan.

The increased emphasis on weed abatement will continue in 2023 under the Public Works Department, with additional resources provided to address weeds in the City's various rights-of-way and open spaces. The Police Department Code Enforcement Division will provide enforcement of private property. Right-of-way will be maintained by both Parks and Public Works depending on location and material in the right of way.

The City Communications and Engagement Department responded to the need for increased inclusion in the City government by creating a process for interpretation and translation. Staff can request written translations of materials for distribution at meetings and special events, mailed notifications, and flyers used for promotional purposes. In addition, interpretation resources for American Sign Language and those for whom English is a second language are available for in-person meetings and visits to City Hall or other City offices to assist community members when they request services, submit documentation, or pay bills. Technology is also being acquired to make interpretation available in the field for first responders and other City staff. In addition, specific outreach to the City's Spanish-speaking community will continue in 2023.

The Communications and Engagement Department is focused on increasing engagement in decisions that impact the quality of life of those living and doing business in the City. That process involves a strategic approach to communications that includes developing a stakeholder database and targeting key audience segments, including mainstream media. While this is a focus for the entire communications team, the Community Engagement Specialist is tasked with building specific communication strategies for City initiatives such as the Ped/Bike Plan, micro-mobility, and the Community Recreation Center planning process.

The Information Technology (IT) Department provides secure, reliable, sustainable technology solutions that help the City team do their best. Notable new projects include a cybersecurity enhancement implementation, fiber optic network infrastructure implementations, and data center core system replacements. The IT Team contributed to a Carrier Neutral Location (CNL) middle mile broadband project DOLA grant submission to bring abundant, high-quality, resilient, cost-effective broadband to City residents, businesses, and government entities. This CNL project will begin in early 2023.

Participating in local elections allows community members to feel heard and connected, which parallels the Council's strategic priority of Quality of Life. This year the City will be conducting its election in April 2023, which is different from prior years when the City contracted with Mesa County. Additional election support will be added to the City Clerk's team to help manage the election, secure election equipment and software, draft and implement procedures, and hire and train election judges. This year's election will be held to elect three (3) Council members to four-year terms representing Districts B and C and one member At Large. The election will also fill a fourth Council position vacancy in District A resulting from a resignation late in 2022. The new Council Member will serve the remainder of the term through April 2025. A ballot question asking voters to approve a Community Recreation Center will also be included.

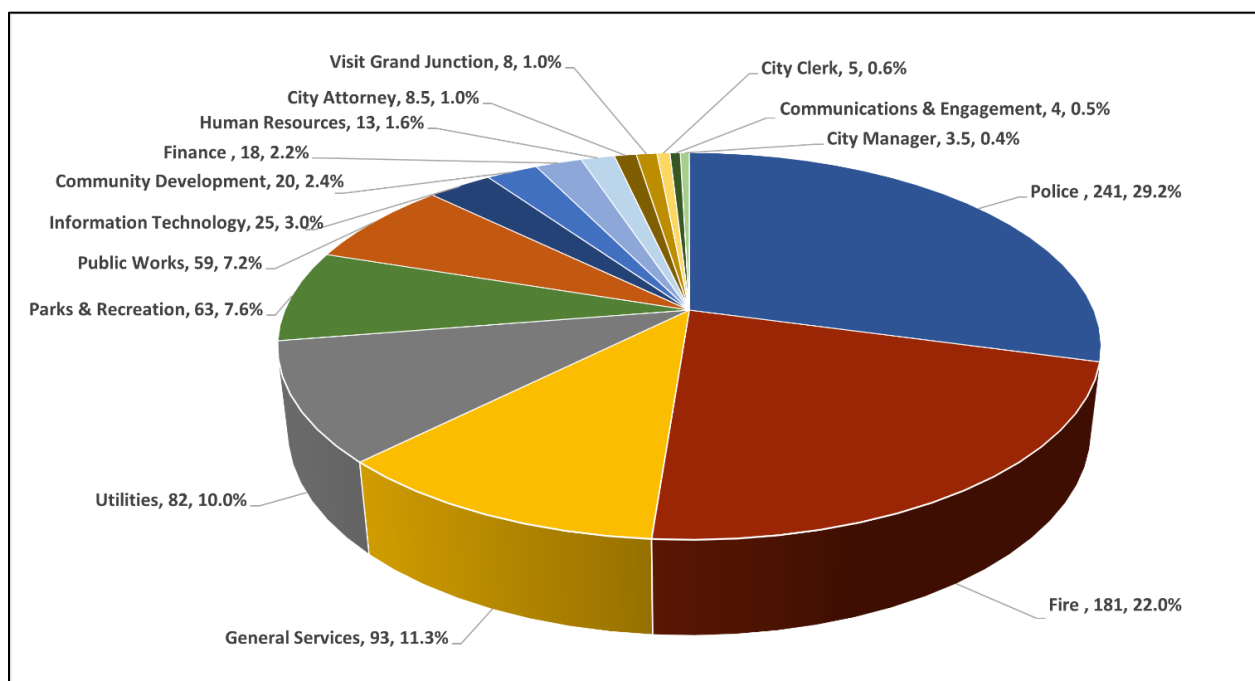
In April 2021, voters approved the legalization of recreational cannabis. Voters also approved a new sales tax on cannabis sales, the revenue of which will primarily be used for Parks and Recreation. Planning for the community's first Community Recreation Center (CRC) involved significant community participation and advisory guidance and recommendations from the Parks and Recreation Advisory Board to City Council. Almost half of the needed revenue for the CRC will be funded by sales tax revenue from cannabis. The City will issue 10 new retail cannabis licenses in 2023 and continue exploring opportunities for additional types of cannabis revenues in 2023.

Financial Overview

The total 2023 Adopted Budget for all funds is \$235.1 million. It represents continued excellence in service to the community with many new programs and initiatives, as detailed in the strategic priorities section above. The following charts depict in graph form the critical components of the budget.

The total authorized number of positions for 2023 is 824, with over half of those positions in public safety and 15% in utility and enterprise funds. Also provided is a chart showing the department's current 2022 positions and authorized positions for 2023.

Full Time Positions by Department

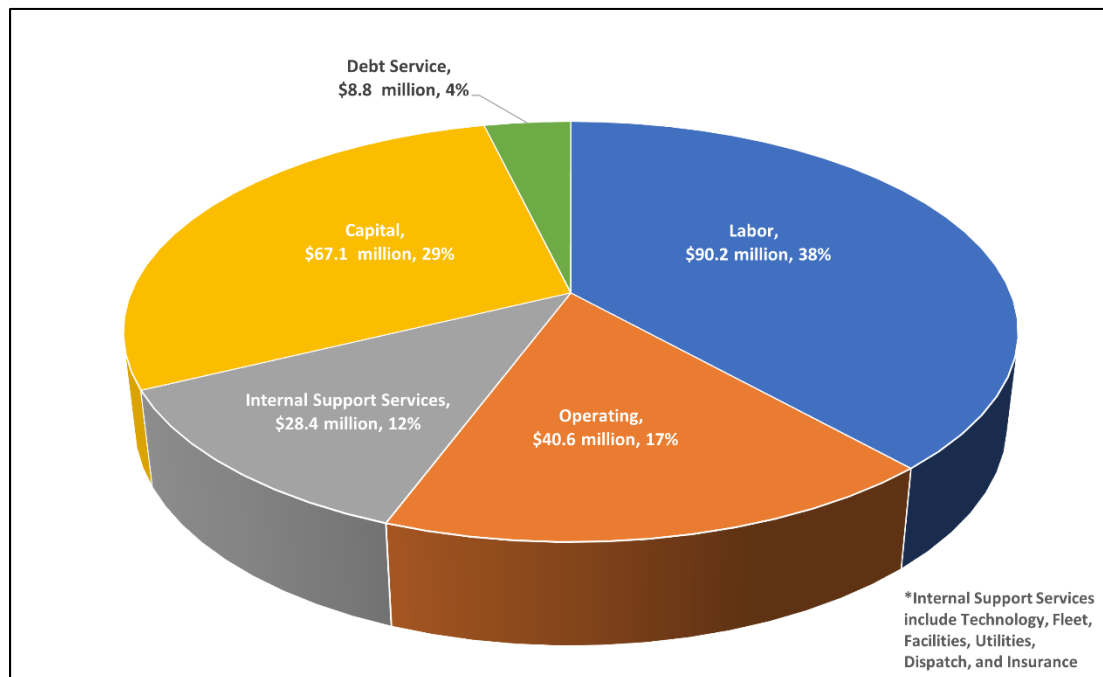


Change in Full Time Positions by Department

Department	2022 Current	2023 Adopted
Police	237	241
Fire	180	181
General Services	86	93
Utilities	77	82
Parks and Recreation	63	63
Public Works	58	59
Information Technology	25	25
Community Development	18	20
Finance	17	18
Human Resources	13	13
City Attorney	6.5	8.5
Visit Grand Junction	8	8
City Clerk	5	5
Communications & Engagement	4	4
City Manager	3.5	3.5
Total Positions	801	824

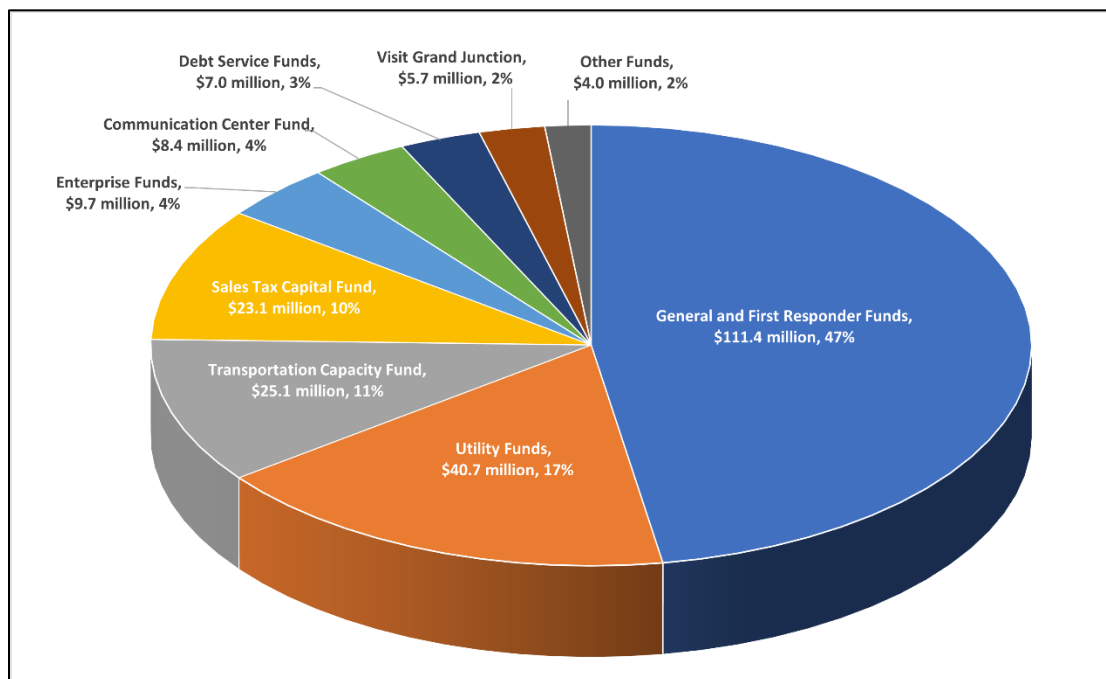
Since the City is a service provided, the most significant portion of the budget (38%) is allocated to labor expenses. The next largest portion (29%) represents the City's continued capital investment in the community. 29% of the budget represents the combined costs of operating and internal support services (information technology, fleet, facilities, utilities, dispatch, and insurance). The remaining 4% of the budget is for debt service.

2023 Adopted Budget by Category



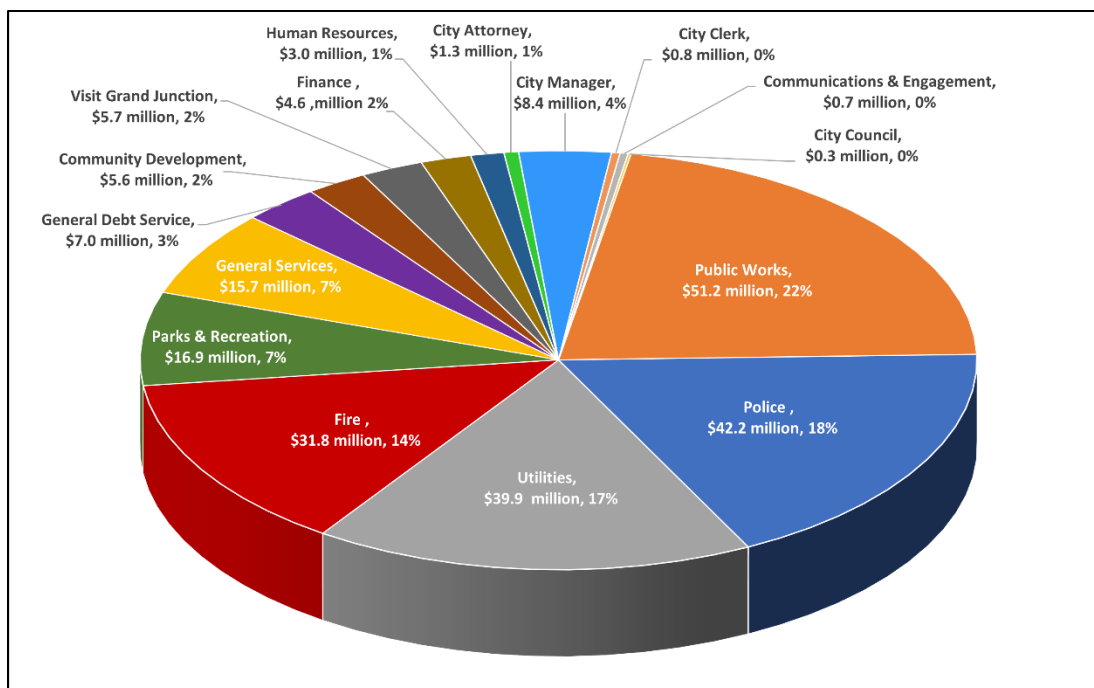
City Council authorizes the City's budget at the fund level through an appropriation ordinance. From a fund perspective, the following chart shows that 47% of the budget is in the General and First Responder funds, followed by 17% in utility funds, a combined 21% in the two major capital funds of Transportation Capacity and Sales Tax Capital, and the remaining budget divided between the other Enterprise and Debt Service funds, the Communication Center fund and Visit Grand Junction fund.

2023 Adopted Budget By Funds
(in millions)



With capital projects included, the Public Works Department has the largest departmental budget for 2023, accounting for 22% of the total budget. The budget for Public Works reflects the significant effort involved in expanding the City's transportation expansion infrastructure. The Police Department, which includes the Regional Communication Center, has the next highest departmental budget (18%). The Fire Department accounts for 14% of the 2023 budget, and the last of the three fire stations authorized with the First Responder Tax will be started in 2024. Utilities, including water, sewer, and irrigation, comprise 17% of the total budget. Water and Sewer funds typically have ongoing major capital improvement and system replacement projects each year. Parks & Recreation and the General Services department budgets make up 7% each, with the remaining 15% between the other departments and debt service.

2023 Adopted Budget by Department



General Fund and First Responder Fund Highlights

The General Fund is the largest operating fund of the City. The General and First Responder funds support the Police and Fire Departments and are the City's largest combined funds. Because of this, budget highlights are explicitly provided for those funds. In the Spring of 2019, the voters authorized the First Responder Sales Tax. A special revenue fund was established to budget and account for revenue from the new tax and expenses for the expansion of First Responder services and facilities. For presentation and comparison purposes, the Police and Fire Department operating budgets are combined for this discussion. Because City Council legally authorizes budget by the fund, they will be separately presented on the Fund Balance Worksheet and separately appropriated.

The 2023 General Fund and First Responder fund budgets are \$100.8 million and \$10.7 million, respectively, for \$111.5 million. This represents a 9.6% (\$9.8 million) increase over the 2022 Adopted Budget and is predominantly due to wage increases, increased labor costs for new positions and new equipment, increased funding for affordable housing, and the addition of technology, fleet, and fuel costs for expansion of first responder services and facilities.

Resources were added in several areas to continue to expand the City's services and programs in line with City Council's strategic priorities and respond to a growing community. Revenues, primarily from sales tax, continued to show growth from 2021 to 2022, and a modest increase is projected for 2023. First responder revenues will support the continued addition of public safety positions and build an estimated \$4.2 million fund balance at the end of 2023. This fund balance is planned and will be needed to fund the construction of the last fire station to start in 2024. The General Fund budget is balanced with sources exceeding uses and an estimated \$39.7 million fund balance, including \$4.1 million in restricted funds (internal loans, Burkey Park, and Richmark Companies infill incentive) and a \$24.8 million minimum reserve at the end of 2023.

The following are key revenue provisions included in the 2023 General Fund and First Responder budgets:

- Sales tax revenues are projected at 3.75% above 2022 and are between 4% and 5% above 2021.
- Based on preliminary certifications, property tax revenues are projected to be 2% lower than in 2022; property taxes are expected to generate \$9.4 million for the General Fund, less than 10% of total revenue.
- Due to increased assessed valuations, rural Fire District contract revenues are expected to increase.

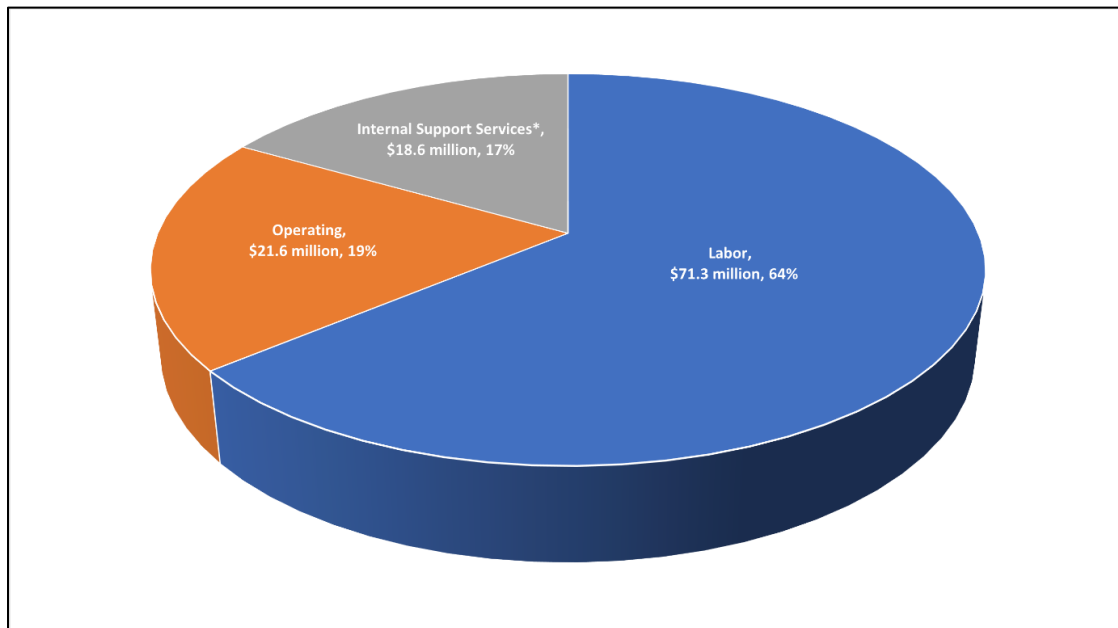
- General Fund revenue is expected to increase by 4.3% over the 2022 estimated revenue.
- First Responder tax tracks with the City's sales tax and is projected at 3.75% above 2022 estimated revenues.
- The City received a significant SAFER grant for \$5.9 million for staffing Fire Station #6; the grant runs to 2025, and \$2.0 million is budgeted for 2023.

The following are key expenditure provisions included in the General Fund and First Responder budgets:

- Cost of labor increases for pay range and wage adjustments, continued implementation of first responder staffing, and nine new positions to address the Council's Strategic Priorities:
 - Four in Public Safety (one fire inspector and three parks patrol positions)
 - Two positions in the City Attorney's Office (staff attorney and administrative specialist)
 - Two positions in Community Development (planning manager and homelessness position)
 - One position in Finance (accountant/analyst)
- Fleet, fuel, facilities, utilities, and technology to support growing staff, vehicles, and fire stations.
- Affordable housing and homelessness budget \$1.5 million for contributions/initiatives and another \$500k in staffing and contract services.

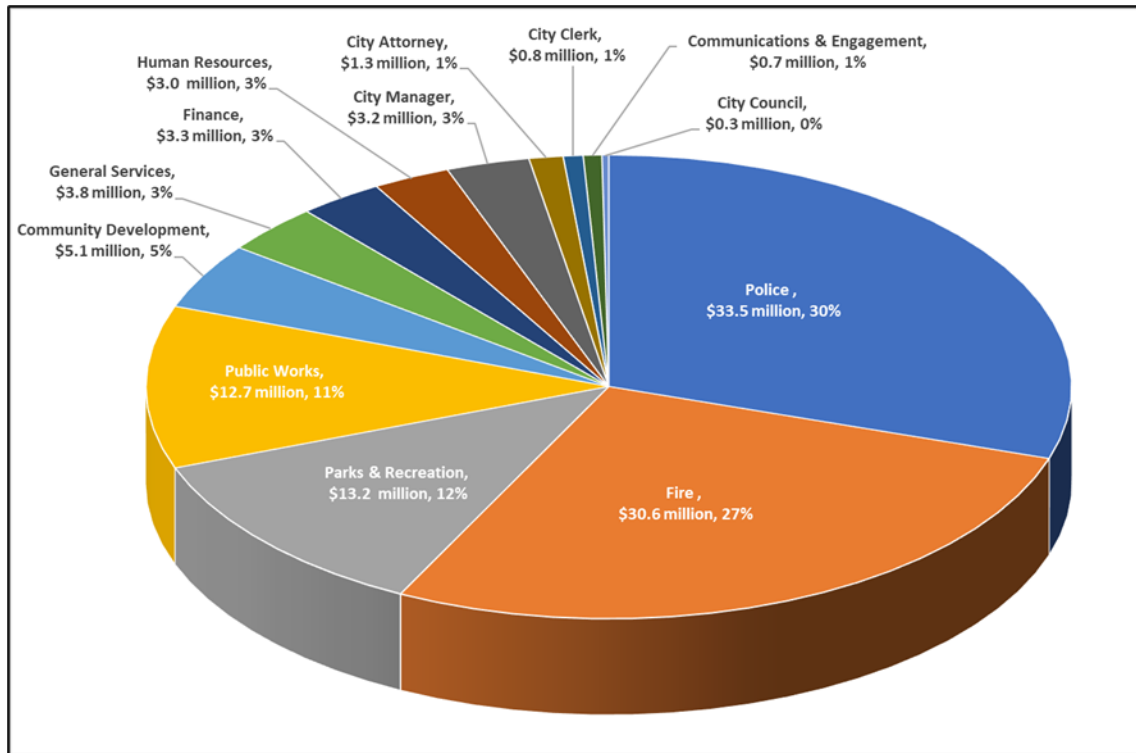
The following charts show the 2023 Adopted Budget of \$111.5 million for the General and First Responder Funds by category and department. Because the City is a service organization, most of the General Fund and First Responder budgets are allocated to labor. Most operating costs are for support of affordable housing, non-profit organizations, specialized operating equipment, utilities (streetlights), professional development, and contract services. The costs associated with providing internal support services to departments serving the community include dispatch, information technology, fleet, facilities (utilities), and insurance.

2023 General and First Responder Funds Adopted Budget



The largest departments are Police and Fire, which comprise 57% of the General and First Responder Funds budget, followed by Parks & Recreation and Public Works for a combined 23%. These major operating departments comprise 80% of the General and First Responder funds budget.

General and First Responder Funds 2023 Adopted Budget by Department



In summary, the budget represents the allocation of resources to achieve the City Council's Strategic Priorities. These are the highlights of the \$235.1 million 2023 Adopted Budget, which is the framework for programs and service delivery to residents and community members now and into the future.

Acknowledgments

This budget document reflects the efforts of many long hours contributed by staff from all City departments and input generated by employees and the City Council. Special recognition goes to the City's budget team for their extraordinary collaboration in preparing the 2023 Adopted Budget. The budget team consisted of Linda Longenecker, Matt Martinez, Johnny McFarland, Andrea Brush, Shelley Caskey, Ann Guevara, Jason Davis, Brandon Hinze, Ashley McGowen, and Jodi Welch.

Respectfully submitted,

Greg Caton
City Manager



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COMMUNITY PROFILE

The City of Grand Junction is a home rule municipality and the most populous municipality of Mesa County, Colorado. The City is a full-service municipal government organization providing a broad range of services for its Citizens. The organization is comprised of 15 departments, including the Police and 911 Communications Center, Fire, Public Works, Parks & Recreation, General Services, Utilities (water and sewer), Community Development, Finance, Human Resources, Information Technology, City Clerk, Communications and Engagement, City Manager, City Attorney, and Visit GJ and employs 824 full-time employees.

City of Grand Junction Quick Facts

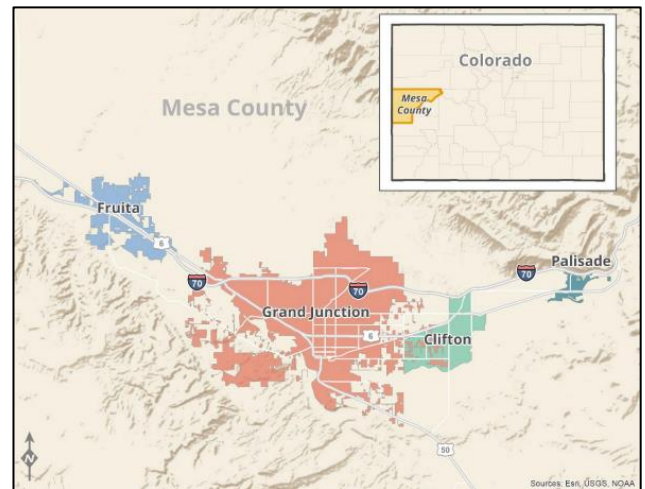
Year of Incorporation.....	1882
Mayor.....	Anna Stout
Number of Council Members.....	7
Population (2021 State Demographer est.).....	66,964
Budgeted Full-Time City Positions.....	824
2023 Budgeted Revenues.....	\$202,770,369
2023 Budgeted Expenditures.....	\$235,098,400
Bond Rating.....	AA
City Website.....	gjcity.org



nature and culture. Whether you are indoors or out, Grand Junction provides experiences you will not find anywhere else in the world.

Location

Grand Junction is the gateway to the mountains and canyonlands of Western Colorado and Eastern Utah. Centrally located between Denver, CO (250 miles east) and Salt Lake City, UT (270 miles west), Grand Junction is surrounded by 1.2 million acres of public land. Residents enjoy world-class whitewater rafting on the Colorado and Green Rivers, golfing, fishing, skiing, and snowboarding, and exploring mountain bike and hiking trails through the Colorado National Monument and the Grand Mesa National Forest. Grand Junction's robust downtown hosts multiple arts, music, food, and market events annually. With over 150,000 people residing in Mesa County (66,964 within the City limits), this area has many big town amenities without the big town stresses such as traffic and trail congestion. With an average of 245 days of sunshine, the City is the perfect place to work and play.



To the east is the Grand Mesa, with lakes, forests, a scenic byway, and terrific fall-color displays. To the west is the Colorado National Monument, a little Grand Canyon of red rock formations, steep drop-offs, and high vantage points, including the 23-mile Rimrock Drive. To the south is the lush Western Slope agricultural oasis, fostering everything from wine grapes to peaches that feed more than 20 Grand Valley wineries and local farmers' markets respectively. To the north are the Book Cliffs, sheer rippled stone walls descending from the mesa top to the valley floor.

The great Colorado River flows from the Rocky Mountains through the City and into Utah. Here, you can take mild to wild river raft rides, with several areas on the river offering class-IV rapids. Nearby Rattlesnake Canyon is worth a trip to see spectacular red-sandstone arches.

Charming and booming with local businesses, the streets of downtown Grand Junction are filled with art galleries, clothing boutiques, antique shops, and various restaurants - many with delightful sidewalk dining. Main Street also features one of the nation's largest outdoor-sculpture collections, with more than 100 pieces of art lining the sidewalks. These are a few reasons the downtown area was recently named a Certified Colorado Creative District.



The City's weather is milder than the rest of Colorado, and several local golf courses boast that you can play here all winter. Tiara Rado Golf Course, with the red cliffs of the Colorado National Monument towering beautifully above the links, and the Lincoln Park Golf Course in the heart of downtown Grand Junction included.

The mild winters played a significant role in persuading those who would become the first permanent settlers to stay here in the 1880s.

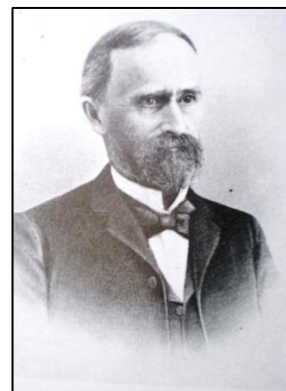
History of Grand Junction

The region's colorful history stretches much further back in time. A little-known aboriginal civilization known as the Fremont first moved to the region around 200 A.D. Living in pit houses, eating insects, small animals, and sparse produce from tiny gardens, the mysterious Fremont left Western Colorado about 1300 A.D. Roughly 100 years later, the first bands of nomadic Utes moved into the region. The various Ute tribes eventually called much of Colorado and Utah home until they were forced onto reservations in 1881. Both Native groups left behind numerous examples of colorful rock paintings and canyon carvings. Some of the rock art can still be spotted today.

Until 1821, the Grand Valley was part of the Kingdom of Spain. During the early and mid-1700s, hardy Spanish and Mexican soldiers, explorers, and priests poked and prodded through the region. Some were looking for gold, others seeking new trails to Spanish California. Hoping to trap valuable beaver or trade with Ute Tribes, Spanish officials kept most Americans out of the territory. However, when Western Colorado became part of Mexico in 1821, the mountains were suddenly wide open to trappers, traders, and wandering buck-skinners of the U.S.

A few of the same mountain men to first see Colorado's Western Slope later helped guide U.S. Army expeditions and Government Surveying parties through the region. Some of the Old West's best-known explorers - Kit Carson, John Charles Fremont, and Capt. John Gunnison - all passed through the Grand Valley in the 1840s and 1850s.

Despite anti-native politicians, a large part of Western Colorado remained in Ute Territory until September 1881, when the region was opened to homesteaders, ranchers, and town builders. By the time Kansas politician and real estate developer George Crawford (pictured) decided the unclaimed Grand Valley would make a good town site, Denver, Colorado, already had a population of 50,000, and Grand Junction, Colorado, was just being born!



Since its establishment in 1881, the City and its surrounding land have been the site of railroads, factories, orchards, highways, and vineyards. The City's rapid early growth was primarily due to the agricultural productivity of surrounding communities and significant irrigation projects funded by the federal Bureau of Reclamation. In the mid-twentieth century, the City also served as the processing hub for the Western Slope's uranium mines.

Today, the City remains a tourism hotspot, as thousands come to the Grand Valley each year to hike, camp, bike, raft the Colorado River, rock climb, and tour local orchards and wineries. The City's downtown district includes a variety of shops, restaurants, and cultural events. In addition to the lodging, food, and retail industries, many of the City's major employers are in education and health care, including CMU, Mesa County Valley School District 51, St. Mary's Hospital, Community Hospital, and Grand Junction VA Medical Center, as well as other local government agencies.

The City's diverse economy depends as much on the local environment as on individual businesses and industries. That environment faces significant challenges from climate change in the coming years. According to local water officials, the Colorado River's overall flow levels are threatened by rising temperatures, and the water is already over-appropriated to downstream states because of decades-old interstate agreements. Institutions such as the Ruth Powell Hutchins Water Center at CMU and initiatives such as the Grand Valley Regional Water Conservation Plan—an agreement between the City, Clifton, and Ute Water Districts—reflect residents' efforts to maintain their natural resources. Additionally, the Mesa Land Trust, a nonprofit conservation group, helps protect riparian environments along the river by securing conservation easements.

Demographics

The City sits within the boundaries of Mesa County, Colorado. The chart below shows basic statistics for the City compared to Mesa County and Colorado in general.

	Grand Junction	Mesa County	Colorado
Population (2021) *	66,964	157,323	5,814,707
Population Change (2010 to 2020) *	7,478	10,168	764,375
Median Household Income †	\$58,892	\$62,127	\$80,184
Median House Value †	\$271,100	\$264,100	\$397,500
Percentage of Population with Incomes lower than the Poverty Line †	13.1%	11.9%	9.6%
Percentage of Population Born in Colorado †	46.8%	49.7%	41.9%

* State Demography Office || †Source: U.S. Census Bureau; 2/14/2023

Population

The US Census Bureau has the most current (2021) City of Grand Junction population estimate at 66,964, a 1.78% increase over the 2020 population estimate. The City of Grand Junction has grown by at least 1.5% yearly since 2017, except for 2019. This continues to exceed rates of growth exhibited in Grand Junction from 2010 to 2014, which hovered around 1% and exceeds the State Demographer's estimate of an average of 1.08% in the current decade. If the actual growth rate reflects the State Demographer's estimate, the City will grow to approximately 75,000 people by 2030. The City's population has more than tripled since 1970, and at the projected growth rate, the City will reach a population of 100,000 in the next 30 years (2050). The 2021 Census counted 155,910 persons living in Mesa County, a 6.1% increase from the 2010 US Census, and is projected to increase to a population of 236,000 by 2050. 78% of the growth in Mesa County between 2010 and 2020 occurred in the City of Grand Junction. Demographic trends include:

Population Growth Rate Compared to Mesa County and the State of Colorado

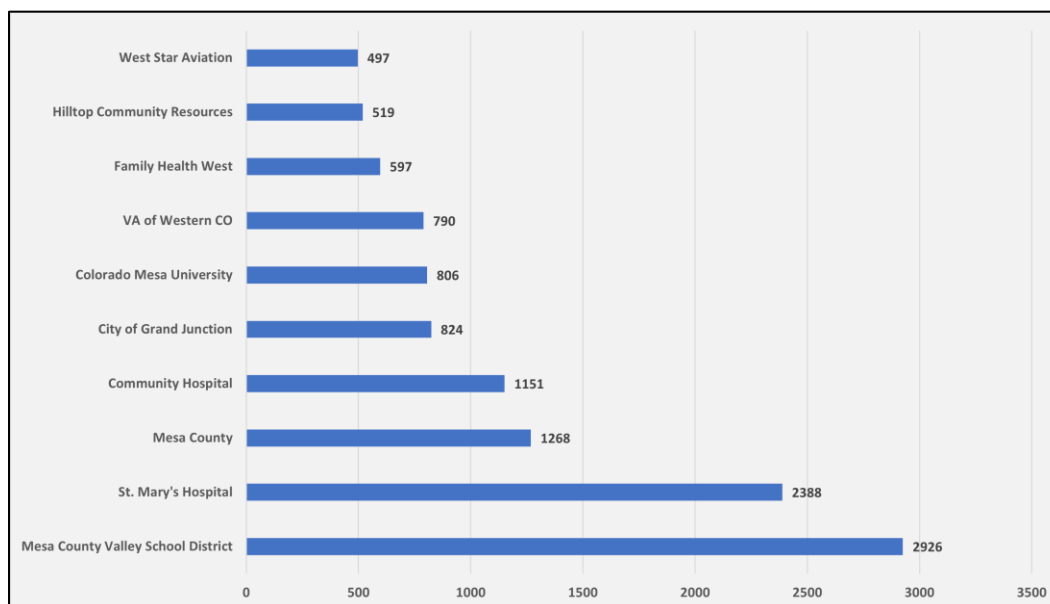
Year	Grand Junction		Mesa County		State of Colorado	
	Population	Growth Rate	Population	Growth Rate	Population	Growth Rate
1990	32,893		93,145		3,294,473	
1995	41,728	4.9%	105,406	2.5%	3,811,074	3.0%
2000	45,678	1.8%	117,651	2.2%	4,338,801	2.6%
2005	51,565	2.5%	128,999	1.9%	4,662,534	1.4%
2010	59,426	2.9%	147,155	2.7%	5,050,332	1.6%
2015	60,938	0.5%	148,774	0.2%	5,446,594	1.5%
2020	65,811	1.6%	155,950	0.9%	5,784,156	1.2%
2021	66,904	1.7%	157,323	0.9%	5,814,707	50.0%

Source: State Demography Office, Print Date 02/14/2023

Employers and Key Industries

For many years, the City felt the effects of a “boom or bust” economy due to the reliance on the local oil and gas industry. Over the last ten years, the City has made many strides in diversifying its economy to alleviate the boom and bust. The City’s economy has withstood the COVID-19 Pandemic with far less harm than the City had first thought, and that’s attributable to its partnerships with outside agencies and the continuing diversification of the economy. Today, critical industries in the City and vicinity include aerospace and advanced manufacturing, agribusiness (fruit farms, wineries, craft breweries, distilleries, and farm-to-fork operations), energy and renewables, health and medical care, education, outdoor recreation, technology, and entrepreneurship.

Mesa County’s Top 10 Employers for 2022



Grand Junction Economic Partnership; February 2022

Housing Characteristics

The table below displays the characteristics of owner-occupied housing within the City.

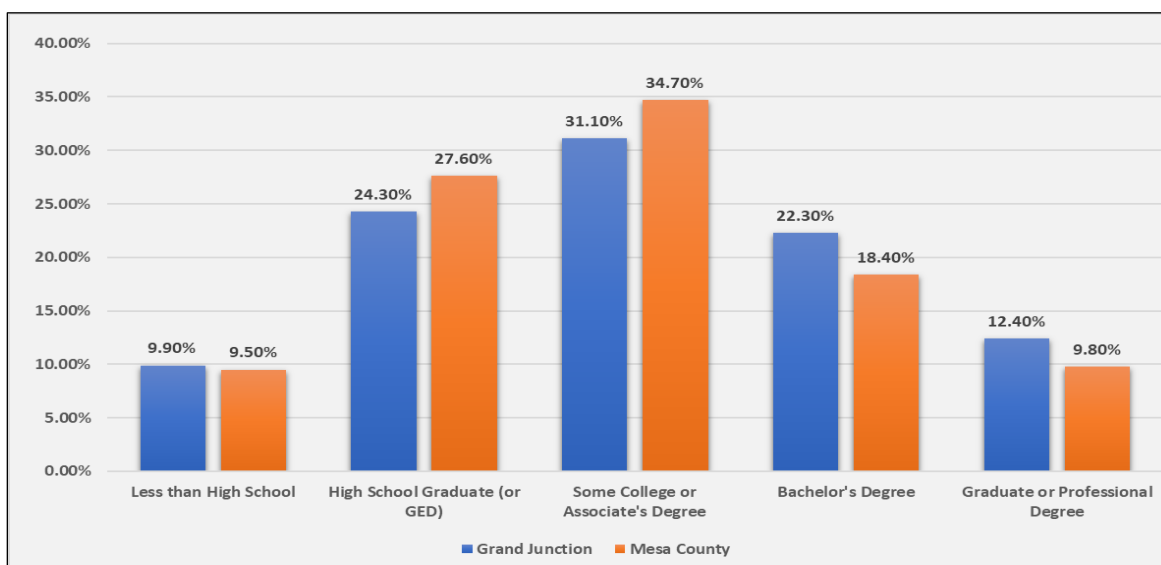
Grand Junction, Colorado					
Variable	Owner-Occupied Units		Rental Units		All Units
	Units	Percent	Units	Percent	Units
All Housing Units	15,622	60.6%	10,138	39.4%	25,760
Single Unit Building	14,295	80.3%	3,510	19.7%	17,805
Buildings with 2 to 4 Units	349	15.6%	1,890	84.4%	2,239
Buildings with 5 or mor Units	300	7.2%	3,887	92.8%	4,187
Mobile Homes	660	43.7%	851	56.3%	1,511
RVs, Boats, Vans, etc.	18	100.0%	0	0.0%	18
Median year of Construction	1991		1978		1984
Average Number of persons Per Household	2.37		2.22		2.32

Source: U.S. Census Bureau, 2016-2020 American Community Survey

Education

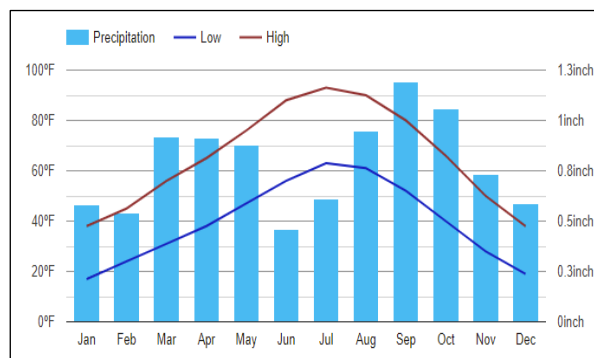
The City is home to Colorado Mesa University (CMU), which supports the future of its workforce and community. Accredited by the Higher Learning Commission, CMU is the fifth fastest-growing university in the country and is home to 11,000+ students pursuing degrees in over 225 academic programs. Mesa County School District 51 serves K-12 students and is the 12th largest district in Colorado. Education Attainment in the City and Mesa County is summarized below.

Education Attainment Compared to Mesa County



Climate

The City has an arid climate with high summer temperatures in the 90s and low winter temperatures in the 20s and 30s. The warmest month of the year is July, with an average maximum temperature of 93 degrees Fahrenheit, while the coldest month is January, with an average minimum temperature of 17 degrees Fahrenheit. The annual average rainfall precipitation in the City is 9.41 inches, and the annual average snowfall precipitation is 19 inches.



Colorado National Monument

BUDGET GUIDE

The budget document serves four primary purposes:

1. As a **policy document**, the budget indicates what services the City will provide next year and spells out the level of services and reasons for their provision.
2. As an **operations guide**, the budget document shows how departments and funds are organized and how they provide services to the community.
3. As a **financial plan**, it summarizes the cost to the taxpayers for current and approved service levels and how they will be funded.
4. As a **communications tool**, the budget is designed to be user-friendly, with summary information in text, charts, tables, and graphs.

Budget Document

- **Table of Contents** – lists all sections of the budget and the information detailed in each area. A link to each topic is provided in electronic format.
- **Budget Message** – The City Manager summarizes the significant changes in the budget for the Citizens of Grand Junction, the Mayor, and the City Council, as well as the outlook for the upcoming year.
- **Community Profile** – provides historical data and demographic information about the City. This section assists both residents and non-residents in putting the City's budget into perspective.
- **Budget Guide** – explains how to use the budget book.
- **City Government** – shows the Mayor and City Councilmembers for each Council district. The City's leadership staff, including the City Council, appointed positions of City Manager, City Attorney, and Municipal Judge; the Department Directors and the divisions they oversee. Also included is a list of City boards and commissions that assist decision-making and operational planning.
- **Budget Process** – gives a timeline for the budget development process and the bases for determining the budget.

Financial Summary

- **City Financial Plans and Policies** – provides insight into the policies and plans used in building the annual budget, including the Strategic Plan, Comprehensive Plan, 5-Year Financial Plan, 10-Year Capital Improvement Plan, and many others.
- **Budget Highlights** – describes the highlights of the current budget year.
- **Accounting Fund Structure** – describes the City's funds and how they are used.
- **Fiscal Summary** – includes various tables showing the City's current year revenues and expenditures, fund balance, interfund transfers, a 4-year history of revenue and expenditures, and a 5-year historical ending fund balance.

Department Budget Summary

- **Department Overview** – the department overview provides information about the department. In addition, it identifies which fund each division is funded by and describes the operations within each division.
- **Strategic Priorities** – includes each department's strategic plan priorities that they have been assigned and steps to achieve success.
- **Prior Year Accomplishment** – provides a look back at each division's accomplishments during the preceding year.
- **Current Year Objectives** – Shows significant initiatives for the current budget year that each department has planned.
- **Department Personnel** – shows the staffing level of each department, listed by fund and division. In some cases, some positions may be allocated to other departments, divisions, and funds.
- **Department Expenditure Summary** – shows all expenditures for each department and division within the fund for the prior two years' actuals, the previous years adopted and projected Budgets, and the current year adopted budget.

- **Budget by Fund, by Classification** – Each department's revenues and expenditures have been broken out by fund and classification. All divisions within a department that are charged to the same fund are included in the total.

Capital Improvement Funds

- This section provides information on capital projects, including the name, budget amount, future year planned budget (for information only, as City Council must approve them in the year planned), funding source, project description, and ongoing operational costs. Expenditures are shown within each department's summary section that utilizes funds from these sources. However, this section shows them in their entirety by fund.

Special Revenue Funds

- This section provides information on revenues received for specific expenditure uses such as conservation trust funds (state lottery dollars) and transportation capacity payments (paid by developers to improve infrastructure around their projects).

Debt Service Funds

- This section provides information on debt service funds used to account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs. Expenditures are shown within each department's summary section that utilizes funds from these sources. However, they are shown in their entirety by fund in this section.

Appendix

- This section includes the budget adoption resolution, budget award certificate, the City's pay plan, and a glossary of commonly used terms.



Friday Night Community Bike Ride Downtown Grand Junction

CITY GOVERNMENT

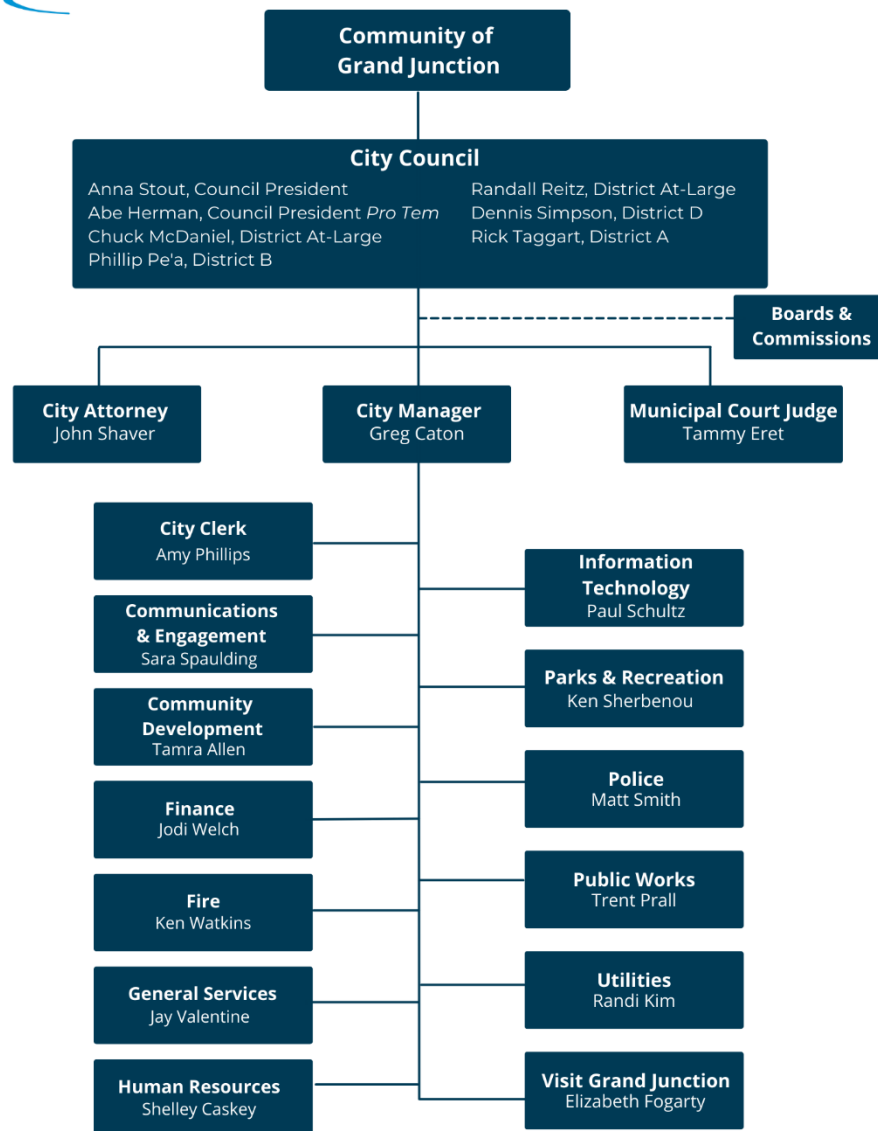
The City runs on the Council-Manager form of government as the City Charter provides. This form of government combines the political leadership of an elected City Council with the managerial experience of an appointed City Manager. The goal of a Council-Manager form of government is to separate the administrative functions of the city government from the political process. The administrative aspects of the organization are run by professional staff members trained in government administration. The City is a Home Rule City, governed by the City Charter, the State Constitution, and City Ordinances adopted by the Citizens of Grand Junction, which designates the powers and authority of the City Council and the City Manager.

The chart below shows the organization at a high level, beginning with the Citizens, City Council, Appointed Officials, and City Department Directors.

City of Grand Junction Organization Chart

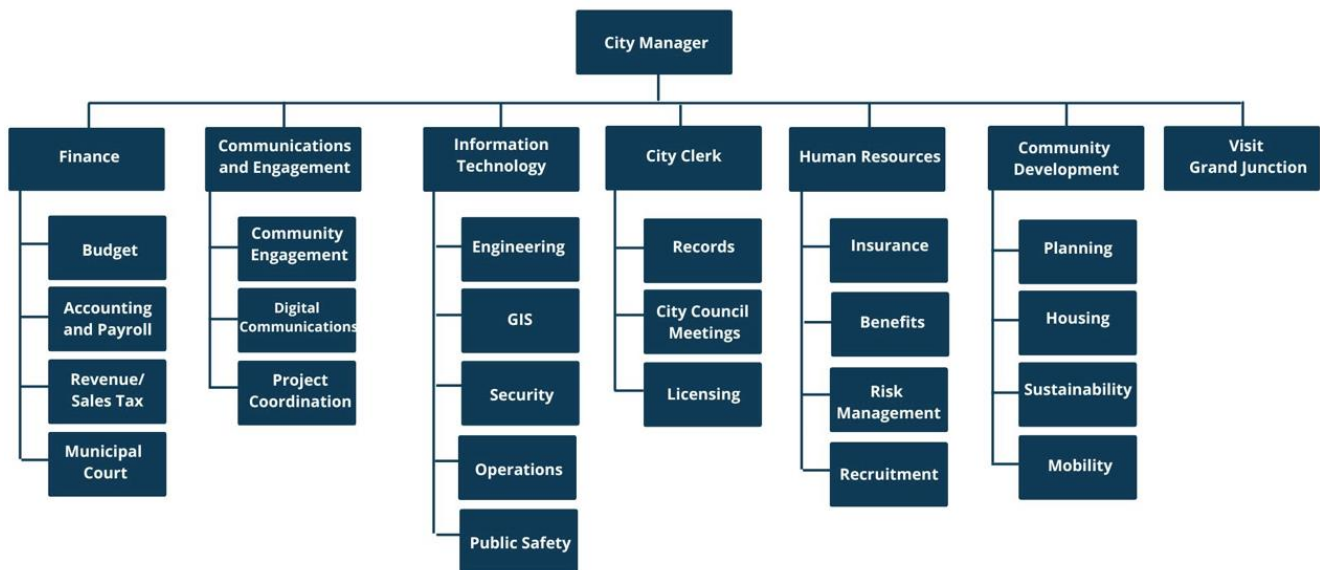
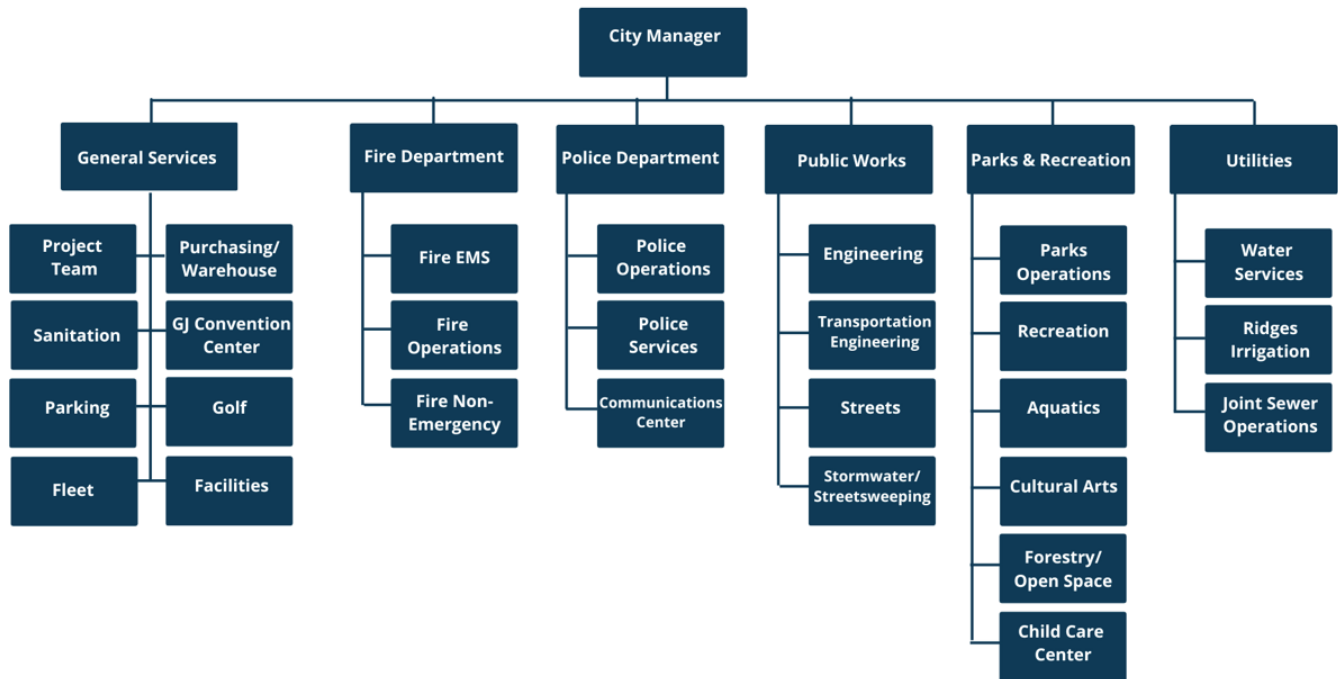


City of Grand Junction Organizational Chart



Divisional Organization Chart

The Organization Chart below shows City organizations by department and division.



Directory of City Officials

Mayor and City Council Members

The City Council comprises seven community members – five of whom are elected from and represent certain districts, and two are elected at large. Elections are held every other April in odd-numbered years, and the Mayor is selected from among the City Councilmembers at the first meeting in May each year. The City Council meets on the first and third Wednesday of each month. It holds workshops on Mondays preceding the official meetings. Special meetings may be called if necessary.



Anna Stout
Council President, District C
Expires May 2023



J. Merrick "Rick" Taggart
Councilmember, District A
Expires May 2025



Phillip Pe'a
Councilmember, District B
Expires May 2023



Dennis Simpson
Councilmember, District D
Expires May 2025



Abe Herman
Council President Pro Tem,
District E
Expires May 2025

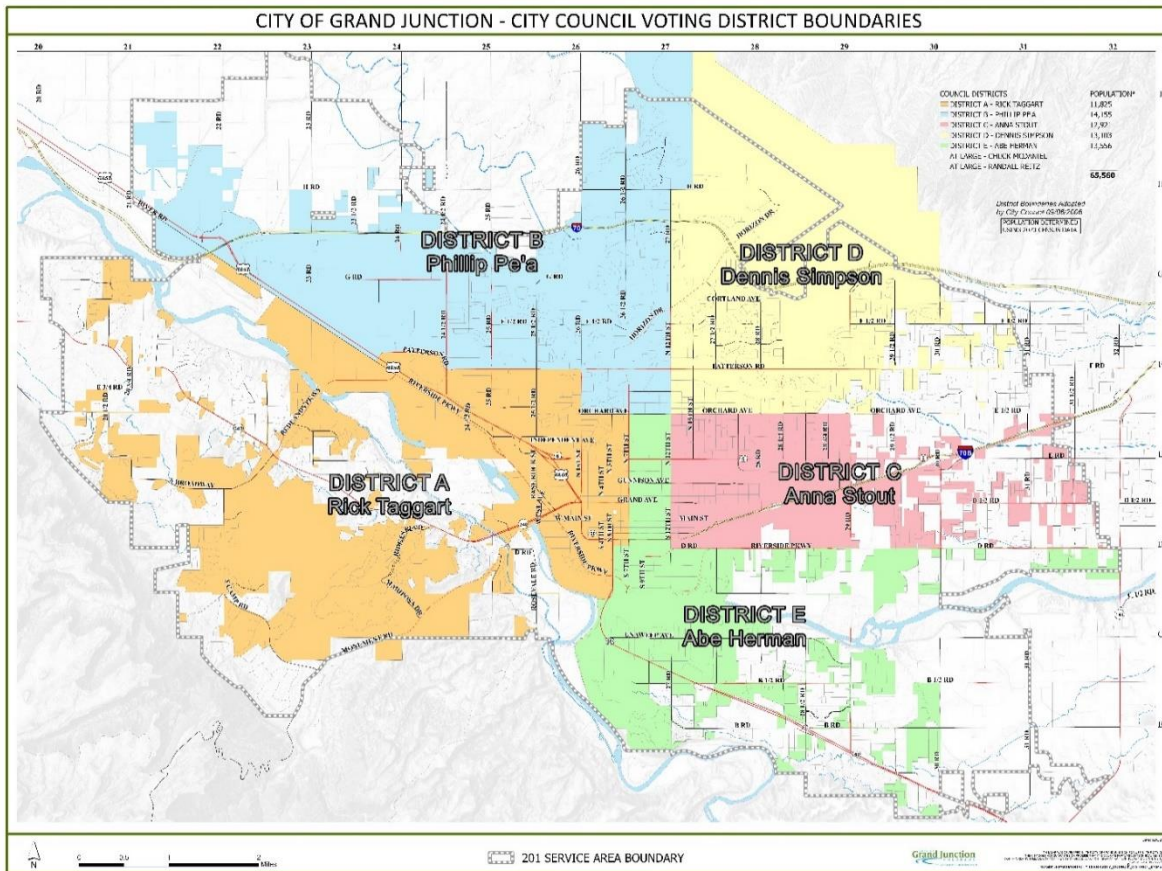


Chuck McDaniel
Councilmember, District at Large
Expires May 2023



Randall Reitz
Councilmember, District at Large
Expires May 2025

City of Grand Junction City Council Districts



Appointed Officials

Greg Caton	City Manager
John Shaver	City Attorney
Tammy Eret	Municipal Court Judge

Department Directors

Amy Phillips	City Clerk
Sara Spaulding	Communication & Engagement Director
Tamra Allen	Community Development Director
Jodi Welch	Finance Director
Ken Watkins	Fire Chief
Jay Valentine	General Services Director
Shelley Caskey	Human Resources Director
Paul Schultz	Information Technology Director
Ken Sherbenou	Parks & Recreation Director
Matt Smith	Police Chief
Trent Prall	Public Works Director
Randi Kim	Utilities Director
Elizabeth Fogarty	Visit Grand Junction Director

City of Grand Junction Boards and Commissions

Citizen participation at all levels of the governmental process is valued and encouraged. One way to get involved is through service on a volunteer board. The City has 18 boards, committees, commissions, and authorities on which over 100 citizens serve. City Council reviews all applications for board vacancies and makes appointments to boards and commissions.

- ❖ **Commission on Arts & Culture:** The mission of the Commission on Arts and Culture is to enhance local arts and cultural opportunities and development, encourage cooperation and collaboration among arts organizations, provide information to area artists and arts agencies, and establish community arts priorities.
- ❖ **Downtown Development Authority (DDA):** The DDA's primary purpose is to facilitate reinvestment and redevelopment in the downtown area. The function of the Board of Directors is to establish policy and direct the Authority in its efforts.
- ❖ **Downtown Grand Junction Business Improvement District (DGJBID):** The DDA Board Members also serve as the Board for the Downtown Grand Junction Business Improvement District. The DGJBID Board provides continuity of efforts in promoting and revitalizing the business activities in the District by improving the economic vitality and overall commercial appeal of the downtown areas.
- ❖ **Forestry Board:** The Grand Junction Forestry Board acts as a reviewing body to determine professional qualification and competence to engage in the business of cutting, trimming, pruning, spraying, or removing trees by giving written, oral, and practical license examinations,
- ❖ **Grand Junction Housing Authority:** The Grand Junction Housing Authority provides safe and sanitary homes for low and moderate-income persons.
- ❖ **Grand Junction Regional Airport Authority:** This seven-member Board is responsible for setting policy and overseeing the Grand Junction Regional Airport operations. The Board ensures compliance with its bylaws, the State of Colorado Public Airport Authority Law, and FAA regulations.
- ❖ **Historic Preservation Board:** The Historic Preservation Board is responsible for recommending the designation of historic resources to the City Council for listing on the City Register of Historic Sites, Structures, and Districts.
- ❖ **Horizon Drive Association Business Improvement District:** The function of the Horizon Drive Association Business Improvement District Board of Directors is to take such actions and perform such duties as are required of the operations of the District.
- ❖ **Mesa County Building Code Board of Appeals:** The function of the Building Code Board of Appeals is to make notable exceptions to the terms of the building code, formulate suggested amendments to the building code for consideration by the Board of County Commissioners, adopt substantive rules and regulations based on the provisions of the building code; may also hear appeals by any person aggrieved by his inability to obtain a building permit or by any officer, department, board, or bureau of the county affected by the granting or refusal of a building permit.
- ❖ **One Riverfront (formerly Riverfront Commission):** One Riverfront is charged with planning, advocating, and implementing the many parts of a program to redevelop and reclaim the Riverfront within the City and County.
- ❖ **Parks & Recreation Advisory Board:** The seven-member Board appointed by the City Council assists in planning recreation activities and helps to promote a long-range program for developing the City's park system.

City of Grand Junction Boards and Commissions

- ❖ **Parks Improvement Advisory Board:** As a not-for-profit corporation organized in 1982, this Board advises the City on park improvement issues.
- ❖ **Planning Commission:** The Planning Commission decides on specific planning and zoning-related issues and recommends similar matters to the City Council.
- ❖ **Riverview Technology Corporation:** This nonprofit corporation was formed in 1999 to acquire the Department of Energy site near the Orchard Mesa Cemetery.
- ❖ **Urban Trails Committee:** The purpose of the Urban Trails Committee is to plan and promote the City Council's goals for an interconnected network of sidewalks, paths, and routes for active transportation and recreation throughout the City's urbanized area.
- ❖ **Visit Grand Junction Advisory Board:** The mission of the Visit GJ is to market the City and surrounding areas in external markets to attract visitor dollars. The Board advises the Visit GJ staff on policies and marketing directions.
- ❖ **Zoning Board of Appeals:** The Zoning Board of Appeals hears and decides administrative decisions, appeals for variances of the bulk requirements and non-conforming uses, and requests for exceptions to the side or rear setback requirements according to the Zoning and Development Code.



Avalon Theater and Horse Drawn Carriage

BUDGET PROCESS

Budget Development Process

The development of the 2023 Adopted Budget is a months-long process that includes all city departments and involves more than 30 employees contributing over 3,000 hours of combined staff time.

The process begins when staff engages with key partners in the community to develop a sense of the local economic landscape and current market conditions and trends. This information is used to build revenue forecast models that aid in the development of the budget.

Through the budget process, the staff develops labor, operating, and capital budgets culminating in a detailed line-item review of each department budget by the City Manager and an internal budget review team. Three budget workshops are held with City Council, and detailed supporting budget documents are provided for each workshop and available to the public online.

The City Council authorizes the annual budget by appropriating spending at the fund level. As part of the supporting documentation, the Fund Balance Worksheet displays the City's total budget and the total appropriation of the budget. The City's 2023 adopted budget of \$235.1 million is presented with the internal service operations of Information Technology, Fleet, Insurance, and Facilities budgeted in each Department's expenses. There are two public presentations and hearings for public input during the adoption process.

Budget Development Timeline

- **May/June 2022:**
 - Review Current Year Capital Projects – Departments submitted an updated 10-year general government capital plan and 10-year capital plans for the enterprise and internal service funds. As project priorities change, plans are updated to reflect the highest-priority projects. The first five years of each plan are balanced within expected resources, and years 6-10 are shown for planning purposes but are considered unfunded projects.
 - Labor Discussions – Labor and personnel challenges and opportunities were discussed with each department, and labor parameters were set. Human Resources provided labor packets to departments to help determine needs and priorities for establishing labor projections.
 - Economic Indicators – The City and its partners within the community, including the Chamber of Commerce, Grand Junction Economic Partnership, Mesa County Workforce Center, Colorado Mesa University, and others, met to discuss current economic indicators within the community, such as labor market, business retention, student enrollment, etc.
 - Revenue Projections – Staff updated financial plans and made projections on revenues and resources in the coming year, which will offset expenditures.
 - Establish Budget Development Parameters – Budget development parameters were given based on input from City Council priorities, the City's Comprehensive Plan, and the Strategic Plan.
- **July/August 2022:**
 - Citizen Budget Discussions and Community Meetings – In 2023, two citizen budget meetings were held to get community input into the City's 2023 budget.
 - Major Capital Projects Prioritized with Capital Plan – The 10-Year capital plans were prioritized and balanced within existing resources for the first five years.
 - Departments Submit Operating Budgets – Each department entered operating budgets into the City's financial system.
 - Department Line-Item Budgets Reviewed – The City Manager and Budget Team reviewed each department's proposed budget during a detailed line-item review meeting. Departments explained or justified expenditures, and the budget team recommended changes.

- **September/October 2022:**
 - Finalization of Revenue Projections – Revenue projections were updated using current trends and forecasts.
 - City Manager Recommended Budget – The recommended budget was compiled and balanced within resources in preparation for presentation to City Council.
 - City Council Budget Workshops – Budget workshops were held with the City Council on October 3rd, where the major operating departments of the City presented their recommended 2023 budget and priorities. At the October 17th Budget Workshop, City Council was presented with economic development, non-profit funding, and capital budgets. On October 31st, staff wrapped up the budget presentations for the City Council and prepared for the first public presentation and hearing.
- **November/December 2022:**
 - November 2nd – Held the first public presentation and hearing.
 - December 7th – Held the second public presentation and hearing, final budget adoption.

The graphic below shows the City's timeline for the 2023 budget process.



Budget Basis and Budget Management

City Council adopts the City's annual budget for one year from January 1 through December 31. The appropriated expenditure budgets are adopted for all governmental funds on a basis consistent with Generally Accepted Accounting Principals (GAAP), except for the General Fund, the 0.75% Sales Tax Capital Improvement Fund, and the Parkway Debt Retirement Fund. These funds are prepared on the modified accrual basis of accounting, excluding specific basis differences for tax accruals and market value adjustments.

Annual appropriation budgets are also adopted for all proprietary funds on the accrual basis of accounting modified to include capital expenditures and debt service principal payments and to exclude depreciation and amortization. The budget is prepared under the direction of the City Manager. Annual appropriations are adopted by resolution by the City Council and may not be exceeded on a total fund basis for the given budget cycle.

The details of the budget calendar follow:

- December 15th is the Statutory deadline for certification of all mill levies to the Board of County Commissioners.
- December 22nd is the Statutory deadline for the Board of County Commissioners to levy all taxes and certify the levies.

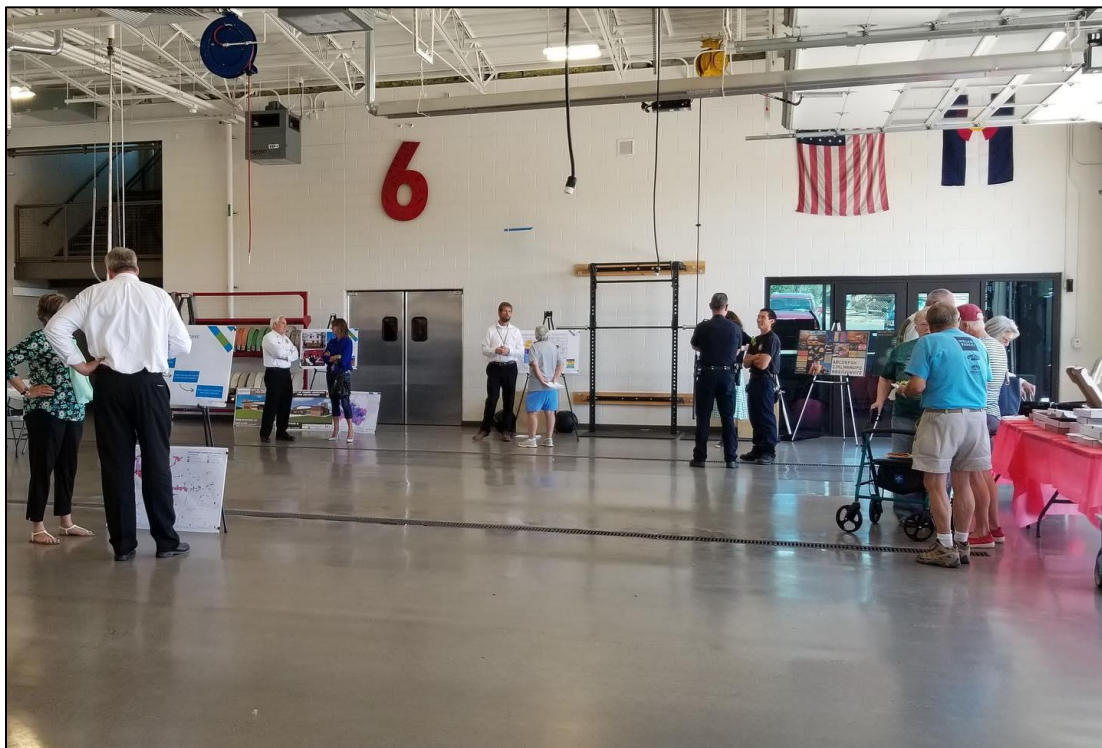
On or before December 31, the City Council enacts an ordinance appropriating the budget for the ensuing fiscal year. The 2023 Appropriation Ordinance was approved on December 7, 2022. A copy of the 2023 Appropriation Ordinance is shown in the Appendix section of this book.

Supplemental Appropriations and Budget Amendments

The City Council may amend the appropriation ordinance by resolution at a public hearing during the year due to any casualty, accident, or unforeseen contingency. Supplemental appropriations are required to ensure adequate appropriations by the fund. They are often necessary to carry forward and re-appropriate funds for programs or projects approved and started in the prior budget year but not completed in that year. Because the carryforward of programs or projects have already been planned for and the expenditure approved by Council in the previous budget year, they do not decrease the funds available in the current budgeted fund balance. Suppose a new project, program, or change to a project or program is authorized by City Council. In that case, a supplemental appropriation and public hearing are also required for the legal authority to spend the funds.

The City maintains comprehensive budgetary controls. These budgetary controls aim to ensure compliance with legal provisions embodied in the annual appropriated budget adopted by City Council. The budget represents the allocation of resources to achieve the goals identified in the City's Strategic Plan. The annually appropriated budget ordinance includes the general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, and internal service funds. Appropriations for all funds lapse at year-end.

Although the budget enacted by City Council is at the fund level, the City prepares a line item budget by department for control at the line item level. Department Directors can reallocate the distribution of budget amounts within their fund and the department's major categories of personnel, operating, and capital expenditures. Budget reallocation between major expenditure categories within a fund requires City Manager approval. Budget reallocation between funds requires City Council approval.



Community Meeting with Citizens and City Staff



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FINANCIAL SUMMARY

City Financial Plans and Policies

City Council provides policy direction to the City Manager, who guides the organization's financial decisions. City Council's policy direction is based on the Strategic Plan. The Strategic Plan is meant to further economic development by taking a more proactive role while continuing to coordinate with community partners, invest in public infrastructure, provide the essential services of public safety, provide a balanced budget where expenditures do not exceed revenues and other resources, reserve at least 25% of the current years adopted budget in the general fund, and provide innovative leadership while being a driving force in issues of regional importance. City management has successfully followed City Council's policy direction through responsive, conservative, and sound financial decisions. The City maintains policies and practices that guide budget, investments, debt, revenue, purchasing, risk management, asset management, internal controls, and reserves. The Enterprise Funds have 10-year financial plans that help to determine rate increases and capital improvement needs.

Strategic Plan

The City's [Strategic Plan](#) plays a significant role in creating and maintaining the components in the 2023 budget. The current strategic plan will be updated in 2023 after the municipal election is held in April and new City Council members have been sworn into office. This allows new and existing Councilmembers to have input into the strategic plan, which will guide the City for the next two years.

The central purpose of the Strategic Plan is to provide the City with a tool that elected officials and City Staff can use to guide goal-setting and strategies over two years. It incorporates the priorities identified as most important by City Council. For it to be effective, it must become part of how elected officials and City Staff operate and think about City programs and services. The test of its usefulness is defined by how effective it is in guiding decisions and how it aids in measuring success.

The Strategic Plan includes five strategic priorities which provide overarching direction for the implementation of the plan, including:

- **Mobility and Infrastructure** – The City places a high value on providing accessible and equitable transit options for its residents and visitors year-round with a menu of mobility options and associated infrastructure that include trails, non-motorized, and multi-modal services. To meet this priority, the pavement condition index (PCI), miles of new bike lanes and trails, increase in biking and pedestrian traffic, increases in sidewalks, and the repair and condition of sidewalks guide us.
- **Economic Development** – The City fosters the policies and conditions to support a robust economic climate that is diverse and expansive and that draws and maintains a talented workforce, provides educational excellence and enhances the opportunity for all. To achieve this priority, the City will invest in broadband infrastructure, access to quality childcare, monitor increases in real income, and diversify the City's economy.
- **Housing** – The City is committed to enacting housing policies and partnering with outside organizations that seek to increase affordable housing options, diversify housing choices, decrease the gap between need and housing inventory, and assist those without homes to be matched with supportive services. Housing priorities will be gauged by the number of people experiencing homelessness, increases in affordable and attainable housing, percent of affordable housing as a portion of all housing stock, and the number of housing units that is walkable to public transportation hubs.
- **Public Safety** – The City delivers its residents and visitors the highest quality health and safety services around the clock every day of the year, which include police, fire, and emergency services. Public safety priorities are met by achieving Insurance Services Office (ISO) accreditation, improving response times, completing bias training, and enhancing safety for the traveling public.
- **Quality of Life and Resource Stewardship** – the City prioritizes the exceptional livability of the City, which has a foundation in clean air and water, responsible stewardship of natural resources, and sustainability and practices alongside social and recreational opportunities that deepen connection and well-being. Quality of

life is measured by increases in recreational facilities and developed parks, acreage of parks per capita, level of service, equity of access to parks, dispersion of parks, and decreases in greenhouse gas emissions.

The City's strategic priorities guide City Council and staff in the annual budget development. The priorities are established by City Council and are based on the long-term vision provided by the City's Comprehensive Plan. To ensure planned projects and initiatives achieve City Council's strategic vision each year, staff has developed an implementation matrix. This framework tracks and reports progress toward the Council's Strategic Priorities. The matrix outlines the five strategic priorities of Mobility, Economic Development, Housing, Public Safety, Quality of Life & Resource Stewardship and matches specific projects or activities. Measures of progress and success can include specific data points as well as summary statements of advancement of the priority. The City first included performance measures in the 2022 Budget Book. Within each Department, projects or activities that align with a specific strategic priority with measurement of success and performance measures for the 2022 and 2023 budget are listed.

One Grand Junction Comprehensive Plan

The [One Grand Junction Comprehensive Plan](#) (The Plan) was adopted in 2020. The Plan addresses changes in the last decade and sets a course to guide decision-making for the next 10-20 years.

The City is authorized to prepare a comprehensive plan as a long-range guiding document to achieve its vision and goals under Colorado Revised Statutes §30-28-106 and §31-23-206. The Plan addresses issues within the City's municipal boundary and in its planning area, including public safety, transportation, parks and recreation, education, community identity, inclusivity, resiliency, economic development, and resource stewardship, that work collectively to achieve the community's vision. The Plan also provides the policy framework for regulatory tools like zoning and annexations and establishes a framework for fiscally responsible and well-managed growth.

The Plan is not just a policy document for the organization. It is a guide for the entire community that envisions the kind of place the community desires in the future, sets the overall direction for the changes we want and outlines the steps the City will need to take to get there. It is not a definitive course of action or a legally binding obligation of what must be done. Instead, it is a guidance document that describes what the community would like to become and what steps and actions, partnerships, and policies will move the City forward to achieving its vision.

The Plan's 11 Principles examine "Where We Are Today." Each Plan Principle includes a "Where We Are Going" section describing the City in the year 2040 and a retrospective of the accomplishments and successes that will have occurred since the Plan's adoption. The Plan Principles were derived directly from ideas and themes generated during the community outreach process and provided a foundation for recommendations and policies. These eleven plan principles listed below establish goals and strategies to help the community achieve its vision.

- Plan Principle 1: Collective Identity
- Plan Principle 2: Resilient and Diverse Economy
- Plan Principle 3: Responsible and Managed Growth
- Plan Principle 4: Downtown and University Districts
- Plan Principle 5: Strong Neighborhoods and Housing Choices
- Plan Principle 6: Efficient and Connected Transportation
- Plan Principle 7: Great Places and Recreation
- Plan Principle 8: Resource Stewardship
- Plan Principle 9: Quality Education and Facilities
- Plan Principle 10: Safe, Healthy, and Inclusive Community
- Plan Principle 11: Effective and Transparent Government

Taxes, Fees, and Rate Revenues

The Finance Director maintains the general fund financial forecast. It is used throughout the budget process to analyze current and future resource trends that may impact the City's ability to provide essential services to the community

and its Citizens. The financial forecast projects significant categories of revenues and expenditures for ten years and balances revenues with expenditures to plan for programs and activities carried out by City Staff.

Sales and use tax revenues are the primary source of revenues for general government operations and general government capital. Most of that revenue is derived from the City's 2.75% sales and use tax. In 2022, staff budgeted a 5% increase in sales tax revenues and are meeting those projections. Staff expects to end 2022 at 4% to 5% above budget and are budgeting a 3.75% sales tax increase for 2023.

In November of 2017, Mesa County voters authorized a 0.37% increase in County sales tax dedicated to public safety, with the City receiving 6.97%. Mesa County receives 84%, and the other public safety agencies receive 16% of the remaining taxes collected. The City expects to receive approximately \$862,000 in 2023 from this tax, which covers a portion of the City's Police and Fire Departments Communication Center costs. The City's share of this tax covers approximately 28% of those costs, whereas all other agencies had all costs covered and additional funds available for other public safety needs.

In April 2019, voters authorized a 0.5% sales tax to expand First Responder services in Grand Junction. These revenues are currently being used to construct, equip, and staff three new fire stations and increase staffing and equipment in the Police Department to respond to existing and growing calls for service.

Lodging tax revenues are the primary revenue source for Visit Grand Junction, which receives 4.25% of the 6% lodging tax total. The lodging industry was one the most significantly impacted by activity restrictions because of the pandemic. Visit Grand Junction (Visit GJ) continues to maximize consumers' high intent to travel by optimizing data-driven marketing strategies, allowing for better-informed marketing decisions and a consistent and sustainable science-based approach to destination management. This formula has successfully driven new tourism revenue to the community, assisted stakeholders with their ongoing recovery from the pandemic, and boosted Grand Junction's room demand. Visit GJ encourages hoteliers to capitalize on the opportunity by increasing room rates. As a result, the average daily rate (ADR) has grown consistently over the last few years. The economic recovery of Grand Junction's hotels and tourism industry gained considerable momentum in 2021 and 2022 and is expected to continue in 2023. Visit GJ will continue to closely monitor industry projections and consumer behavior and sentiment while adjusting marketing strategies and advertising accordingly. Staff expects lodging tax revenues to end 2022 17% above 2021 and are budgeting a 9% increase for 2023.

In April of 2021, voters approved the retail sale of cannabis in the City with a special tax rate authorized between 5% and 15%. This year City Council passed a 6% special sales tax on the retail sale of cannabis and implemented the licensing and regulatory rules and procedures. The licensing is expected to be completed in early 2023, with ten licensed businesses beginning sales in the second quarter of 2023. To remain conservative, staff budgeted an estimated partial year of retail activity resulting in total cannabis tax revenue, including the State share of \$1.88 million. The City will also receive the regular city sales tax of 3.25% on all retail sales of cannabis. The 2% portion of the City's sales tax rate on cannabis sales will go to the General Fund and be earmarked for affordable housing.

As confirmed by City Council, all rates, fees, and charges are based on a set of philosophies that vary based on considerations such as the benefit to the overall community, cost recovery models, comparison to the market and other entities, and legal considerations. Water and Sewer rates are based on rate studies and long-term financial plans. The 2023 changes to fees and charges include modest changes (3% to 5%) to development review fees and sports facility rentals. In October 2019, City Council adopted a Transportation Capacity Fees (TCP) increase to be phased in over four years. An inflationary adjustment was authorized beginning in 2023, the fourth and final year of the phase-in. For example, the TCP fee for the most common-size single-family home will increase to \$5,700 in 2023 (compared to \$4,700 in 2022). Consistent with the phased fee schedule implementation, non-residential uses will also see an increase in TCP fees. These increases occur two times a year; January 1 and July 1. Also, as approved by City Council in 2019, Parks Impact Fees will increase to \$1,260 for a single-family home in 2023 (compared to \$1,001 in 2022). 2023 is the final year of phase-in for those fees as well. There is no change in Police and Fire impact fees, which were fully implemented (no phase-in) in 2022.

Rates and charges in Enterprise Funds will increase as follows. Water rate changes include a 2% increase in base rates (less than 3,000 gallons of water per month) and an increase of 7% for higher water usage tiers to promote water conservation. A rate increase of 10% is included for bulk water and 5% for Raw Water, as well as a 3% increase in water tap fees. A rate increase of 5% is included for Ridges Irrigation which applies to residential and commercial users. New permit fees for the gray water control program range from \$50 for single-family outdoor irrigation use to \$400 for non-single-family, indoor toilet/urinal flushing, and outdoor irrigation use. As recommended by the recently completed rate study, sewer rates will be increased by 5.3% and a 6.2% increase in the plant investment fee for a single-family home of \$5,544 in 2023.

In 2022 the City brought the recycling operation in-house and has been making plans to improve and enhance these services. The first phase of a new curbside and green waste program will begin in 2023. This program will start with limited areas throughout the City and will have rates that incentivize recycling within those areas with one new smaller option of containers. It is recommended that customers choose between a 96-gallon trash container at \$25/month, a 64-gallon at \$15.75/month, or a 48-gallon at \$11.50/month. For those customers outside the pilot program area, a 64-gallon trash container will increase to \$14.25/month from \$13.25/month, and a 96-gallon container will increase to \$19.75/month from \$18.25/month. These price increases will help cover the rising costs of collection.

General Fund Minimum Reserve Fund Balance Policy

In accordance with the City Charter, the City adopted, by resolution of the City Council, a general fund minimum reserve fund balance policy that establishes a minimum reserve fund balance in the general fund to provide stability during changing economic cycles, to maintain good standing with rating agencies, and to have cash available to invest in one-time capital and economic development spending. This policy can be changed by a resolution adopted by City Council as deemed appropriate.

The General Fund Minimum Reserve shall not fall below 25% of the current year's adopted expense budget. This percentage is equivalent to three months of operating expenses. A portion of the General Fund Minimum Reserve includes the reserve required by Article X, Section 20 of the State Constitution, known as the TABOR emergency reserve.

Upon City Council authorization, a portion of the minimum reserve may be used for the following, provided the general fund balance does not fall below 20% of the current year's adopted expense budget and is replenished by the following year's adopted budget:

- To continue the delivery of services during a short-term economic downturn
- To use for strategic investment in the community through one-time capital, economic development, or other necessary spending as authorized by City Council.

Fund Balance Description

The City's governmental funds report non-spendable, restricted, committed, assigned, or unassigned fund balances. When funds from more than one classification are available, the order of spending of resources will be restricted, committed, assigned, and unassigned.

- Fund balances are classified as non-spendable when they are non-spendable in form, legally, or contractually required to be maintained intact.
- Fund balances are classified as restricted when constraints placed on the use of resources are externally imposed by creditors, grantors, contributors, laws, and regulations of other governments or by law through constitutional provisions or enabling legislation.
- Fund balances are classified as committed when the City Council adopts constraints placed upon the use of resources through ordinance before the end of the calendar year. Once adopted, the limitation imposed by the ordinance remains in place until a similar action is taken (i.e., the adoption of another ordinance) to remove or revise the limitation.
- Fund balances are classified as assigned when the City Council imposes constraints on the use of resources through the adoption of the City's annual budget. Assigned fund balances represent the City's intent for

future use of financial resources that are subject to change. An intended use of any amount may be expressed by the City Council and recorded in the minutes of a Council meeting. Assigned fund balances in special revenue funds will include any remaining fund balance that is not restricted or committed. This classification is necessary to indicate that those funds are, at a minimum, intended to be used for that fund.

- The residual fund balance that does not meet the above criteria is classified as unassigned. The City will only report a positive unassigned fund balance in the general fund.

10-Year Capital Improvement Plan

The City maintains a [10-Year Capital Improvement Plan](#) to prioritize and plan for funding major capital. The Capital Improvement Fund receives 0.75% of the City's 3.25% sales tax and is dedicated to capital improvements and economic development. The plan is updated yearly according to priorities and balanced within existing resources for the first five years. Projects in years 6-10 may be moved into the 5-year balanced plan if resources are available to fund those projects. The 10-Year Capital Plan is maintained for the 0.75% Sales Tax Capital Fund, Drainage Fund, Transportation Fund, Conservation Trust Fund, Parkland Expansion Fund, and the newly approved Cannabis Sales Tax Fund.

The enterprise funds of Sanitation, Water, and Sewer also maintain 10-year capital improvement plans ([2023 Enterprise Funds Ten-Year Capital Plan](#)) and financial plans that help guide their services and provide information in setting rates and fees for services provided to the Citizens of Grand Junction. These plans are also updated annually and assist in developing the annual budget for these funds.

Financial Reporting

Colorado State law requires that all local governments publish, within six months of the close of each fiscal year, a complete set of financial statements presented in conformity with Generally Accepted Accounting Principles (GAAP) and audited in accordance with Generally Accepted Auditing Standards by a firm of licensed public accountants. The [Annual Comprehensive Financial Report \(ACFR\)](#) consists of management's representations concerning the finances of the City. Consequently, management assumes full responsibility for the completeness and reliability of all information presented in its annual financial report. City staff has established an internal control framework designed to protect the City's assets from loss, theft, or misuse and to assist in compiling sufficient, reliable information to prepare the City's Financial statements in conformity with Generally Accepted Accounting Principles (GAAP). Because the cost of internal controls should not outweigh the benefits, the City's internal control procedures have been designed to provide reasonable, rather than an absolute, assurance that the financial statements will be free from material misstatement.

Since 2015, Haynie & Company, P.C., a licensed, certified public accountants firm, has audited the City's financial statements. The goal of the independent audit is to provide reasonable assurance that the City's financial statements are free of material misstatement. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles and significant estimates made by management, and evaluating the overall financial statement presentation.

The Government Finance Officers Association (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Reporting to the City for its annual comprehensive financial report for 37 consecutive years. To be awarded a Certificate of Achievement, the City must publish an easily readable and efficiently organized ACFR. The Certificate of Achievement is valid for one year.

Compliance with the Taxpayer Bill of Rights

The Colorado Constitutional Amendment passed in November 1992, known as the Taxpayer Bill of Rights (TABOR) Amendment, restricts growth in governmental revenues and property tax revenues to amounts adjusted for inflation and a local growth factor. In April 2007, Grand Junction voters approved the retention by the City of all revenues exceeding the spending limit for 2006 and subsequent years until the bonded debt for the Riverside Parkway is paid in full. Therefore, the excess has been transferred to a debt service fund designated to pay the Riverside Parkway bonds. In 2017, City voters authorized those funds to be dedicated to street infrastructure improvements through 2022.

The City Council referred a ballot question (Measure 2A) to November 3, 2020, election ballot asking the City electors to consider lifting the revenue limitation imposed on the City by the 1992 Taxpayers Bill of Rights (TABOR Amendment) and approving the use of those funds for City services and projects. Currently, funds above the TABOR limit are used to pay for transportation improvement projects, and even though Measure 2A was approved, those projects will continue. However, voter support of Measure 2A allows the TABOR funds, without an increase in taxes or debt, to be retained and spent on other City projects and services.

Measure 2A does not repeal TABOR. All other provisions of TABOR require that no real estate transfer tax or income tax be imposed and that the City reserve 3% of its spending as an emergency reserve. The City complies with these provisions. Finally, TABOR requires that the City has elections if it wishes to change its tax policy or issue general government debt.

Debt Management

The City recognizes the primary purpose of capital facilities, equipment, and infrastructure is to support the provision of services to the community. Using debt financing to meet the capital needs of the community must be evaluated according to two tests, efficiency and equity:

- The efficiency test equates to the highest return rate for a given resource investment.
- The equity test requires determining who should pay for the cost of capital improvements.

In meeting the demand for additional capital infrastructure, facilities, and equipment, the City works to balance the load between debt financing and "pay as you go" methods. The City realizes failure to meet growth demands may inhibit its continued economic viability, but also realizes too much debt may have detrimental effects. By rigorously testing the need for additional debt-financed assets and how the debt will be repaid, the City strives to strike an appropriate balance between service demands and the amount of debt. The City uses general obligation debt to purchase or finance the asset outright and lease agreements to obtain use and ultimate ownership of the asset. The annual installments for all leases are appropriated by the Council each year.

The City's legal debt limit is calculated as 3% of actual real property values provided by the Mesa County Assessor's Office. The City's legal debt limit is \$254 million. Currently, the City does not have any debt applicable to the limit. The City has traditionally adhered to conservative debt management policies that carefully control the amount of outstanding debt. Because of a robust capital improvement budgeting process, the City has maintained and improved its infrastructure while avoiding unreasonable debt burdens.

Investments

The purpose of the City's Investment Policy is to establish an official policy regarding the scope, objectives, and delegation of authority in making investment decisions, appropriate standards of prudence, ethics, and conflict of interest, safekeeping and custody, and suitable and authorized investments and the parameters for those investments, and the reporting on investments and investment results. The policy establishes guidelines for efficiently managing the City's funds and purchasing and selling investments.

Objectives of the Investment Policy are:

- **Safety:** The principal's safety is the investment program's foremost objective. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The goal will be to mitigate credit risk and interest rate risk. Generally, investments will be held until maturity, but trading securities to improve investment return through market timing is allowed. The sale of securities before maturity is also allowable where the funds are needed to meet the City's cash flow needs or where there is an identifiable potential for capital loss.
- **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. As a target, no more than 20% of the City's portfolio should be invested in overnight investments unless the yield of longer-term investments is such that it is unattractive to purchase long-term investments. These investments include investment pools where funds are available within 24 hours. The investment portfolio balance shall remain sufficiently liquid to meet all the projected cash flow needs of the City that can be reasonably anticipated and is accomplished by structuring the portfolio so that securities mature concurrently with the cash needs. Since all possible cash flow requirements cannot be expected, the portfolio shall consist of those securities with an active secondary or resale market.
- **Return:** The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, considering the investment risk constraints of safety and liquidity needs. The investment portfolio of the City shall be designed to include income-type investments.

Securities shall not be sold before maturity unless (1) there is evidence of a decline in the quality of the security and an early sale will minimize the loss of principal, (2) a security swap would improve the quality, yield, or target duration in the portfolio or (3) as previously noted, to meet the liquidity needs of the City.

Purchasing Policy

The City's [Purchasing Policy](#) provides for the fair and equitable treatment of all persons involved in public purchasing by the City. The policy is used to maximize the purchasing value of public funds, codify and standardize the City's purchasing rules and regulations, provide safeguards for maintaining a procurement system of quality and integrity, and foster effective, broad-based competition within the free enterprise system.

The following table indicates purchasing approval limits for City expenditures. All purchases \$15,000 and over require a Purchase Order.

Type of Purchase	Dollar Amount	Approval
Procurement Card	Up to \$5,000	Division Representative
Department Quotes	\$5,000 to \$14,999	Division Manager
Formal Quotes by Purchasing	\$15,000 to \$24,999	Department Director
Formal Solicitations	\$25,000 to \$199,999	City Manager
Fleet Purchases Only	\$500,000 – over	City Council
Non-Fleet Solicitations	\$200,000 – over	City Council

Capital Asset Policy

The City's Capital Asset Policy was established in 2003 and updated in 2017. This policy determines the financial treatment of the City's capital assets, which include property, plant, equipment, infrastructure assets (e.g., streets, bridges, alleys, traffic signal systems, and storm drainage), and intangible assets (e.g., water rights and permanent easements).

The City defines capital assets as assets with an initial individual cost of \$25,000 or more and an estimated life over three years. Excluded from the update of the City's capitalization threshold, assets purchased with grant funds, regardless of the granting entity, will continue to have an initial individual cost of \$5,000 or more and an estimated life greater than three years. All assets are recorded at historical or estimated costs if purchased or constructed. Donated capital assets are valued at their acquisition value on the date presented.

Maintenance, repairs, and renewals that neither materially add to the property's value nor appreciably prolong its life are charged to expense as incurred. Gains or losses on dispositions of property and equipment are recognized as income. As applicable, improvements are capitalized and depreciated over the remaining useful life of the capital asset. Infrastructure assets are capitalized as a separate category. The primary government and component unit's property, plant, and equipment are depreciated using the straight-line method.

Budget Highlights

Throughout the development of the 2023 budget, three major themes emerged. Those themes, specifically described below, helped provide additional insights into the City's current economic environment and helped staff develop a budget that supports the City Council's Strategic Plan.

Enhancing Service Through Employee Investment

Ensuring the successful implementation of the Council's goals and priorities relies on high-quality staff. A well-equipped team increases the community's service capacity and provides internal support for projects and planning. The City continues to experience labor challenges, including difficulty recruiting and retaining qualified talent. Consequently, the budget reflects continued and enhanced investment in talent development, recruitment, and support for existing employees.

- New Positions – 23 Employees; \$1.9 million
- Retention and Recruitment – \$3.2 million, including a 9% additional compensation increase for sworn police employees, a 3% step increase, and one-time compensation for all employees
- Part-time/Internship program – \$0.5 million
- Professional Development – \$1.4 million
- Employee Health and Wellness Center – Extended hours to serve additional Staff

Community Collaboration and Engagement

Beyond providing services, ensuring the City works to strengthen community collaboration and engagement emerged as another important theme. Regular engagement with the community is essential to developing projects and initiatives that best reflect the values and needs of residents. The City has a long history of embracing community engagement through its appointed boards and commissions, open houses, community input sessions, and citizen engagement in project planning. In 2022, for example, an American Rescue Plan Advisory Committee was appointed by City Council to determine how best to allocate \$9 million in federal relief funds to the community. Likewise, community collaboration has long remained essential to success, particularly with state and local partners, the private sector, and many nonprofit organizations in the community. Efforts to expand opportunities for public engagement and community collaboration include:

- Addition of Communications and Engagement Department – Bridge connections through community outreach, provide translation services, increase awareness of City projects, and hold community engagement events
- Housing Advisory Board
- Community Recreations Center Planning Committee
- Bike/Ped Advisory Committee
- Continued partnerships with community partners

Exceptional Service to Meet Current and Future Growth

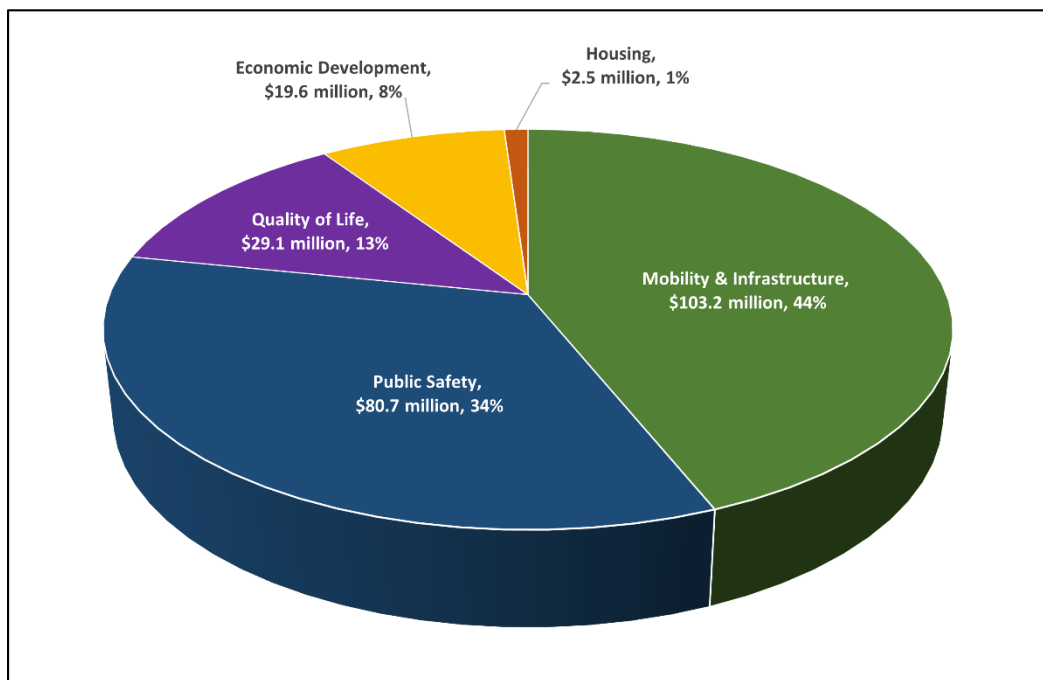
The community continues to experience significant growth, which not only presents an opportunity to enhance and expand existing services but to evaluate new services that meet the needs and expectations of residents. With growth comes a higher demand for adequate transportation, housing, public safety, and other vital services. The budget reflects a commitment to exceptional service and planning for the future by prioritizing projects designed to handle current and future growth, evaluating ways to improve existing programs and services, and implementing new strategies as necessary.

- Transportation expansion and maintenance projects
- Mobility improvements
- Addressing housing and homelessness in the community
- Expanding recycling services
- Formal Sustainability Plan and Electric Vehicle Plan
- Hiring Mental Health Clinicians for Co-Responder Program and additional Parking Enforcement and Parks Patrol

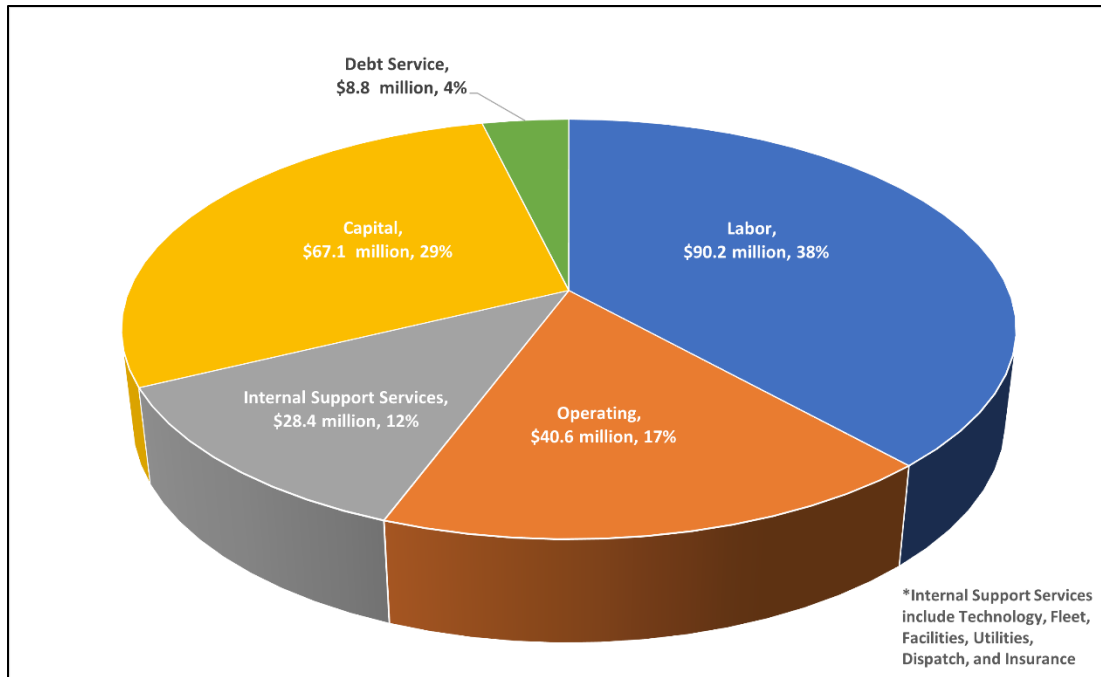
2023 Budget Summary

The 2023 Adopted Budget totals \$235.1 million (\$235,098,400), a \$2.4 million, or 1.0%, a decrease from the 2022 Adopted Budget of \$237.5 million. This net decrease is primarily due to a reduction in capital projects planned for 2023 as compared to 2022, partially offset by increases in labor and operating budget expenses. Increases in labor costs are due to new positions and wage increases. Operating expenses increase due to new programs such as affordable housing and the infill incentive, equipment needs, overall cost increases for supplies and system maintenance, and internal support services for fleet, facilities, and fuel. The 2023 adopted budget is balanced, and the General Fund has a surplus of \$344,308. The projected 2023 ending General Fund fund balance is \$39.7 million, including \$4.1 million in restricted funds and \$24.8 million in minimum reserve. The budget represents the allocation of resources to achieve the goals identified by the City's Comprehensive Plan and the City Council's strategic priorities.

2023 Adopted Budget by Strategic Priority



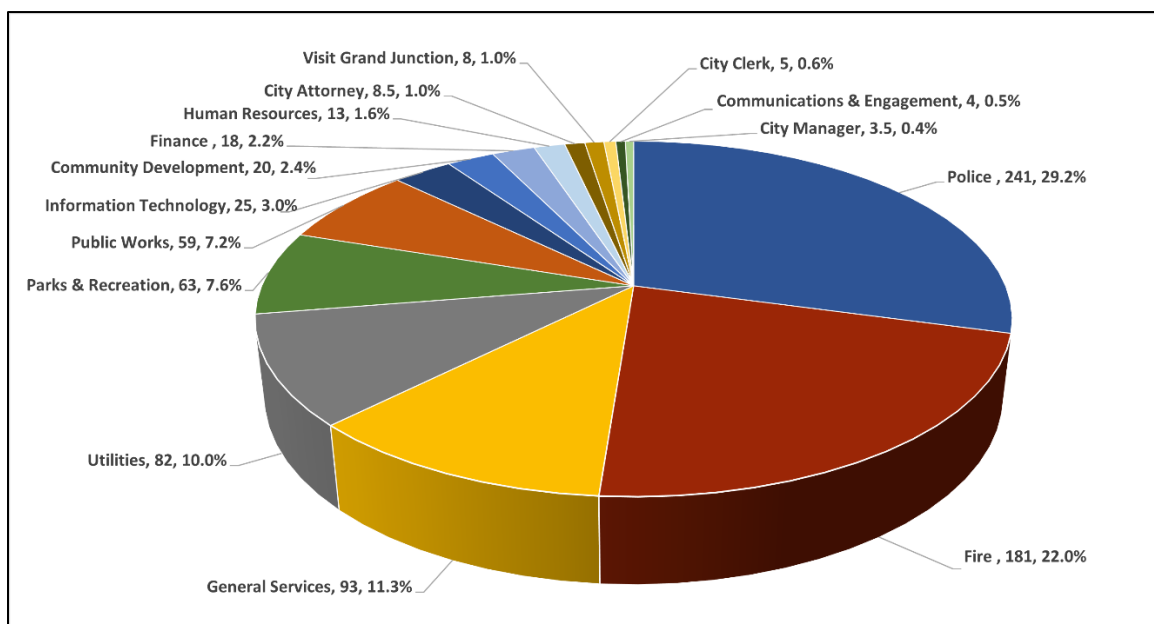
2023 Budget by Spending Category



The City is a full-service organization with over 35 distinct types of operations, including:

- Emergency medical services, wildland fire fighting, 911 dispatch, police patrol, investigations, bomb squad, SWAT, K9, community advocacy, school resource, CMU patrol, and traffic.
- Parks, pools, trails, sports facilities, recreation programs, and a cemetery.
- Engineering, construction, streets, trash service, and recycling.
- Water service, sewer service, golf, and convention center.
- Destination marketing, legal, communications and engagement, accounting, and human resource management.

824 Full Time Employee Positions by Department

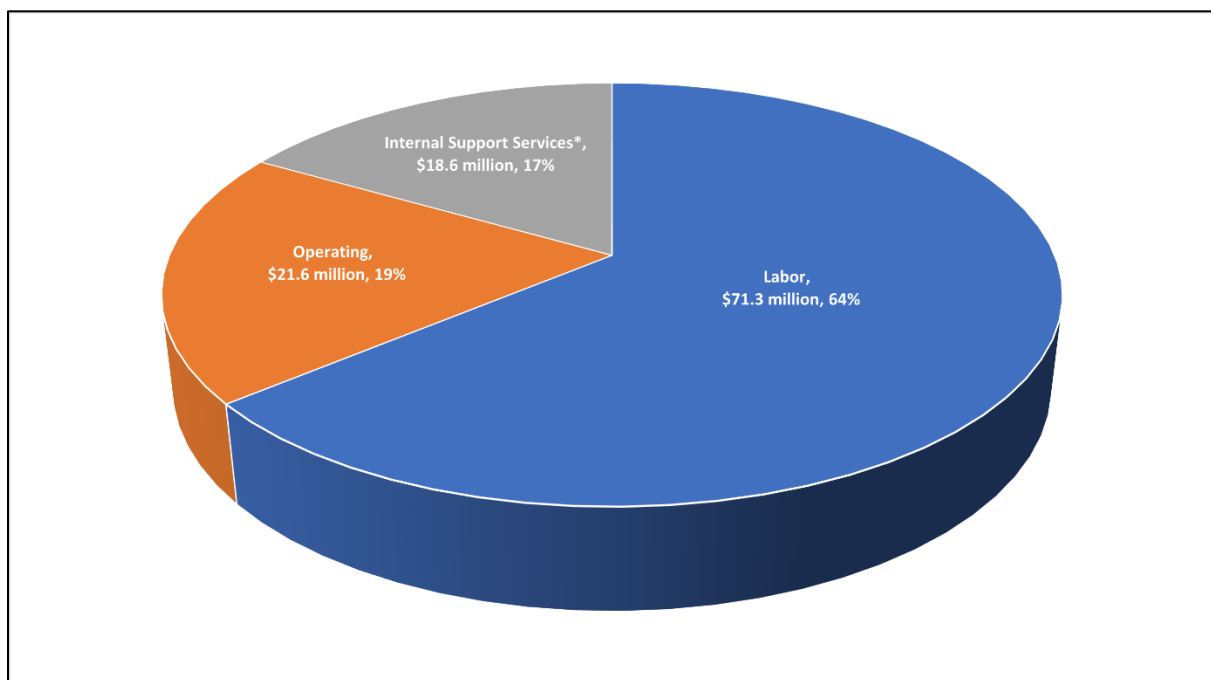


2023 General Fund and First Responder Fund Highlights

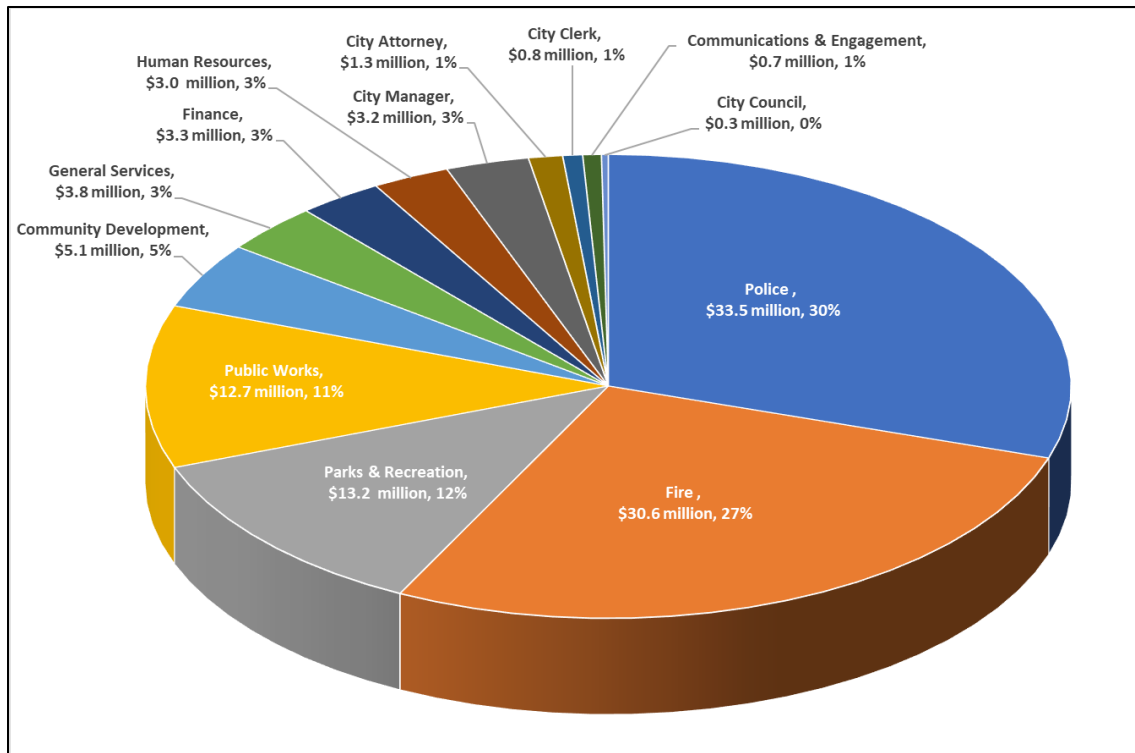
In the Spring of 2019, the voters authorized the First Responder Sales Tax. A special revenue fund was established to budget and account for revenue from the new tax and expenses for the expansion of First Responder services and facilities. Financial information for the First Responder Fund will be separately highlighted throughout this section. For presentation and comparison purposes for this discussion, both Police and Fire Department operating budgets are combined. Because City Council legally authorizes budget by the fund, they will be separately presented on the Fund Balance Worksheet and separately appropriated.

The 2023 General and First Responder Fund budgets are \$100.8 million and \$10.7 million, respectively, for \$111.5 million. This is a 9.6% increase (\$9.8 million) increase over the 2022 Adopted Budget, predominantly due to labor increases from new positions, wage increases, increased equipment costs, increase in funding for affordable housing, and the addition of technology, fleet, and fuel costs for expansion of First Responder services and facilities.

2023 Adopted General and First Responder Funds Budget by Category



2023 Adopted General and First Responder Funds Budget by Department



Accounting Fund Structure

The City's accounting and budget structure include the accounts and operations of all City functions, including public safety (police and fire protection), street construction and maintenance, water utilities, and sanitation, planning and zoning, parks and recreation, general services, and general administration as provided by the City Charter. The City owns a meeting and convention center, two swimming pools, two golf courses, a recycling center, and parking facilities. The City maintains a data processing facility, a fleet facility, a central warehouse facility, and a 9-1-1 communications center and provides ambulance transport services for Mesa County, Colorado.

The accounting policies of the City conform to GAAP as applicable to governments. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.

General Fund (Fund 100) – The General Fund is the primary operating fund of the City. It accounts for all activities of general government operations except those required to be accounted for in another fund. The General Fund includes Police and Fire, Parks & Recreation, Public Works, General Services, Community Development, Human Resources, Finance, City Manager's Office, City Attorney, Communications and Engagement, City Clerk, and Municipal Courts.

Special Revenue Funds account for the proceeds of specific revenue sources (other than an expendable trust or major capital projects) restricted or committed to expenditures for specified purposes.

Enhanced 911 (Fund 101) accounts for the resources from municipal telephone charges, as established by section 20-11-103 of the Colorado Revised Statutes, and the expenditures from emergency 911 communication center improvements.

Visit Grand Junction (Fund 102) accumulates resources from a lodging tax approved by the voters in 1994 and other taxes committed by City Council to market the Grand Junction area and promote tourism proactively.

Community Development Block Grant (CDBG) Fund (Fund 104) accounts for resources and expenditures of the community development block grant received for pass-through to other agencies.

Parkland Expansion Fund (Fund 105) accumulates resources from fees paid by land developers within the City committed to acquiring, developing, and maintaining parks and green space.

Lodgers' Tax Fund (Fund 106) accumulates resources from a lodging tax approved by the voters in 2018 to market the Grand Junction area proactively, support direct airline service and promote tourism and sporting events.

First Responder Tax (Fund 107) accumulates resources from a 0.5% portion of the City's 3.25% sales and uses tax to expand public safety services, specifically for fire and police operations.

Conservation Trust Fund (Fund 110) accounts for lottery proceeds from the State of Colorado for developing and improving City parks.

Cannabis Sales Tax Fund (Fund 111) accounts for voter-approved retail sales of cannabis in the City of Grand Junction. This fund will account for all sales tax generated by the sale of cannabis within the City, including funding positions related to cannabis and capital projects identified in the PROS Master Plan.

American Rescue Plan Fund (Fund 114) accounts for the State and Local Fiscal Recovery funds received from the U.S. Treasury to support the City in response to the economic and public health impacts of COVID-19 alongside efforts to contain the effects on communities, residents, and businesses.

Public Safety Impact Fee Fund (Fund 115) accounts for fire and police impact fees beginning in 2022. This fund will account for these revenues and any approved expenditures once they have been identified.

Capital Projects Funds account for financial resources to acquire and construct major capital facilities (other than those financed by proprietary funds and trust funds).

0.75% Sales Tax Capital Improvements Fund (Fund 201) accounts for the financing and construction of projects financed entirely or partially with the 0.75% portion of the City's 2.75% sales and use tax. The 0.75% portion is currently dedicated to general capital improvements, economic development, and debt service on major capital projects

Storm Drainage Development Fund (Fund 202) accounts for storm drainage development projects funded partially or in whole with assessments to property owners.

Transportation Capacity Fund (Fund 207) accounts for the reconstruction and replacement of existing roads, construction of new major road systems, and payment of debt services on transportation system improvements funded partially or in whole with transportation capacity and street improvement payments from land developers.

Debt Service Funds account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs.

General Debt Service Fund (Fund 610) accounts for all resources accumulated for general long-term debt principal and interest payments maturing in future years, other than long-term debt accounted for in enterprise and internal service funds or where a separate debt service fund is legally mandated.

Grand Junction Public Finance Corporation Debt Service Fund (Fund 614) accounts for debt service payments in financing open space land and improvements to recreational facilities.

Riverside Parkway Debt Retirement Fund (Fund 615) accounts for calculated TABOR excess authorized by voters to be used for the early payment of the Riverside Parkway Debt, street maintenance improvements, and payment of a portion of the debt service for transportation expansion projects.

Fiduciary Funds – Permanent funds are used to report legally restricted resources to the extent that only earnings, not principal, may be used for purposes that support the reporting government's program.

Cemetery Perpetual Care Fund (Fund 704) accumulates resources to provide for the future maintenance of municipal cemeteries.

Proprietary Funds – Proprietary funds account for the City's business-type activities where fees are charged for the services rendered. The City has two Proprietary Fund components: Enterprise and Internal Service Funds.

Enterprise Funds

Water Fund (Fund 301) accounts for all activities associated with providing water services to customers within the City's water service area.

Solid Waste Removal Fund (Fund 302) accounts for all revenues and expenses associated with refuse collection and recycling within the City.

Grand Junction Convention Center Fund (Fund 303) accounts for the management of the municipally owned Grand Junction Convention Center and Avalon Theater.

Golf Courses Fund (Fund 305) accounts for all activities associated with both municipally owned golf courses, Lincoln Park Golf Course and Tiara Rado Golf Course.

Parking Authority Fund (Fund 308) accounts for the revenue and expense of operating all municipally owned and leased parking facilities.

Irrigation Fund (Fund 309) accounts for the resources and expenses associated with the irrigation system operation in the Ridges residential area.

Joint Sewer Operations Fund (Fund 900) accounts for all activities associated with providing wastewater services to customers within the City's wastewater service area.

Internal Service Funds

Information Technology Fund (Fund 401) accounts for expenses associated with the information technology operations that provide services to City departments and the related charges for service.

Fleet and Equipment Fund (Fund 402) accounts for expenses associated with acquiring, operating, and maintaining City-owned vehicles and equipment and the related charges for these services.

Insurance Fund (Fund 404) accounts for the expenses associated with providing worker's compensation, property and liability, health, and retiree health insurance coverage, as well as the related charges to the various departments within the City.

Communications Center Fund (Fund 405) accounts for the expenses associated with the operations of the Grand Junction Regional Communications Center. The Communications Center provides 911 service and telecommunications for law enforcement, fire, and emergency medical services in Mesa County, as well as the related charges for its operation to government agencies using its services.

Facilities Management Fund (Fund 406) accounts for the expenses associated with the utilities and maintenance of City-owned buildings and the related charges for the services.

Downtown Development Authority (DDA) – The Downtown Development Authority was established in 1981 and is a component unit of the City. The primary responsibility of the DDA is to support and facilitate economic development efforts to enhance the vitality of the Downtown community through capital investment and construction.

DDA Operations Fund (Fund 103) accounts for all revenues and expenditures associated with operating the DDA.

DDA Capital Improvements Fund (Fund 203) accounts for capital improvements within the boundaries of the DDA.

DDA TIF Debt Service Fund (Fund 611) accounts for those resources accumulated for long-term debt, principal, and interest payments on DDA Tax Increment Bonds maturing in future years.

Downtown Business Improvement District (BID) – In late 2005, businesses and property owners within the boundaries of the BID voted to impose a special assessment to fund marketing, promotions, public relations, advertising, and special events. The BID only affects Downtown Grand Junction commercial property owners and excludes residential properties. The Downtown Business Improvement District resides with the DDA.

Downtown Business Improvement District Fund (Fund 711) provides the custodial accounting function for Downtown Business Improvement District operations.

Dos Rios General Improvement District – In late summer of 2019, the City Council authorized the organization and establishment of the City of Grand Junction Dos Rios General Improvement District (GID) to fund infrastructure improvements to a riverfront development, residential and commercial aspects of the project will be completed by private development.

Grand Junction Dos Rios GID Debt Service (Fund 616) accounts for capital projects related to the acquisition, construction, installation, and maintenance of infrastructure improvements in the City of Grand Junction Dos Rios General Improvement District, as well as any related debt issuances.



Dos Rios Bike Playground

Fiscal Summary

FY 2023 Revenue Summary by Classification

Fund	Capital Proceeds	Charges for Service	Fines and Forfeitures	Interest	Interfund Revenue
General Government					
100 General Fund	\$ 1,500	\$ 14,218,022	\$ 316,741	\$ 672,307	\$ 2,717,776
101 Enhanced 911 Fund	-	3,600,000	-	66,172	-
102 Visit Grand Junction Fund	-	11,500	-	21,079	-
104 CDBG Fund	-	-	-	-	-
105 Parkland Expansion Fund	-	991,467	2,500	11,349	-
106 Lodgers Tax Increase Fund	-	-	-	-	-
107 First Responder Fund	-	-	-	79,953	-
110 Conservation Trust Fund	-	-	-	1,649	-
111 Cannabis Sales Tax Fund	-	-	-	18,094	-
114 American Rescue Plan Fund	-	-	-	167,617	-
115 Public Safety Impact Fee Fund	-	379,908	-	-	-
201 Sales Tax CIP Fund	550,000	85,000	-	65,712	-
202 Storm Drainage Fund	-	15,000	-	1,138	-
207 Transportation Capacity Fund	-	3,805,901	-	457,336	-
405 Comm Center Fund	-	2,359,646	-	23,877	3,104,320
610 General Debt Service Fund	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	-	-	-	-
615 Riverside Pkwy Debt Retire Fund	-	-	-	-	-
Total General Government Funds	\$ 551,500	\$ 25,466,444	\$ 319,241	\$ 1,586,283	\$ 5,822,096
Enterprise Funds					
301 Water Fund	\$ 214,000	\$ 9,130,969	\$ -	\$ 153,259	\$ 860,628
302 Solid Waste Removal Fund	-	5,321,862	-	34,406	-
303 GJ Convention Center Fund	-	25,000	-	-	-
305 Golf Courses Fund	-	2,483,710	-	10,618	-
308 Parking Authority Fund	-	479,635	220,000	13,220	-
309 Ridges Irrigation Fund	1,300	362,398	-	1,705	-
900 Joint Sewer System Fund	3,570,336	16,031,547	1,000	539,665	179,686
Total Enterprise Funds	\$ 3,785,636	\$ 33,835,121	\$ 221,000	\$ 752,873	\$ 1,040,314
Internal Service Funds					
401 Information Technology Fund	\$ -	\$ 110,105	\$ -	\$ 27,204	\$ 10,323,210
402 Fleet and Equipment Fund	100,000	950,606	-	50,786	6,634,342
404 Insurance Fund	-	2,500	-	58,534	17,251,218
406 Facilities Management Fund	-	-	-	349	3,718,698
Total Internal Service Funds	\$ 100,000	\$ 1,063,211	\$ -	\$ 136,873	\$ 37,927,468
Permanent Funds					
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ 11,409	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ 11,409	\$ -
Downtown Development Authority Funds					
103 Downtown Dev. Authority Fund	\$ -	\$ 10,000	\$ -	\$ 22,985	\$ -
611 DDA TIF Debt Service Fund	550,000	-	-	36,532	-
Total DDA Funds	\$ 550,000	\$ 10,000	\$ -	\$ 59,517	\$ -
Dos Rios General Improvement District					
113 GJ Dos Rios GID	\$ -	\$ -	\$ -	\$ 406	\$ -
616 GJ Dos Rios GID Debt Service	-	-	-	31,230	-
Total Dos Rios GID Funds	\$ -	\$ -	\$ -	\$ 31,636	\$ -

FY 2023 Revenue Summary by Classification

Fund	Inter-Governmental	Licenses & Permits	Other	Taxes	Total Revenues	Transfers In	Total Resources
100	\$ 1,708,732	\$ 195,912	\$ 27,125	\$ 79,157,530	\$ 99,015,645	\$ 2,115,040	\$ 101,130,685
101	-	-	-	-	3,666,172	-	3,666,172
102	-	-	-	3,476,525	3,509,104	1,005,404	4,514,508
104	441,451	-	-	-	441,451	-	441,451
105	-	-	-	-	1,005,316	-	1,005,316
106	-	-	-	2,412,969	2,412,969	-	2,412,969
107	2,306,610	-	-	12,339,235	14,725,798	-	14,725,798
110	906,400	-	-	-	908,049	-	908,049
111	-	75,000	-	1,884,375	1,977,469	-	1,977,469
114	-	-	-	-	167,617	-	167,617
115	-	-	-	-	379,908	-	379,908
201	1,927,059	-	840,000	18,330,203	21,797,974	2,561,921	24,359,895
202	-	-	300,000	-	316,138	1,500,000	1,816,138
207	1,300,000	-	150,000	-	5,713,237	-	5,713,237
405	-	-	90,600	-	5,578,443	2,437,898	8,016,341
610	-	-	-	-	-	6,294,386	6,294,386
614	-	-	400,000	-	400,000	293,582	693,582
615	-	-	-	-	-	-	-
	\$ 8,590,252	\$ 270,912	\$ 1,807,725	\$ 117,600,837	\$ 162,015,290	\$ 16,208,231	\$ 178,223,521
301	\$ 646,449	\$ -	\$ 65,462	\$ -	\$ 11,070,767	\$ -	\$ 11,070,767
302	89,600	-	-	-	5,445,868	-	5,445,868
303	227,884	-	-	-	252,884	200,000	452,884
305	-	-	14,400	-	2,508,728	120,000	2,628,728
308	-	-	76,340	-	789,195	-	789,195
309	-	-	-	-	365,403	-	365,403
900	-	-	-	-	20,322,234	-	20,322,234
	\$ 963,933	\$ -	\$ 156,202	\$ -	\$ 40,755,079	\$ 320,000	\$ 41,075,079
401	\$ -	\$ -	\$ -	\$ -	\$ 10,460,519	\$ -	\$ 10,460,519
402	-	-	-	-	7,735,734	81,581	7,817,315
404	175,000	-	396,193	-	17,883,445	-	17,883,445
406	-	-	17,760	-	3,736,807	-	3,736,807
	\$ 175,000	\$ -	\$ 413,953	\$ -	\$ 39,816,505	\$ 81,581	\$ 39,898,086
704	\$ -	\$ -	\$ -	\$ -	\$ 11,409	\$ -	\$ 11,409
	\$ -	\$ -	\$ -	\$ -	\$ 11,409	\$ -	\$ 11,409
103	\$ -	\$ -	\$ 1,000,921	\$ 295,534	\$ 1,329,440	\$ -	\$ 1,329,440
611	876,257	-	-	1,387,948	2,850,737	-	2,850,737
	\$ 876,257	\$ -	\$ 1,000,921	\$ 1,683,482	\$ 4,180,177	\$ -	\$ 4,180,177
113	\$ -	\$ -	\$ -	\$ 10,359	\$ 10,765	\$ -	\$ 10,765
616	-	-	-	-	31,230	-	31,230
	\$ -	\$ -	\$ -	\$ 10,359	\$ 41,995	\$ -	\$ 41,995

FY 2023 Expenditure Summary by Classification

Fund	Labor and Benefits	Operating Expenditures	Interfund Charges	Debt Service
General Government				
100 General Fund	\$ 63,050,393	\$ 19,746,990	\$ 17,688,994	\$ -
101 Enhanced 911 Fund	-	-	-	-
102 Visit Grand Junction Fund	954,886	4,481,230	228,877	-
104 CDBG Fund	-	276,950	-	-
105 Parkland Expansion Fund	-	-	-	-
106 Lodgers Tax Increase Fund	-	1,407,565	-	-
107 First Responder Fund	7,913,894	1,867,094	921,353	-
110 Conservation Trust Fund	-	-	-	-
111 Cannabis Sales Tax Fund	-	-	-	-
201 Sales Tax CIP Fund	-	5,244,538	-	-
202 Storm Drainage Fund	-	-	-	-
207 Transportation Capacity Fund	-	-	-	-
405 Comm Center Fund	5,755,425	507,521	1,646,005	-
610 General Debt Service Fund	-	4,000	-	6,291,928
614 GJ Public Finance Corp Fund	-	1,500	-	698,300
615 Riverside Pkwy Debt Retire Fund	-	-	-	-
Total General Government Funds	\$ 77,674,598	\$ 33,537,388	\$ 20,485,229	\$ 6,990,228
Enterprise Funds				
301 Water Fund	\$ 4,090,545	\$ 1,485,487	\$ 1,814,708	\$ 844,377
302 Solid Waste Removal Fund	2,286,694	1,906,183	1,846,877	-
303 GJ Convention Center Fund	-	225,600	227,284	-
305 Golf Courses Fund	974,596	876,106	731,196	87,798
308 Parking Authority Fund	328,384	159,500	118,668	243,768
309 Ridges Irrigation Fund	123,339	59,970	160,469	16,162
900 Joint Sewer System Fund	4,770,243	2,153,052	3,017,581	602,085
Total Enterprise Funds	\$ 12,573,801	\$ 6,865,898	\$ 7,916,783	\$ 1,794,190
Internal Service Funds				
401 Information Technology Fund	\$ 3,198,767	\$ 6,755,369	\$ 188,311	\$ 1,250,000
402 Fleet and Equipment Fund	1,654,505	2,810,916	323,620	4,293,987
404 Insurance Fund	1,548,599	16,582,248	24,627	-
406 Facilities Management Fund	874,390	2,554,249	308,167	-
Total Internal Service Funds	\$ 7,276,261	\$ 28,702,782	\$ 844,725	\$ 5,543,987
Permanent Funds				
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -
Downtown Develop. Authority Funds				
103 Downtown Dev. Authority Fund	\$ 249,557	\$ 889,628	\$ 42,662	\$ -
611 DDA TIF Debt Service Fund	-	581,650	-	2,203,292
Total DDA Funds	\$ 249,557	\$ 1,471,278	\$ 42,662	\$ 2,203,292
Dos Rios General Improvement Dist.				
616 GJ Dos Rios GID Debt Service Fund	-	3,500	-	615,250
Total Dos Rios GID Funds	\$ -	\$ 3,500	\$ -	\$ 615,250

FY 2023 Expenditure Summary by Classification

Fund	Capital Outlay	Contingency and Reserves	Total Expenditures	Transfers Out	Total Uses
100	\$ -	\$ 300,000	\$ 100,786,377	\$ -	\$ 100,786,377
101	-	-	-	2,908,700	2,908,700
102	-	-	5,664,993	200,000	5,864,993
104	-	-	276,950	164,501	441,451
105	-	-	-	689,792	689,792
106	-	-	1,407,565	1,005,404	2,412,969
107	-	-	10,702,341	2,639,692	13,342,033
110	-	-	-	942,564	942,564
111	-	-	-	113,364	113,364
201	17,835,146	-	23,079,684	7,514,386	30,594,070
202	1,830,000	-	1,830,000	-	1,830,000
207	25,089,619	-	25,089,619	200,000	25,289,619
405	530,000	-	8,438,951	-	8,438,951
610	-	-	6,295,928	-	6,295,928
614	-	-	699,800	-	699,800
615	-	-	-	-	-
	\$ 45,284,765	\$ 300,000	\$ 184,272,200	\$ 16,378,403	\$ 200,650,611
301	\$ 3,710,000	\$ -	\$ 11,945,117	\$ -	\$ 11,945,117
302	100,000	-	6,139,754	220,000	6,359,754
303	-	-	452,884	-	452,884
305	-	-	2,669,696	-	2,669,696
308	-	-	850,320	-	850,320
309	10,000	-	369,940	-	369,940
900	17,855,520	-	28,398,481	-	28,398,481
	\$ 21,675,520	\$ -	\$ 50,826,192	\$ 220,000	\$ 51,046,192
401	\$ -	\$ -	\$ 11,392,447	\$ -	\$ 11,392,447
402	-	-	9,083,028	-	9,083,028
404	-	-	18,155,474	500,000	18,655,474
406	-	-	3,736,806	-	3,736,806
	\$ -	\$ -	\$ 42,367,755	\$ 500,000	\$ 42,867,755
704	\$ -	\$ -	\$ -	\$ 11,409	\$ 11,409
	\$ -	\$ -	\$ -	\$ 11,409	\$ 11,409
103	\$ -	\$ 250,000	\$ 1,431,847	\$ -	\$ 1,431,847
611	-	-	2,784,942	-	2,784,942
	\$ -	\$ 250,000	\$ 4,216,789	\$ -	\$ 4,216,789
616	\$ -	\$ -	\$ 618,750	\$ -	\$ 618,750
	\$ -	\$ -	\$ 618,750	\$ -	\$ 618,750

FY 2023 Projected Fund Balance by Fund

Fund	Projected Beginning Fund Balance	Total Revenues	Labor	Non- Personnel Operating	Total Operating Expense	Debt Service
General Government						
100 General Fund	\$ 39,331,547	\$ 99,015,645	\$ 63,050,393	\$ 37,435,984	\$ 100,486,377	\$ -
101 Enhanced 911 Fund	4,065,596	3,666,172	-	-	-	-
102 Visit Grand Junction Fund	1,846,834	3,509,104	954,886	4,710,107	5,664,993	-
104 CDBG Fund	-	441,451	-	276,950	276,950	-
105 Parkland Expansion Fund	267,979	1,005,316	-	-	-	-
106 Lodgers Tax Increase Fund	-	2,412,969	-	1,407,565	1,407,565	-
107 First Responder Fund	2,844,578	14,725,798	7,913,894	2,788,447	10,702,341	-
110 Conservation Trust Fund	108,839	908,049	-	-	-	-
111 Cannabis Sales Tax Fund	62,761	1,977,469	-	-	-	-
114 American Rescue Plan Fund	9,118,880	167,617	-	-	-	-
115 Public Safety Impact Fee Fund	486,062	379,908	-	-	-	-
201 Sales Tax CIP Fund	6,494,049	21,797,974	-	5,244,538	5,244,538	-
202 Storm Drainage Fund	70,136	316,138	-	-	-	-
207 Transportation Capacity Fund	36,013,058	5,713,237	-	-	-	-
405 Comm Center Fund	862,010	5,578,443	5,755,425	2,153,526	7,908,951	-
610 General Debt Service Fund	1,542	-	-	4,000	4,000	6,291,928
614 GJ Public Finance Corp Fund	6,218	400,000	-	1,500	1,500	698,300
615 Riverside Pkwy Debt Retire Fund	-	-	-	-	-	-
Total General Government Funds	\$ 101,580,089	\$ 162,015,290	\$ 77,674,598	\$ 55,022,617	\$ 131,697,215	\$ 6,990,228
Enterprise Funds						
301 Water Fund	\$ 6,660,311	\$ 11,070,767	\$ 4,090,545	\$ 3,300,195	\$ 7,390,740	\$ 844,377
302 Solid Waste Removal Fund	2,222,045	5,445,868	2,286,694	3,753,060	6,039,754	-
303 GJ Convention Center Fund	739	252,884	-	452,884	452,884	-
305 Golf Courses Fund	570,953	2,508,728	974,596	1,607,302	2,581,898	87,798
308 Parking Authority Fund	696,331	789,195	328,384	278,168	606,552	243,768
309 Ridges Irrigation Fund	89,704	365,403	123,339	220,439	343,778	16,162
900 Joint Sewer System Fund	29,261,651	20,322,234	4,770,243	5,170,633	9,940,876	602,085
Total Enterprise Funds	\$ 39,501,734	\$ 40,755,079	\$ 12,573,801	\$ 14,782,681	\$ 27,356,482	\$ 1,794,190
Total General Govt. and Enterprise Funds	\$ 141,081,824	\$ 202,770,369	\$ 90,248,399	\$ 68,805,298	\$ 159,053,697	\$ 8,784,418
Internal Service Funds						
401 Information Technology Fund	\$ 1,515,759	\$ 10,460,519	\$ 3,198,767	\$ 6,943,680	\$ 10,142,447	\$ -
402 Fleet and Equipment Fund	2,809,164	7,735,732	1,654,505	3,134,536	4,789,041	-
404 Insurance Fund	2,832,199	17,883,445	1,548,599	16,606,875	18,155,474	-
406 Facilities Management Fund	-	3,736,807	874,390	2,862,416	3,736,806	-
Total Internal Service Funds	\$ 7,157,122	\$ 39,816,505	\$ 7,276,261	\$ 29,547,507	\$ 36,823,768	\$ -
Permanent Funds						
704 Cemetery Perpetual Care Fund	\$ 1,532,657	\$ 11,409	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ 1,532,657	\$ 11,409	\$ -	\$ -	\$ -	\$ -
Total City Appropriated Funds	\$ 149,771,603	\$ 242,598,283	\$ 97,524,660	\$ 98,352,805	\$ 195,877,465	\$ 8,784,418
Downtown Development Authority Funds						
103 Downtown Dev. Authority Fund	\$ 2,173,717	\$ 1,329,440	\$ 249,557	\$ 970,365	\$ 1,219,922	\$ -
611 DDA TIF Debt Service Fund	2,033,897	2,850,737	-	581,650	581,650	2,203,292
Total DDA Funds	\$ 4,207,614	\$ 4,180,177	\$ 249,557	\$ 1,552,015	\$ 1,801,572	\$ 2,203,292
Dos Rios GID Funds						
113 Grand Jct. Dos Rios GID Fund	\$ 21,438	\$ 10,765	\$ -	\$ -	\$ -	\$ -
209 Grand Jct. Dos Rios GID Capital Fund	930,661	-	-	-	-	-
616 Grand Jct. Dos Rios GID Debt Svc Fund	1,688,515	31,230	-	3,500	3,500	618,750
Total Dos Rios GID Funds	\$ 2,640,614	\$ 41,995	\$ -	\$ 3,500	\$ 3,500	\$ 618,750

FY 2023 Projected Fund Balance by Fund

Fund	Major Capital	Total Expense	Transfers In	Transfers Out	Net Source (Use) of Funds	Contingency Funds	Net Change in Fund Balance	Projected Ending Fund Balance
100	\$ -	\$ 100,486,377	\$ 2,115,040	\$ -	\$ 644,308	\$ 300,000	\$ 344,308	\$ 39,675,855
101	-	-	-	2,908,100	757,472	-	757,472	4,823,068
102	-	5,664,993	1,005,404	200,000	(1,350,485)	-	(1,350,485)	496,349
104	-	276,950	-	164,501	-	-	-	-
105	-	-	-	689,792	315,524	-	315,524	583,503
106	-	1,407,565	-	1,005,404	-	-	-	-
107	-	10,702,341	-	2,639,692	1,383,765	-	1,383,765	4,228,343
110	-	-	-	942,564	(34,515)	-	(34,515)	74,324
111	-	-	-	113,364	1,864,105	-	1,864,105	1,926,866
114	-	-	-	-	167,617	-	167,617	9,286,497
115	-	-	-	-	379,908	-	379,908	865,970
201	17,835,146	23,079,684	2,561,921	7,514,386	(6,234,175)	-	(6,234,175)	259,874
202	1,830,000	1,830,000	1,500,000	-	(13,862)	-	(13,862)	56,274
207	25,089,619	25,089,619	-	200,000	(19,576,382)	-	(19,576,382)	16,436,676
405	530,000	8,438,951	2,437,898	-	(422,610)	-	(422,610)	439,400
610	-	6,295,928	6,294,386	-	(1,542)	-	(1,542)	-
614	-	699,800	293,582	-	(6,218)	-	(6,218)	-
615	-	-	-	-	-	-	-	-
	\$ 45,284,765	\$ 183,972,208	\$ 16,208,231	\$ 16,378,403	\$ (22,127,090)	\$ 300,000	\$ (22,427,090)	\$ 79,153,000
301	\$ 3,710,000	\$ 11,945,117	\$ -	\$ -	\$ (874,350)	\$ -	\$ (874,350)	\$ 5,785,961
302	100,000	6,139,754	-	220,000	(913,886)	-	(913,886)	1,308,159
303	-	452,884	200,000	-	-	-	-	739
305	-	2,669,696	120,000	-	(40,968)	-	(40,968)	529,985
308	-	850,320	-	-	(61,125)	-	(61,125)	635,206
309	10,000	369,940	-	-	(4,537)	-	(4,537)	85,167
900	17,855,520	28,398,481	-	-	(8,076,247)	-	(8,076,247)	21,185,404
	\$ 21,675,520	\$ 50,826,192	\$ 320,000	\$ 220,000	\$ (9,971,113)	\$ -	\$ (9,971,113)	\$ 29,530,621
GF & EF	\$ 66,960,285	\$ 234,798,400	\$ 16,528,231	\$ 16,598,403	\$ (32,098,203)	\$ 300,000	\$ (32,398,203)	\$ 108,683,621
		\$ 300,000	Contingency					
		\$ 235,098,400	City of Grand Junction 2023 Adopted Budget					
401	\$ 1,250,000	\$ 11,392,447	\$ -	\$ -	\$ (931,928)	\$ -	\$ (931,928)	\$ 583,831
402	4,293,987	9,083,028	81,581	-	(1,265,715)	-	(1,265,715)	1,543,449
404	-	18,155,474	-	-	(272,029)	500,000	(772,029)	2,060,170
405	-	3,736,806	-	-	-	-	-	-
	\$ 5,543,987	\$ 42,367,755	\$ 81,581	\$ -	\$ (2,469,671)	\$ 500,000	\$ (2,969,672)	\$ 4,187,450
704	\$ -	\$ -	\$ -	\$ 11,409	\$ -	\$ -	\$ -	\$ 1,532,657
	\$ -	\$ -	\$ -	\$ 11,409	\$ -	\$ -	\$ -	\$ 1,532,657
Total App	\$ 72,504,272	\$277,466,155	\$ 16,609,812	\$ 16,609,812	\$ (34,567,874)	\$ 800,000	\$ (35,367,875)	\$ 114,583,728
103	\$ -	\$ 1,219,922	\$ -	\$ -	\$ 109,518	\$ 250,000	\$ (140,482)	\$ 1,612,849
611	-	2,784,942	-	-	65,795	-	65,795	2,366,673
DDA	\$ -	\$ 4,004,864	\$ -	\$ -	\$ 175,313	\$ 250,000	\$ (74,687)	\$ 3,979,522
113	\$ -	\$ -	\$ -	\$ -	\$ 10,765	\$ -	\$ 10,765	\$ 32,203
209	-	-	-	-	-	-	-	930,661
616	-	618,750	-	-	(587,520)	-	(587,520)	1,420,899
Dos Rios	\$ -	\$ 618,750	\$ -	\$ -	\$ (576,755)	\$ -	\$ (576,755)	\$ 2,383,763

Expenditure Summary by Department by Fund

Fund	General Govt.*	City Clerk	Community Develop.	Finance	Fire	General Services	Info. Tech.	Human Resources
General Government								
100 General Fund	\$ 5,264,024	\$ 773,290	\$ 5,143,807	\$ 3,112,351	\$21,736,264	\$ 3,815,796	\$ -	\$ 3,020,228
101 Enhanced 911 Fund	-	-	-	-	-	-	-	-
102 Visit Grand Junction Fund	-	-	-	-	-	-	-	-
104 CDBG Fund	-	-	276,950	-	-	-	-	-
105 Parkland Expansion Fund	-	-	-	-	-	-	-	-
106 Lodgers Tax Increase Fund	-	-	-	1,407,565	-	-	-	-
107 First Responder Fund	-	-	-	-	8,834,757	-	-	-
110 Conservation Trust Fund	-	-	-	-	-	-	-	-
111 Cannabis Sales Tax Fund	-	-	-	-	-	-	-	-
201 Sales Tax CIP Fund	5,104,538	-	140,000	-	1,203,646	1,500,000	500,000	-
202 Storm Drainage Fund	-	-	-	-	-	-	-	-
207 Transportation Capacity Fund	-	-	-	-	-	-	-	-
405 Comm Center Fund	-	-	-	-	-	-	-	-
610 General Debt Service Fund	-	-	-	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	-	-	-	-	-	-	-
615 Riverside Pkwy Debt Retire Fund	-	-	-	-	-	-	-	-
Total General Government Funds	\$10,368,562	\$ 773,290	\$ 5,560,757	\$ 4,519,916	\$31,774,667	\$ 5,315,796	\$ 500,000	\$ 3,020,228
Enterprise Funds								
301 Water Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
302 Solid Waste Removal Fund	-	-	-	-	-	6,139,754	-	-
303 GJ Convention Center Fund	-	-	-	-	-	452,884	-	-
305 Golf Courses Fund	-	-	-	-	-	2,669,696	-	-
308 Parking Authority Fund	-	-	-	-	-	634,409	-	-
309 Ridges Irrigation Fund	-	-	-	-	-	-	-	-
900 Joint Sewer System Fund	-	-	-	-	-	-	-	-
Total Enterprise Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,896,743	\$ -	\$ -
Internal Service Funds								
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,392,447	\$ -
402 Fleet and Equipment Fund	-	-	-	-	-	9,083,028	-	-
404 Insurance Fund	-	-	-	-	-	-	-	18,155,474
406 Facilities Management Fund	-	-	-	-	-	3,736,806	-	-
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,819,834	\$ 11,392,447	\$ 18,155,474
Permanent Funds								
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total All Funds	\$10,368,562	\$ 773,290	\$ 5,560,757	\$ 4,519,916	\$31,774,667	\$28,252,373	\$11,892,447	\$21,175,702

**General Government comprises City Council, City Manager's Office, Communications and Engagement, and City Attorney.*

Expenditure Summary by Department by Fund

Fund	Park & Recreation	Police	Public Works	Utilities	Visit Grand Jct	Non-Departmental	Total by Fund
General Government							
100 General Fund	\$ 13,244,539	\$ 31,643,969	\$ 12,661,870	\$ -	\$ -	\$ 370,239	\$ 100,786,377
101 Enhanced 911 Fund	-	-	-	-	-	2,908,700	2,908,700
102 Visit Grand Junction Fund	-	-	-	-	5,664,993	200,000	5,864,993
104 CDBG Fund	-	-	-	-	-	164,501	441,451
105 Parkland Expansion Fund	-	-	-	-	-	689,792	689,792
106 Lodgers Tax Increase Fund	-	-	-	-	-	1,005,404	2,412,969
107 First Responder Fund	-	1,867,584	-	-	-	2,639,692	13,342,033
110 Conservation Trust Fund	-	-	-	-	-	942,564	942,564
111 Cannabis Sales Tax Fund	-	-	-	-	-	113,364	113,364
201 Sales Tax CIP Fund	3,770,000	-	10,861,500	-	-	7,514,386	30,594,070
202 Storm Drainage Fund	-	-	1,830,000	-	-	-	1,830,000
207 Transportation Capacity Fund	-	-	25,089,619	-	-	200,000	25,289,619
405 Comm Center Fund	-	8,438,951	-	-	-	-	8,438,951
610 General Debt Service Fund	-	-	-	-	-	6,295,928	6,295,920
614 GJ Public Finance Corp Fund	-	-	-	-	-	699,800	699,800
615 Riverside Pkway Debt Retire Fund	-	-	-	-	-	-	-
Total General Government Funds	\$17,014,539	\$ 41,950,504	\$ 50,442,989	\$ -	\$ 5,664,993	\$ 23,744,370	\$ 200,650,603
Enterprise Funds							
301 Water Fund	\$ -	\$ -	\$ 356,641	\$ 11,588,476	\$ -	\$ -	\$ 11,945,117
302 Solid Waste Removal Fund	-	-	-	-	-	220,000	6,359,754
303 GJ Convention Center Fund	-	-	-	-	-	-	452,884
305 Golf Courses Fund	-	-	-	-	-	-	2,669,696
308 Parking Authority Fund	-	215,911	-	-	-	-	850,320
309 Ridges Irrigation Fund	-	-	-	369,940	-	-	369,940
900 Joint Sewer System Fund	-	-	426,549	27,971,932	-	-	28,398,481
Total Enterprise Funds	\$ -	\$ 215,911	\$ 783,190	\$ 39,930,348	\$ -	\$ 220,000	\$ 51,046,192
Internal Service Funds							
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,392,447
402 Fleet and Equipment Fund	-	-	-	-	-	-	9,083,028
404 Insurance Fund	-	-	-	-	-	500,000	18,655,474
406 Facilities Management Fund	-	-	-	-	-	-	3,736,806
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 42,867,755
Permanent Funds							
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,409	\$ 11,409
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,409	\$ 11,409
Total All Funds	\$17,014,539	\$ 42,166,415	\$ 51,226,179	\$ 39,930,348	\$ 5,664,993	\$ 24,475,779	\$ 294,575,967

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Capital Proceeds	\$ 21,258	\$ 697,630	\$ 1,500	\$ 1,500	\$ 1,500
Charges for Service	9,937,412	12,532,908	13,257,482	13,496,650	14,218,022
Fines and Forfeitures	292,965	301,263	306,500	306,500	316,741
Interest	403,513	198,463	196,000	367,345	672,307
Interfund Revenue	2,351,962	2,421,669	2,507,485	2,515,462	2,717,776
Intergovernmental	7,560,619	2,263,283	2,088,608	1,795,755	1,708,732
Licenses and Permits	171,504	205,488	188,150	188,150	195,912
Taxes	60,584,107	70,346,017	72,790,563	76,276,520	79,157,530
Other	471,371	186,589	25,475	25,475	27,125
Transfers In	859,657	715,190	1,004,333	909,333	2,115,040
Total 100 General Fund	\$ 82,654,368	\$ 89,868,501	\$ 92,366,096	\$ 95,882,689	\$ 101,130,685
101 Enhanced 911 Fund					
Charges for Service	\$ 2,431,984	\$ 3,210,134	\$ 2,900,000	\$ 3,400,000	\$ 3,600,000
Interest	42,032	19,780	19,400	28,338	66,172
Total 101 E911 Fund	\$ 2,474,016	\$ 3,229,914	\$ 2,919,400	\$ 3,428,338	\$ 3,666,172
102 Visit Grand Junction Fund					
Charges for Service	\$ 5,986	\$ 6,397	\$ 6,000	\$ 6,000	\$ 11,500
Interest	10,161	12,401	3,211	16,036	21,079
Taxes	1,840,178	2,797,322	2,999,998	3,242,530	3,476,525
Transfers In	484,305	733,332	776,758	1,961,480	1,005,404
Total 102 Visit Grand Junction Fund	\$ 2,340,630	\$ 3,549,452	\$ 3,785,967	\$ 5,226,046	\$ 4,514,508
104 CDBG Fund					
Intergovernmental	\$ 717,326	\$ 642,223	\$ 469,557	\$ 469,557	\$ 441,451
Total 104 CDBG Fund	\$ 717,326	\$ 642,223	\$ 469,557	\$ 469,557	\$ 441,451
105 Parkland Expansion Fund					
Charges for Service	\$ 388,764	\$ 804,741	\$ 950,000	\$ 950,000	\$ 991,467
Fines and Forfeitures	1,835	2,258	2,500	2,500	2,500
Interest	11,054	4,659	6,173	3,959	11,349
Total 105 Parkland Expansion Fund	\$ 401,654	\$ 811,658	\$ 958,673	\$ 956,459	\$ 1,005,316
106 Lodgers Tax Increase Fund					
Taxes	\$ 1,072,214	\$ 1,886,959	\$ 1,864,218	\$ 2,213,733	\$ 2,412,969
Interest	-	1,881	-	627	-
Total 106 Lodgers Tax Increase Fund	\$ 1,072,214	\$ 1,888,840	\$ 1,864,218	\$ 2,214,360	\$ 2,412,969
107 First Responder Tax Fund					
Intergovernmental	\$ -	\$ -	\$ 1,750,804	\$ 1,606,650	\$ 2,306,610
Interest	-	42,299	-	23,728	79,953
Taxes	7,927,408	10,850,494	11,192,539	11,735,249	12,339,235
Total 107 First Responder Tax Fund	\$ 7,927,408	\$ 10,892,793	\$ 12,943,343	\$ 13,365,627	\$ 14,725,798
110 Conservation Trust Fund					
Interest	\$ 2,237	\$ 2,155	\$ 2,096	\$ 908	\$ 1,649
Intergovernmental	662,347	788,497	880,000	880,000	906,400
Total 110 Conservation Trust Fund	\$ 664,584	\$ 790,652	\$ 882,096	\$ 880,908	\$ 908,049
111 Cannabis Sales Tax Fund					
Taxes	\$ -	\$ -	\$ 1,015,000	\$ -	\$ 1,884,375
Interest	-	-	-	261	18,094
Licenses and Permits	-	-	-	167,500	75,000
Total 111 Cannabis Sales Tax Fund	\$ -	\$ -	\$ 1,015,000	\$ 167,761	\$ 1,977,469
114 American Rescue Plan Fund					
Interest	\$ -	\$ 21,402	\$ -	\$ -	\$ 167,617
Intergovernmental	-	5,242,304	5,242,304	5,242,304	-
Total 114 American Rescue Plan Fund	\$ -	\$ 5,263,706	\$ 5,242,304	\$ 5,242,304	\$ 167,617
115 Public Safety Impact Fee Fund					
Other	\$ -	\$ -	\$ 486,062	\$ 486,062	\$ 379,908
Total 115 Public Safety Impact Fee Fund	\$ -	\$ -	\$ 486,062	\$ 486,062	\$ 379,908

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
201 Sales Tax CIP Fund					
Capital Proceeds	\$ -	\$ 9,887,641	\$ -	\$ 99,400	\$ 550,000
Charges for Service	146,808	168,893	85,000	85,000	85,000
Interest	32	3,222	-	126,978	65,712
Intergovernmental	1,732,981	378,752	1,953,679	2,100,145	1,927,059
Taxes	13,398,813	16,093,214	16,524,765	17,447,990	18,330,203
Other	4,734,039	4,965,717	480,000	530,000	840,000
Transfers In	9,154,345	17,550,088	4,840,105	7,457,529	2,561,921
Total 201 Sales Tax CIP Fund	\$ 29,167,018	\$ 49,047,527	\$ 23,883,549	\$ 27,847,042	\$ 24,359,895
202 Storm Drainage Fund					
Charges for Service	\$ 19,982	\$ 18,259	\$ 15,000	\$ 15,000	\$ 15,000
Interest	-	-	-	644	1,138
Other	-	-	-	-	300,000
Transfers In	-	430,082	500,000	500,000	1,500,000
Total 202 Storm Drainage Fund	\$ 19,982	\$ 448,341	\$ 515,000	\$ 515,644	\$ 1,816,138
207 Transportation Capacity (TCP) Fund					
Capital Proceeds	\$ 50,277,796	\$ -	\$ -	\$ -	\$ -
Charges for Service	2,426,485	3,946,288	2,700,000	2,700,000	3,805,901
Interest	238,193	90,445	55,370	373,653	457,336
Intergovernmental	-	-	-	400,000	1,300,000
Other	-	-	150,000	-	150,000
Transfers In	-	23,285	-	-	-
Total 207 TCP Fund	\$ 52,942,474	\$ 4,060,018	\$ 2,905,370	\$ 3,473,653	\$ 5,713,237
405 Communications Center Fund					
Charges for Service	\$ 2,101,375	\$ 2,148,548	\$ 2,236,715	\$ 2,217,124	\$ 2,359,646
Interest	10,891	10,175	4,166	10,088	23,877
Interfund Revenue	3,034,656	2,803,531	3,032,115	3,004,039	3,104,320
Intergovernmental	14,703	65,898	35,000	35,000	-
Other	40,611	90,810	93,400	93,400	90,600
Transfers In	2,353,445	1,694,167	2,081,222	2,081,222	2,437,898
Total 405 Communications Center Fund	\$ 7,555,681	\$ 6,813,129	\$ 7,482,618	\$ 7,440,873	\$ 8,016,341
610 General Debt Service Fund					
Capital Proceeds	\$ 14,740,000	\$ -	\$ -	\$ -	\$ -
Interest	233	-	-	-	-
Intergovernmental	16,932	-	-	-	-
Transfers In	6,442,344	6,794,876	6,799,688	6,799,688	6,294,386
Total 610 General Debt Service Fund	\$ 21,199,509	\$ 6,794,876	\$ 6,799,688	\$ 6,799,688	\$ 6,294,386
614 GJ Public Finance Corp Fund					
Capital Proceeds	\$ -	\$ 5,086,873	\$ -	\$ -	\$ -
Interest	12,721	-	-	-	-
Other	300,000	400,000	400,000	400,000	400,000
Transfers In	204,427	848,431	300,879	300,879	293,582
Total 614 GJ Public Finance Corp Fund	\$ 517,148	\$ 6,335,304	\$ 700,879	\$ 700,879	\$ 693,582
615 Riverside Parkway Debt Retirement Fund					
Interest	\$ 69,725	\$ 22,413	\$ 35,042	\$ 4,221	\$ -
Transfers In	632,922	1,305,444	-	-	-
Total 615 Riverside Parkway Debt Fund	\$ 702,647	\$ 1,327,857	\$ 35,042	\$ 4,221	\$ -
ENTERPRISE FUNDS					
301 Water Fund					
Capital Proceeds	\$ 215,340	\$ 409,197	\$ 10,714,000	\$ 15,214,000	\$ 214,000
Charges for Service	8,389,811	8,583,342	8,692,280	8,692,280	9,130,969
Interest	72,032	40,606	34,800	53,289	153,259
Interfund Revenue	784,527	862,307	838,479	838,479	860,628
Intergovernmental	114,439	1,041,999	37,500	337,500	646,449
Other	50,718	62,561	58,512	58,512	65,462
Transfers In	541,345	252,815	-	-	-
Total 301 Water Fund	\$ 10,168,212	\$ 11,252,827	\$ 20,375,571	\$ 25,194,060	\$ 11,070,767

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
ENTERPRISE FUNDS					
302 Solid Waste Fund					
Charges for Service	\$ 4,785,582	\$ 5,076,318	\$ 5,080,000	\$ 5,180,000	\$ 5,321,862
Intergovernmental	-	-	-	-	89,600
Interest	17,992	11,432	8,404	18,738	34,406
Total 302 Solid Waste Fund	\$ 4,803,573	\$ 5,087,750	\$ 5,088,404	\$ 5,198,738	\$ 5,445,868
303 GJ Convention Center Fund					
Charges for Service	\$ 145	\$ 2,096	\$ 25,000	\$ 25,000	\$ 25,000
Intergovernmental	391,007	111,699	206,761	206,761	227,884
Transfers In	200,000	200,000	200,000	200,000	200,000
Total 303 GJ Convention Center Fund	\$ 591,152	\$ 313,795	\$ 431,761	\$ 431,761	\$ 452,884
305 Golf Courses Fund					
Charges for Service	\$ 2,120,337	\$ 2,274,395	\$ 2,281,150	\$ 2,281,150	\$ 2,483,710
Interest	1,690	3,490	-	4,519	10,618
Other	12,980	14,976	18,720	18,720	14,400
Transfers In	120,000	120,000	120,000	120,000	120,000
Total 305 Golf Courses Fund	\$ 2,255,007	\$ 2,412,861	\$ 2,419,870	\$ 2,424,389	\$ 2,628,728
308 Parking Authority Fund					
Charges for Service	\$ 383,768	\$ 466,252	\$ 500,150	\$ 500,150	\$ 479,635
Fines and Forfeitures	143,700	190,558	190,000	190,000	220,000
Interest	8,814	4,990	4,149	5,547	13,220
Other	55,230	61,515	56,850	56,850	76,340
Total 308 Parking Authority Fund	\$ 591,512	\$ 723,316	\$ 751,149	\$ 752,547	\$ 789,195
309 Ridges Irrigation Fund					
Capital Proceeds	\$ 1,560	\$ 2,600	\$ 176,500	\$ 176,500	\$ 1,300
Charges for Service	309,307	330,755	336,142	336,142	362,398
Interest	1,106	764	414	978	1,705
Transfers In	48,775	-	-	-	-
Total 309 Ridges Irrigation Fund	\$ 360,748	\$ 334,119	\$ 513,056	\$ 513,620	\$ 365,403
900 Joint Sewer Fund					
Capital Proceeds	\$ 3,932,766	\$ 5,809,126	\$ 3,392,350	\$ 3,392,350	\$ 3,570,336
Charges for Service	14,406,309	14,629,231	15,243,668	15,243,668	16,031,547
Fines and Forfeitures	1,250	-	1,000	1,000	1,000
Interest	435,459	279,435	271,700	274,926	539,665
Interfund Revenue	137,976	162,777	174,154	174,154	179,686
Intergovernmental	540,000	-	-	-	-
Other	26,859	28,122	-	644	-
Total 900 Joint Sewer Fund	\$ 19,480,619	\$ 20,908,691	\$ 19,082,872	\$ 19,086,742	\$ 20,322,234
INTERNAL SERVICE FUNDS					
401 Information Technology Fund					
Charges for Service	\$ 76,535	\$ 111,077	\$ 152,480	\$ 152,480	\$ 110,105
Interest	33,171	16,809	17,000	18,041	27,204
Interfund Revenue	7,478,212	7,514,835	9,004,618	8,721,604	10,323,210
Total 401 Information Technology Fund	\$ 7,587,918	\$ 7,642,721	\$ 9,174,098	\$ 8,892,125	\$ 10,460,519
402 Fleet and Equipment Fund					
Capital Proceeds	\$ 59,680	\$ 125,620	\$ 50,000	\$ 50,000	\$ 100,000
Charges for Service	949,872	1,028,231	942,635	942,635	950,606
Interest	41,492	28,632	27,500	31,727	50,786
Interfund Revenue	6,274,471	5,620,574	7,031,098	7,031,098	6,634,342
Transfers In	209,088	54,535	70,563	70,563	81,581
Total 402 Fleet and Equipment Fund	\$ 7,534,603	\$ 6,857,592	\$ 8,121,796	\$ 8,126,023	\$ 7,817,315

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
INTERNAL SERVICE FUNDS					
404 Insurance Fund					
Charges for Service	\$ 6,297	\$ 4,507	\$ 2,500	\$ 2,500	\$ 2,500
Interest	33,537	23,634	15,194	25,052	58,534
Interfund Revenue	13,396,287	14,468,713	15,402,681	15,402,681	17,251,218
Intergovernmental	-	-	-	-	175,000
Other	703,166	553,010	466,500	466,500	396,193
Transfers In	1,441,009	-	-	-	-
Total 404 Insurance Fund	\$ 15,580,296	\$ 15,049,864	\$ 15,886,875	\$ 15,896,733	\$ 17,883,445
406 Facilities Fund					
Charges for Service	\$ 161	\$ 6,346	\$ -	\$ 2,904	\$ -
Interest	-	578	-	236	349
Interfund Revenue	2,720,409	2,813,621	3,091,847	3,091,847	3,718,698
Other	25,184	17,996	17,760	17,760	17,760
Total 406 Facilities Fund	\$ 2,745,754	\$ 2,838,540	\$ 3,109,607	\$ 3,112,747	\$ 3,736,807
PERMANENT FUNDS					
704 Cemetery Perpetual Care Fund					
Charges for Service	\$ 24,037	\$ 36,959	\$ -	\$ 30,628	\$ -
Interest	22,693	11,409	10,239	12,800	11,409
Total 704 Cemetery Perpetual Care Fund	\$ 46,730	\$ 48,368	\$ 10,239	\$ 43,428	\$ 11,409
Total Revenues	\$ 282,102,778	\$ 265,235,232	\$ 250,220,160	\$ 264,775,025	\$ 259,208,094

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Labor and benefits	\$ 48,145,759	\$ 49,394,940	\$ 56,260,675	\$ 56,128,223	\$ 63,050,393
Operating	14,070,202	13,868,224	18,027,501	16,159,565	19,746,990
Interfund Charges	14,613,559	14,560,267	16,884,330	16,860,164	17,688,994
Capital Outlay	1,058,097	2,234,421	561,806	836,806	-
Transfers Out	493,832	7,565,087	-	2,998,000	-
Contingency and Reserves	-	-	200,000	128,577	300,000
Total 100 General Fund	\$ 78,381,449	\$ 87,622,939	\$ 91,934,312	\$ 93,111,335	\$ 100,786,377
101 Enhanced 911 Fund					
Transfers Out	\$ 2,853,445	\$ 2,194,167	\$ 2,581,222	\$ 2,581,222	\$ 2,908,700
Total 101 E911 Fund	\$ 2,853,445	\$ 2,194,167	\$ 2,581,222	\$ 2,581,222	\$ 2,908,700
102 Visit Grand Junction Fund					
Labor and Benefits	\$ 450,554	\$ 276,705	\$ 949,837	\$ 428,893	\$ 954,886
Operating	1436,193	1,793,772	3,781,237	4,352,181	4,481,230
Interfund Charges	149,469	195,029	197,981	197,981	228,877
Transfers Out	-	-	200,000	200,000	200,000
Contingency and Reserves	-	200,000	200,000	200,000	-
Total 102 Visit Grand Junction Fund	\$ 2,036,217	\$ 2,465,506	\$ 5,329,055	\$ 5,379,055	\$ 5,864,993
104 CDBG Fund					
Operating	\$ 326,035	\$ 577,792	\$ 289,198	\$ 289,198	\$ 276,950
Transfers Out	391,291	64,431	180,359	180,359	164,501
Total 104 CDBG Fund	\$ 717,326	\$ 642,223	\$ 469,557	\$ 469,557	\$ 441,451
105 Parkland Expansion Fund					
Transfers Out	\$ 838,477	\$ 449,767	\$ 1,464,792	\$ 1,364,792	\$ 689,792
Total 105 Parkland Expansion Fund	\$ 838,477	\$ 449,767	\$ 1,464,792	\$ 1,364,792	\$ 689,792

Expenditure Summary by Fund, By Classification

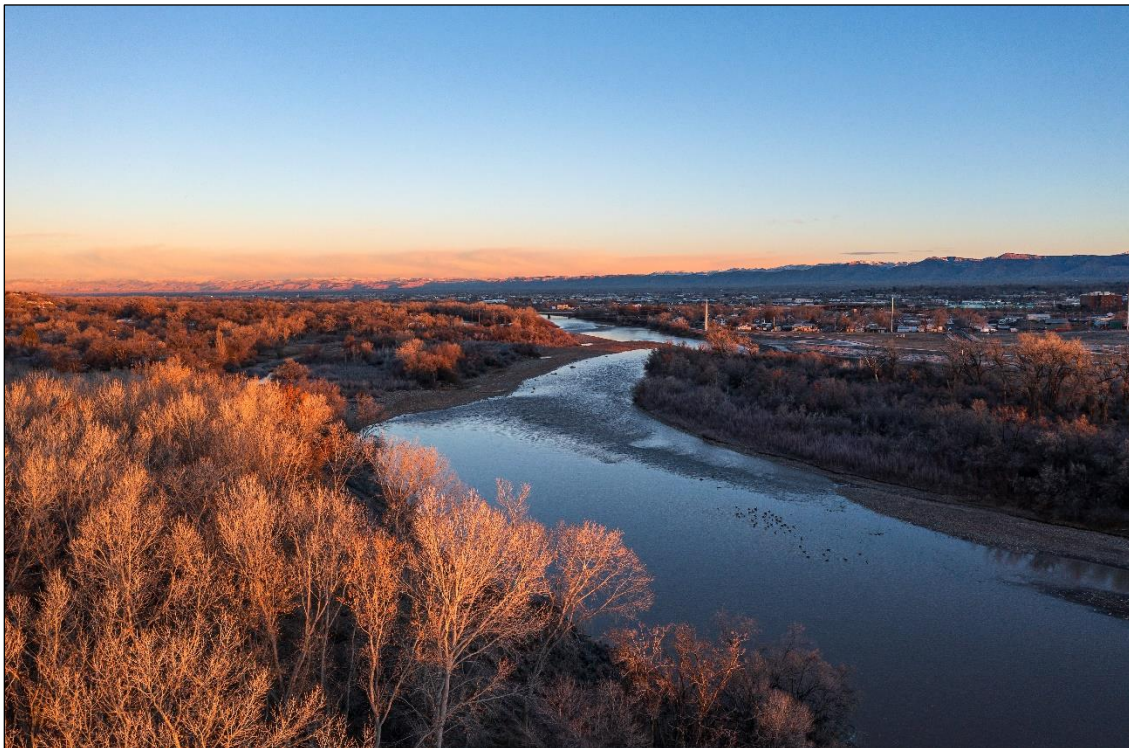
Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
106 Lodgers Tax Increase Fund					
Operating	\$ 705,812	\$ 1,026,665	\$ 1,087,461	\$ 1,378,746	\$ 1,407,565
Transfers Out	484,305	733,332	776,758	984,819	1,005,404
Total 106 Lodgers Tax Increase Fund	\$ 1,190,117	\$ 1,759,997	\$ 1,864,219	\$ 2,363,565	\$ 2,412,969
107 First Responder Tax Fund					
Labor and Benefits	\$ 734,664	\$ 2,571,412	\$ 8,068,979	\$ 8,068,979	\$ 7,913,894
Operating	317,945	74,187	1,074,524	1,288,692	1,867,094
Interfund Charges	(25,102)	135,369	447,329	447,329	921,353
Capital Outlay	628,288	(3,386)	180,900	1,900,423	-
Transfers Out	4,674,546	6,852,083	1,108,982	1,667,572	2,639,692
Total 107 First Responder Tax Fund	\$ 6,330,341	\$ 9,629,665	\$ 10,880,714	\$ 13,372,995	\$ 13,342,033
110 Conservation Trust Fund					
Transfers Out	\$ 715,052	\$ 777,985	\$ 879,061	\$ 879,061	\$ 942,564
Total 110 Conservation Trust Fund	\$ 715,052	\$ 777,985	\$ 879,061	\$ 879,061	\$ 942,564
111 Cannabis Sales Tax Fund					
Transfers Out	\$ -	\$ -	\$ 1,000,000	\$ 105,000	\$ 113,364
Total 111 Cannabis Sales Tax Fund	\$ -	\$ -	\$ 1,000,000	\$ 105,000	\$ 113,364
114 American Rescue Plan Fund					
Operation	\$ -	\$ -	\$ -	\$ 410,469	\$ 113,364
Transfer Out	-	-	-	976,661	-
Total 111 Cannabis Sales Tax Fund	\$ -	\$ -	\$ -	\$ 1,387,130	\$ -
201 Sales Tax Fund					
Operating	\$ 4,230,353	\$ 3,579,644	\$ 2,703,790	\$ 2,803,790	\$ 5,244,538
Capital Outlay	16,590,095	17,241,505	17,214,303	37,427,716	17,835,146
Transfers Out	7,411,266	8,480,402	7,019,688	7,019,688	7,514,386
Contingency and Reserves	-	-	1,842,436	-	-
Total 201 Sales Tax Fund	\$ 28,231,714	\$ 29,301,551	\$ 28,780,217	\$ 47,251,194	\$ 30,594,070
202 Storm Drainage Fund					
Operating	\$ -	\$ 16,037	\$ -	\$ -	\$ -
Capital Outlay	5,000	430,053	530,000	530,000	1,830,000
Total 202 Storm Drainage Fund	\$ 5,000	\$ 446,090	\$ 530,000	\$ 530,000	\$ 1,830,000
207 Transportation Capacity Fund					
Operating	\$ 477,847	\$ 38,358	\$ -	\$ 18,500	\$ -
Capital Outlay	884,177	3,824,433	27,738,000	21,509,990	25,089,619
Transfers Out	200,000	200,000	200,000	200,000	200,000
Total 207 Transportation Capacity Fund	\$ 1,562,023	\$ 4,062,790	\$ 27,938,000	\$ 21,728,490	\$ 25,289,619
405 Comm Center Fund					
Labor and Benefits	\$ 4,461,407	\$ 4,547,809	\$ 5,359,171	\$ 5,359,171	\$ 5,755,425
Operating	707,521	437,662	474,562	474,562	507,521
Interfund Charges	1,629,728	1,483,397	1,496,499	1,496,499	1,646,005
Capital Outlay	168,355	396,532	690,000	770,248	530,000
Total 405 Comm Center Fund	\$ 6,967,011	\$ 6,865,400	\$ 8,020,232	\$ 8,100,480	\$ 8,438,951
610 General Debt Service Fund					
Operating	\$ 86,612	\$ 3,500	\$ 4,500	\$ 4,500	\$ 4,000
Debt Service	21,476,766	6,790,376	6,795,188	6,795,188	6,291,928
Total 610 General Debt Service Fund	\$ 21,563,378	\$ 6,793,876	\$ 6,799,688	\$ 6,799,688	\$ 6,295,928
614 GJ Public Finance Corp Fund					
Operating	\$ -	\$ 67,393	\$ 1,500	\$ 1,500	\$ 1,500
Debt Service	530,406	6,261,691	713,600	713,600	698,300
Total 614 GJ Public Finance Corp Fund	\$ 530,406	\$ 6,329,084	\$ 715,100	\$ 715,100	\$ 699,800
615 Riverside Parkway Debt Retirement Fund					
Transfers Out	\$ 3,156,000	\$ 3,000,000	\$ 1,052,447	\$ 1,013,281	\$ -
Total 615 Riverside Parkway Debt Ret. Fund	\$ 3,156,000	\$ 3,000,000	\$ 1,052,447	\$ 1,013,281	\$ -

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
ENTERPRISE FUNDS					
301 Water Fund					
Labor and Benefits	\$ 3,122,356	\$ 3,269,792	\$ 3,628,612	\$ 3,628,612	\$ 4,090,545
Operating	1,080,918	1,055,928	1,318,557	1,318,557	1,485,487
Interfund Charges	1,490,635	1,558,843	1,656,926	1,656,926	1,814,708
Capital Outlay	637,313	635,254	1,002,306	633,640	844,377
Debt Service	3,905,605	5,571,834	15,430,000	17,394,540	3,710,000
Transfers Out	54,675	-	-	-	-
Total 301 Water Fund	\$ 10,291,502	\$ 12,091,651	\$ 23,036,401	\$ 24,632,275	\$ 11,945,117
302 Solid Waste Fund					
Labor and Benefits	\$ 1,049,721	\$ 1,104,722	\$ 1,275,625	\$ 1,598,168	\$ 2,286,694
Operating	1,561,772	1,672,686	1,825,245	1,482,379	1,906,183
Interfund Charges	1,678,119	1,425,222	1,515,858	1,522,744	1,846,877
Capital Outlay	76,725	-	32,000	421,637	100,000
Debt Service	96,991	99,610	-	-	-
220,000Transfers Out	194,098	200,000	220,000	220,000	220,000
Total 302 Solid Waste Fund	\$ 4,657,426	\$ 4,502,239	\$ 4,868,728	\$ 5,244,928	\$ 6,359,754
303 GJ Convention Center Fund					
Operating	\$ 314,986	\$ 184,427	\$ 225,000	\$ 225,000	\$ 225,600
Interfund Charges	178,358	164,041	206,761	206,761	227,284
Capital Outlay	127,237	-	-	-	-
Total 303 GJ Convention Center Fund	\$ 620,582	\$ 348,468	\$ 431,761	\$ 431,761	\$ 452,884
305 Golf Courses Fund					
Labor and Benefits	\$ 871,908	\$ 877,861	\$ 863,125	\$ 863,125	\$ 974,596
Operating	681,265	693,552	806,640	806,640	876,106
Interfund Charges	482,207	482,015	597,482	597,482	731,196
Debt Service	87,797	87,797	87,798	87,798	87,798
Total 305 Golf Courses Fund	\$ 2,123,178	\$ 2,141,225	\$ 2,355,045	\$ 2,355,045	\$ 2,669,696
308 Parking Authority Fund					
Labor and Benefits	\$ 181,959	\$ 150,873	\$ 184,236	\$ 184,236	\$ 328,384
Operating	92,594	115,765	151,499	151,499	159,500
Interfund Charges	97,699	89,485	108,581	108,581	118,668
Debt Service	218,375	243,767	243,228	243,228	243,768
Total 308 Parking Authority Fund	\$ 590,627	\$ 599,890	\$ 687,544	\$ 687,544	\$ 850,320
309 Ridges Irrigation Fund					
Labor and Benefits	\$ 123,295	\$ 109,639	\$ 127,553	\$ 127,553	\$ 123,339
Operating	36,128	47,222	23,826	23,826	59,970
Interfund Charges	147,160	147,619	171,483	171,483	160,469
Capital Outlay	27,862	29,254	205,000	245,649	10,000
Debt Service	-	-	10,193	-	16,162
Total 309 Ridges Irrigation Fund	\$ 334,445	\$ 333,735	\$ 538,055	\$ 568,511	\$ 369,940
900 Joint Sewer Fund					
Labor and Benefits	\$ 3,644,242	\$ 3,755,434	\$ 4,296,930	\$ 4,296,930	\$ 4,770,243
Operating	1,945,732	1,583,929	1,627,912	1,706,127	2,153,052
Interfund Charges	2,529,436	2,557,296	2,710,858	2,710,858	3,017,581
Capital Outlay	3,033,951	5,848,205	22,839,500	26,399,509	17,855,520
Debt Service	596,884	597,802	595,749	595,749	602,085
Transfers Out	27,247	-	-	-	-
Total 900 Joint Sewer Fund	\$ 11,777,492	\$ 14,342,666	\$ 32,070,949	\$ 35,709,173	\$ 28,398,481
INTERNAL SERVICE FUNDS					
401 Information Technology Fund					
Labor and Benefits	\$ 2,604,029	\$ 2,682,634	\$ 3,108,376	\$ 3,112,094	\$ 3,198,767
Operating	4,075,226	4,203,662	5,492,950	5,842,950	6,755,369
Interfund Charges	255,965	261,930	613,625	613,625	188,311
Capital Outlay	415,576	366,424	800,000	606,190	1,250,000
Total 401 Information Technology Fund	\$ 7,350,796	\$ 7,514,650	\$ 10,014,951	\$ 10,174,859	\$ 11,392,447

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted
INTERNAL SERVICE FUNDS					
402 Fleet and Equipment Fund					
Labor and Benefits	\$ 1,141,670	\$ 1,322,137	\$ 1,443,947	\$ 1,443,947	\$ 1,654,505
Operating	2,012,766	2,475,684	2,446,698	2,446,698	2,810,916
Interfund Charges	324,487	265,271	256,490	256,490	323,620
Capital Outlay	2,138,829	3,041,695	4,650,000	4,650,000	4,293,987
Contingency and Reserves	-	-	200,000	200,000	-
Total 402 Fleet and Equipment Fund	\$ 5,617,752	\$ 7,104,787	\$ 8,997,135	\$ 8,997,135	\$ 9,083,028
404 Insurance Fund					
Labor and Benefits	\$ 711,394	\$ 1,416,924	\$ 1,662,241	\$ 1,662,241	\$ 1,548,599
Operating	12,783,416	14,570,742	13,940,995	13,940,995	16,582,248
Interfund Charges	18,538	10,160	28,377	28,377	24,627
Contingency and Reserves	-	-	600,000	600,000	500,000
Total 404 Insurance Fund	\$ 13,513,349	\$ 15,997,826	\$ 16,231,613	\$ 16,231,613	\$ 18,655,474
406 Facilities Fund					
Labor and Benefits	\$ 510,755	\$ 596,870	\$ 676,409	\$ 676,409	\$ 874,390
Operating	2,159,806	2,111,186	2,248,927	2,231,387	2,554,249
Interfund Charges	185,849	238,893	202,598	202,598	308,167
Total 406 Facilities Fund	\$ 2,856,410	\$ 2,946,949	\$ 3,127,934	\$ 3,110,394	\$ 3,736,806
PERMANENT FUNDS					
704 Cemetery Perpetual Care Fund					
Transfers Out	\$ 29,600	\$ 10,240	\$ 10,239	\$ 10,239	\$ 11,409
Total 704 Cemetery Perpetual Care Fund	\$ 29,600	\$ 10,240	\$ 10,239	\$ 10,239	\$ 11,409
Total Expenditures	\$ 214,843,614	\$ 230,275,365	\$ 292,608,971	\$ 315,935,422	\$ 294,575,967



Colorado River Looking West

FY 2022 Interfund Transfers

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
100 General Fund	104 CDBG Fund	\$ 25,000	CDBG Administration	\$ 25,000
	107 First Responder Tax Fund	74,627	HR Recruiter Salary	324,196
		98,025	Grant Coordinator Salary	
		151,544	Staff Attorney – PD	
	111 Cannabis Sales Tax Fund	113,364	Cannabis Invest. Officer	113,364
	201 Sales Tax CIP Fund	220,000	Spring Clean-Up (PFAD)	220,000
	207 Transportation Capacity Fund	200,000	Engineering Salaries	200,000
	302 Solid Waste Fund	220,000	Spring Clean-Up (PFAD)	220,000
	704 Perpetual Care Fund	11,409	Interest-Perpetual Care Fund	11,409
Total General Fund Transfers		\$ 1,113,969		\$ 1,113,969
102 Visit Grand Junction Fund	106 Lodger's Tax Increase Fund	\$ 1,005,404	Lodger's Tax Transfer	\$ 1,005,404
201 Sales Tax CIP Fund	104 CDBG Fund	\$ 99,501	SRTS-27 Rd S of Hwy 50	\$ 139,501
		40,000	SRTS-Rocket Park Crosswalk	
	105 Parkland Expansion Fund	59,792	Las Colonias Annual Contrib.	689,792
		130,000	Las Colonias Shade Shelters	
		500,000	Asphalt Trail Replacements	
	107 First Responder Tax Fund	115,000	Training Center Props	1,203,646
		500,000	Station 7 Land Acquisition	
		228,373	Station 7 Aerial Truck Equip.	
		260,273	Station 7 Ambulance	
		100,000	Rescue Boat	
	110 Conservation Trust Fund	78,982	Las Colonias Annual Contrib.	528,982
		25,000	LP Pool Boiler	
		325,000	LP Pool Replaster	
		100,000	Playground Repair	
Total 201 Sales Tax Fund Transfers		\$ 2,561,921		\$ 2,561,921
202 Storm Drainage Fund	201 Sales Tax CIP Fund Transfers	\$ 1,500,000	Halandras Dev Drainage Imp.	\$ 1,500,000
303 GJ Conv. Center Fund	102 Visit Grand Junction Fund	\$ 200,000	GJCC Subsidy from Visit GJ	\$ 200,000
305 Golf Fund	110 Conservation Trust Fund	\$ 120,000	Golf Subsidy	\$ 120,000
402 Fleet Fund	107 First Responder Tax Fund	\$ 81,581	Automotive & Equip Tech	\$ 81,581
405 Comm Center Fund	101 E911 Fund	\$ 1,878,700	E911 Subsidy Comm Center	\$ 2,408,700
		70,000	800 MHz Capital Improve	
		315,000	Microwave Replacements	
		65,000	Radio Analyst Service Monitor	
		30,000	Bidirectional Amplifier	
		50,000	Kempton Air Hanger Vehicle Storage Replace	
	107 First Responder Fund	29,198	2 Reg PT ½) Audio Clerks	29,198
	Total 405 Fund Transfers	\$ 2,437,898		\$ 2,437,898
610 Debt Service Fund	101 E911 Fund	\$ 500,000	Comm Center Debt Payment	\$ 500,000
	201 Sales Tax CIP Fund	1,495,450	PSI COP Debt Transfer	5,794,386
		2,591,736	2020 Parkway Refunding	
		1,707,200	CIP Share of 2020 Transportation Debt	
	Total 610 Debt Service Fund Transfers	\$ 6,294,386		\$ 6,294,386
614 GJ Public Finance Corp Fund	110 Conservation Trust Fund Transfers	\$ 300,000	Stadium Debt Transfer	\$ 300,000
Total 614 GJ Public Finance Corp Transfers		\$ 300,000		\$ 300,000
Total 2023 Transfers		\$ 15,615,159		\$ 15,615,159



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CITY COUNCIL



Grand Junction was founded in 1882, and in 1921 its Citizens voted to employ the Council-Manager form of government, which became popular in the early part of the 20th century. This system combines the political leadership of elected officials with the managerial expertise of an appointed local government manager. The Citizens of Grand Junction elect the members of the City Council to make policy decisions and laws, like a board of directors in a private company.

The City's guiding document is the City Charter. The City Charter sets out the structure of the City government, including the powers and duties of the City Council and the City Manager, along with general guidelines for the operations of the City. The Charter, which the people in a municipal election can only amend, was adopted on September 14, 1909.

City Council comprises seven community members – five elected from and represents certain City districts – and two elected at large. Elections are held every other April in odd-numbered years, and the Mayor is selected by a vote of the Council from among the City Councilmembers at the first Council meeting each May.

The Council serves as the community's legislative body, responsible for enacting City ordinances, appropriating funds to conduct City business, and providing policy direction to City staff. The City Council appoints the City Manager, City Attorney, and Municipal Court Judge.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

City Council Strategic Priorities and Performance Measures

- **Mobility:** Grand Junction places a high value on providing accessible and equitable transit options for its residents and visitors year-round with a menu of mobility options and associated infrastructure that include trails, non-motorized, and multi-modal services.
- **Economic Development:** Grand Junction fosters the policies and conditions to support a robust economic climate that is diverse and expansive and that draws and maintains a talented workforce, provides educational excellence and enhances the opportunity for all.
- **Housing:** Grand Junction is committed to enacting housing policies and partnering with outside organizations that seek to increase affordable housing options and diverse housing choices, decrease the gap between need and housing inventory, and assist those without homes to be matched with supportive services.
- **Public Safety:** The City of Grand Junction delivers our residents and visitors the highest quality health and safety services around the clock every day of the year, which include police, fire, and emergency services.
- **Quality of Life & Resource Stewardship:** Grand Junction prioritizes the exceptional livability of our City, which has a foundation in clean air and water, responsible stewardship of natural resources, and sustainability and practices alongside social and recreational opportunities that deepen connection and well-being.

2022 Accomplishments

- Completed a new City Customer Satisfaction Survey to better understand community concerns, needs, and priorities.
- Established an American Rescue Plan Act (ARPA) Committee to provide recommendations on the best use of federally allocated ARPA funding.
- Continued to partner with local nonprofits through dedicated project funding in the 2022 budget.
- Promoted and incentivized continued economic growth throughout the community, including adopting an infill incentive program to stimulate economic development density.
- Continued to promote streamlining of the planning process for residential and commercial development while balancing quality of life and resiliency through ongoing City Code updates

2023 Objectives

- Develop and adopt an updated Strategic Plan
- Continue progress on goals and objectives outlined in the City's housing strategies.
- Distribute \$9 million in housing, homelessness, and mental and behavioral health funding based on community recommendations.
- Engage with community members through various events to stay informed of community desires.
- Evaluate and pursue strategies to promote robust economic growth in the City.

City Council Personnel

City Council Personnel	2021	2022	2023
Funded by General Fund 100			
Mayor	1.00	1.00	1.00
Councilmember	6.00	6.00	6.00
Total City Council FTE	7.00	7.00	7.00

Note: The Mayor and Councilmembers are part-time/seasonal employees and are not part of the approved full-time FTE count.

City Council Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
City Council	\$2,574,253	\$3,085,636	\$3,746,261	\$2,817,666	\$ 265,621	-92.9%
Total Fund 100	\$2,574,253	\$3,085,636	\$3,746,261	\$2,817,666	\$ 265,621	-92.9%
0.75% Sales Tax CIP Fund 201						
City Council	\$2,366,048	\$2,278,210	\$2,603,790	\$2,603,790	\$ -	-100.0%
Total Fund 201	\$2,366,048	\$2,278,210	\$2,603,790	\$2,603,790	\$ -	-100.0%
Total City Council Budget	\$4,940,301	\$5,363,846	\$6,350,051	\$5,421,456	\$ 265,621	-95.8%

City Council Budget By Classification, by Fund

Significant Changes between 2023 Adopted and 2022 Adopted Budget

- **Non-Personnel Operating:** Before 2023, non-profit funding was included in the City Council's budget. After discussion with City Council at budget workshops, this program has been moved to the City Manager's Office budget, which resulted in a 96% decrease in the operating budget.
- **Interfund Charges:** Information Technology charges increase by 5% per year based on the number of PCs, phones, etc., assigned to each department which results in a 12.9% overall increase.
- **Capital Outlay:** Before 2023, economic development spending was included in the City Council's budget in the 0.75% Sales Tax Capital Fund. After discussion with City Council at budget workshops, this program has been moved to the City Manager's Office budget. This resulted in a 100% decrease in this budget.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Charges For Service	\$ (68)	\$ -	\$ -	\$ -	\$ -	0.0%
Intergovernmental	-	200,000	200,000	20,000	-	-100.0%
Total Revenues	\$ (68)	\$ 200,000	\$ 200,000	\$ 20,000	\$ -	-100.0%

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Expenditures						
Labor and Benefits						
Seasonal	\$ 42,750	\$ 45,938	\$ 45,000	\$ 45,000	\$ 45,000	0.0%
Benefits	3,665	3,908	3,829	3,758	3,829	0.0%
Insurance	69	86	26	79	30	15.4%
Other Compensation	5,160	5,040	5,040	5,040	5,040	0.0%
Total Labor and Benefits	\$ 51,644	\$ 54,972	\$ 53,895	\$ 53,877	\$ 53,899	0.0%
Operating						
Charges and Fees	\$ 313	\$ -	\$ -	\$ -	\$ -	0.0%
Contract Services	595	21,795	16,356	87,779	13,678	-16.4%
Grants and Contributions	2,106,108	2,618,436	3,495,279	2,495,279	10,355	-99.7%
Operating Supplies	9,477	13,951	11,900	11,900	11,900	0.0%
Professional Development	160,712	80,834	110,986	110,986	110,493	-0.4%
Total Operating	\$ 2,277,205	\$ 2,735,016	\$ 3,634,521	\$ 2,705,944	\$ 146,426	-96.0%
Interfund Charges						
Information Technology	\$ 26,904	\$ 42,359	\$ 57,845	\$ 57,845	\$ 65,296	12.9%
Total Interfund Charges	\$ 26,904	\$ 42,359	\$ 57,845	\$ 57,845	\$ 65,269	12.9%
Capital Outlay						
Land	\$ 218,500	\$ 253,289	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 218,500	\$ 253,289	\$ -	\$ -	\$ -	0.0%
Total General Fund	\$ 2,574,253	\$ 3,085,636	\$ 3,746,261	\$ 2,817,666	\$ 265,621	-92.9%
Funding Source 201 Sales Tax CIP Fund						
Revenues						
Intergovernmental	\$ 14,385	\$ 39,769	\$ 45,000	\$ 45,000	\$ -	-100.0%
Total Revenues	\$ 14,385	\$ 39,769	\$ 45,000	\$ 45,000	\$ -	-100.0%
Expenditures						
Operating						
Grants and Contributions	\$ 2,366,048	\$ 2,277,254	\$ 2,603,790	\$ 2,603,790	\$ -	-100.0%
Total Operating	\$ 2,366,048	\$ 2,277,254	\$ 2,603,790	\$ 2,603,790	\$ -	-100.0%
Capital Outlay						
Land	\$ -	\$ 956	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ -	\$ 956	\$ -	\$ -	\$ -	0.0%
Total Sales Tax CIP Fund	\$ 2,366,048	\$ 2,278,210	\$ 2,603,790	\$ 2,603,790	\$ -	-100.0%
Total City Council Budget	\$ 4,940,301	\$ 5,363,846	\$ 6,350,051	\$ 5,421,456	\$ 265,621	-95.8%



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CITY MANAGER'S OFFICE

The City has a Council-Manager form of government and is a Colorado home-rule city. City Council hires the City Manager as the organization's Chief Executive Officer. The City Manager is responsible for carrying out the City Council's mission and directing and coordinating all City services, including general government, general services, police, fire, parks & recreation, public works, utilities, and visitor services. Furthermore, the City Manager is responsible for presenting information, making recommendations to the Council, and implementing policies and goals set by the City Council.

Economic Development

Economic development is a City Council strategic priority. The Economic Development budget moved from the City Council's budget to the City Manager's Office beginning in 2023. The City has devoted significant funding toward developing strategies and amenities to strengthen the community as a regional economic hub and attract new residents and businesses. Economic Development is seen in two significant areas of the budget. In a general sense, the City invests in economic development by delivering core services and through the associated capital plans, which fund improvements to street infrastructure and public amenities such as parks, trails, community sports, and recreation facilities. The other area is the City Council's Economic Development Budget, which supports agencies directly engaging in economic development or positively impacting the community and economy through their services. Funding for these agencies includes \$1,050,000 to Colorado Mesa University for a commitment to assist with debt for a classroom building of \$500,000 and to provide scholarships for local School District #51 youth for \$550,000 and \$598,312 to Grand Valley Transit in support of the public transportation system.

Support for economic development comes from the 0.75% portion of the City's Sales Tax, which also supports most major capital projects. Because of the sale of properties in the Riverfront at Dos Rios development area this year, Council has additional funds available for an economic development opportunity. These funds, \$1,842,436, were initially budgeted in 2022. However, nothing was spent, so they have been moved to 2023 and are earmarked for City Council Infill Incentives. In 2023, additional sales of Dos Rios properties will add \$550,000 more towards the City Council Infill Incentive for \$2,392,436.

Economic Development Partners

The City does not have an economic development division or staff dedicated to this area. Therefore, the City outsources this function to partners for economic development expertise and services. The Economic Development Partners (Grand Junction Economic Partnership, the Business Incubator, Grand Junction Area Chamber of Commerce, Industrial Development Inc., and Western Colorado Latino Chamber of Commerce) are separately funded by the revenue generated from capping the vendor's fee allowed to businesses.

In 2018, the City Council authorized a cap on the vendor's fee that businesses could keep as an administrative fee for collecting, reporting, and remitting City sales tax. This change generated additional revenue dedicated to sustainable funding of the Economic Development Partners' efforts in business expansion and retention, job creation, and new business development. Based on the available funding, the Economic Development Partners collectively submit each year's budget request to the City Manager and budget team for the programs listed above. The total funding from the cap is projected to be \$500,000 in 2023.

Economic development partners that receive funding work with City staff each budget process to request funding. Most of this funding is repeated annually, and the partners attend a Council workshop to provide an update on current funding uses and discuss next year's requests. The table below lists economic development funding separated by funding source between the 0.75% sales tax and the vendor's fee cap revenues for \$2.3 million. This amount is added to an additional \$1.8 million to the Downtown Development Authority for the sales tax TIF and the City's contribution towards the debt obligations for Grand Junction Convention Center and Las Colonias. With the infill incentive funding, the total in the 2023 budget is \$6.5 million.

**2023 Economic Development Requests
(Funded by 0.75% Sales Tax Fund 201)**

Partner/Agency	Use of Funds	2022 Adopted	2023 Adopted
Economic Development			
Business Incubator	Incubator Sponsorship Program	53,600	53,600
Colorado Mesa University (CMU)	Classroom Building Commitment	500,000	500,000
Colorado Mesa University	School Dist. 51 Scholarships	550,000	550,000
Downtown Business Imp. Dist.	Downtown GJ Marketing (PILT)	15,269	15,269
GJ Economic Partnership (GJEP)	Operations	40,000	40,000
Grand Valley Transit (GVT)	Operations	435,000	539,312
Grand Valley Transit	DASH Bus Route	55,000	59,000
Economic Development Funding (From 0.75% Sales Tax)		1,648,869	1,757,181
Economic Development Partnership			
Business Incubator	Maker Space/Incubator Kitchen	72,000	84,000
GJ Chamber of Commerce	Business Expansion/Job Creation	40,000	40,000
GJ Economic Partnership	Business Retention/Job Creation	158,000	158,000
GJ Economic Partnership	Job Creation/Attraction Incentives	55,000	79,000
GJ Economic Partnership	Las Colonias Development Corp.	25,000	25,000
Industrial Development Inc. (IDI)	Job Creation/Expansion Incentives	55,000	79,000
Western CO Latino Chamber	Business Retention/Start-Up	35,000	35,000
Economic Partnership Funding (From Vendor Fee Cap)		440,000	500,000
Total Economic Development Partners		2,088,869	2,257,181
Internal Economic Development Funding			
Downtown Development Auth.	Sales Tax TIF	795,374	876,257
Downtown Development Auth.	Las Colonias, GJ Convention Ctr	954,921	954,921
Infill Incentive Funding		-	2,392,436
Total Internal Economic Development		1,750,295	4,223,614
Total Economic Development Budget		3,839,164	6,480,795

Non-Profit Funding

Support of community non-profit organizations is a long-standing practice of the City Council through allocating Community Development Block Grant (CDBG) funds and direct funding. The Non-Profit budget moved from City Council to the City Manager's Office beginning in 2023. Community non-profit organizations request that funds be allocated to the City's budget annually, beginning with an application process in the summer. Based on Council direction, the 2023 Non-Profit Funding request process was changed to break requests into two tiers based on the amount requested. Tier 1 includes requests for \$50,000 or less, and Tier 2 includes requests greater than \$50,000.

Applicants were asked to fill out the appropriate form for the type of request they were making, which helped characterize the nature of their request. As a part of the request, the City asked that applicants list a minimum funding amount if the organization could accept an amount less than the preferred amount. City staff has continued to expand the opportunity for funding a more extensive base of non-profit organizations. More agencies were reached through media releases, website presence, direct communication, and an extended application period and applied for funding.

This year there were 51 total requests from 46 non-profit organizations. Six agencies submitted multiple requests. The City received 39 Tier 1 and 12 Tier 2 requests for a total preferred request amount of \$2,350,189 and a total minimum request amount of \$1,126,633. After the request period ended, staff reviewed all applications to make recommendations for funding. Support for non-profit organizations comes from the same 2% portion of the City's Sales Tax that funds the General Fund, which includes all primary government operations of the City, such as Police,

Fire, Parks, and Public Works. When reviewing, staff considered alignment with the City's Strategic Priorities, history of funding for the agency, and type of request. Often it is more sustainable to provide one-time funding for capital projects or campaigns than to fund operations, particularly expansion of operations. Also, if the agency and request aligned with other organizations such as the Sports Commission, Downtown Development Authority, and the Arts Commission, funding was not included for funding but was referred to the appropriate agency. Included in the 2023 budget is \$878,221 for funding 32 non-profit agencies.

Support for several non-profit organizations also comes from membership dues, such as Associated Governments of Northwest Colorado and Colorado Municipal League. Those dues total \$96,493 and are included in the 2023 budget.

**2023 Non-Profit Funding Requests
(Funded by General Fund)**

Partner/Agency	Use of Funds	2022 Adopted	2023 Adopted
Tier 1 Application Requests			
Black Citizens & Friends	Operations/Programs	\$ -	\$ 5,000
Center for Enriched Communication (Counseling and Education Center	Operations	20,000	20,000
Center for Independence	Capital	-	20,000
Colorado Discover Ability	Operations	-	5,000
Colorado West Land Trust	Operations	30,000	27,000
Community Impact Council of MC	Operations	-	-
Diaper Depot	Operations	-	-
Elevate Kids	Event/In Lieu of City Fees	-	-
FRA Branch 244	Event/In Lieu of City Fees	-	50
Friends of Youth and Nature	Operations	10,000	10,000
Grand Junction Area Chamber of Commerce	Operations	4,000	5,000
Grand Junction Centennial Band	Operations	-	6,000
Grand Mesa Nordic Council	Operations	16,600	-
Grand Rivers Humane Society	Operations	-	2,500
Grand Rivers Humane Society	In Lieu of City Fees	-	500
Grand Valley Creative Alliance	Operations	-	-
Habitat for Humanity	In Lieu of City Fees	10,000	50,000
Habitat for Humanity	Operations	-	-
HeartSong Montessori	Capital	-	-
HopeWest	Capital	-	-
HopeWest	Event/In Lieu of City Fees	10,000	10,000
Housing Resources of Western CO	Capital	-	45,000
Loma Cat House	Operations/Program	5,000	2,500
Marillac Clinic, Inc.	Operations	100,000	21,444
Mesa County Partners	Operations	-	10,000
Mesa County RSVP	Operations	50,000	50,000
Mesa Develop. Services (STRiVE)	Operations	50,000	50,000
Mutual Aid Partners	Operations	25,000	35,000
One Riverfront	Operations	17,977	17,977
Riverside Educational Center	Operations	10,000	10,000
Solidarity Not Charity	Operations	-	12,500

Partner/Agency	Use of Funds	2022 Adopted	2023 Adopted
Tier 1 Application Requests (Cont.)			
Special Olympics Colorado	Event/In Lieu of City Fees	6,000	6,000
Tech It Up/United Methodist Church	Operations	-	-
The Cycle Effect	Operations/Programs	-	-
Voices for Awareness Facing Fentanyl	Operations/Programs	-	-
Western Colorado Alliance	Operations/Programs	5,000	-
Western Slope Center for Children	Operations	7,500	7,500
Western Slope Center for Children	Operations	50,000	50,000
Total Tier 1 Applications		\$ 427,077	\$ 478,971
Tier 2 Application Requests			
American Cancer Society	Event/In Lieu of City Fees	-	-
BAM! Business Art Mentorship	Operations	-	-
Catholic Outreach	In Lieu of City Fees	-	-
Community Food Bank	Capital	23,000	17,250
Diaper Depot	Operations	-	-
Foodbank of the Rockies	Operations	50,000	50,000
GJ Blackout	Capital	-	-
GJ Commission on Arts and Culture	Operations	45,000	70,000
Grand Junction Housing Authority	Capital	390,000	83,000
Hilltop Community Resources	Operations	35,000	35,000
HomewardBound of the Grand Valley	Operations	100,000	100,000
Karis, Inc	Operations	40,000	44,000
Total Tier 2 Applications		\$ 683,000	\$ 399,250
Total Non-Profit Funding		\$ 1,110,077	\$ 878,221

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

City Manager's Office Performance Measures		
Activity		
Invest in employee enhancements to retain and attract high-quality employees in a tight labor market and ensure excellent City services through dedicated funding in the annual budget.		
Performance Measure	2022 Actual	2023 Planned
Funding amount toward personnel/benefits	\$81.0 million	\$90.2 million
Activity		
Ensure the City's cultural facilities meet today's cultural and entertainment demands and trends through coordinated efforts with Pinnacle Venue Services and increasing yearly events and attendance.		
Performance Measure	2022 Actual	2023 Planned
Attendance at Las Colonias Amphitheater	62,000	70,000
Number of events at the Las Colonias Amphitheatre	25	27
Attendance at the Grand Junction Convention Center and Avalon Theater	47,576	51,500
Number of events at the Grand Junction Convention Center and Avalon Theater	334	361

City Manager's Office Performance Measures		
Activity		
Ensure the achievement of the City Council's Strategic Priorities by maximizing the number of projects initiated in the strategic plan implementation matrix.		
Performance Measure	2022 Actual	2023 Planned
Number of Implementation Matrix Projects Initiated	86	100
Activity		
Continue to leverage community engagement and outreach in the City Manager's Office through public engagement events.		
Performance Measure	2022 Actual	2023 Planned
Number of Coffee with the City Manager and Café Con Pan El City Manager Events	10	12

2022 Accomplishments

- Enhanced the City's sustainability focus through personnel hiring and planning for internal and external resiliency and sustainability practices.
- Supported employee enhancements and improved benefits, including training and professional development opportunities.
- Supported the implementation of a housing and homelessness division.
- Expanded public communication and engagement efforts by creating a Communications and Engagement Department.
- Maintained fiscally responsible practices in the wake of an uncertain economic environment.

2023 Objectives

- Continue sponsoring conservation and sustainability programs to develop meaningful practices in internal and external City services.
- Establish and maintain positive relationships and partnerships with outside organizations, including participating on the boards of area agencies, to advance the goals and priorities of the City.
- Continue engagement events like "Coffee with the City Manager" to inform community members of City services and discover other community needs collaboratively.
- Leverage City departments to provide enriching professional development and City culture to navigate a tighter labor market while providing excellent City services.
- Facilitate interdepartmental collaboration to achieve economic development across industries within Grand Junction.
- Continue to maintain fiscally responsible practices and create another GFOA award-winning budget to plan for the City's longevity.

City Manager's Office Personnel

City Manager's Office	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
City Manager	1.00	1.00	1.00
Sr. Assistant to the City Manager	1.00	1.00	1.00
Management Analyst	1.00	0.00	0.00
Communications Specialist	1.00	0.00	0.00
Best & Brightest	0.00	1.00	1.00
Administrative Specialist	0.50	0.50	0.50
Total City Manager's Office FTE	4.50	3.50	3.50

City Manager's Office Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
City Manager's Office	\$ 811,657	\$ 859,010	\$ 1,135,670	\$ 1,064,247	\$ 3,247,270	185.9%
Total Fund 100	\$ 811,657	\$ 859,010	\$ 1,135,670	\$ 1,064,247	\$ 3,247,270	185.9%
Sales Tax CIP Fund 201						
City Manager's Office	\$ -	\$ -	\$ -	\$ -	\$ 5,104,538	100.0%
Total Fund 201	\$ -	\$ -	\$ -	\$ -	\$ 5,104,538	100.0%
Total City Manager's Budget	\$ 811,657	\$ 859,010	\$ 1,135,670	\$ 1,064,247	\$ 8,351,808	635.4%

City Manager's Office Budget By Classification, by Fund

Significant Changes between 2023 Adopted and 2022 Adopted Budget

- **Revenues:** In the General Fund, new revenue for the Best and Brightest Internship has been budgeted for 2023, and the 0.75% Sales Tax Capital Fund partner agency share of the DASH bus route has been included.
- **Labor and Benefits:** Labor and benefits will decrease by 22.7% due to moving a Communications Specialist to the Communications and Engagement Department established in 2022.
- **Non-Personnel Operating:** Due to a reorganization within the City Manager's Office, some items previously budgeted here have been moved to the Communications and Engagement Department, decreasing some general operating costs. However, non-profit funding and economic development funding has been moved from the City Council's budget to the City Manager's Office budget, resulting in overall increases in the General and 0.75% Sales Tax Capital Funds.
- **Interfund Charges:** Information technology charges increase by 5% per year on average and are based on the number of PCs, phones, and department-specific software, assigned to a department. However, moving one position to the Communications and Engagement Department decreased these costs by 48.9%. Facility charges are based on the amount of space utilized by staff in city buildings that had been recalculated in 2023, resulting in decreased costs. Liability insurance costs have increased, which also increases internal service charges. There is an overall 15.4% decrease in these costs in 2023.
- **Contingency and Reserves:** These remain flat with the 2022 Adopted Budget. Contingency is budgeted to cover expenditures of a minor nature that arise unexpectedly throughout the year.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 23,000	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 23,000	100.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 446,924	\$ 476,753	\$ 499,296	\$ 499,296	\$ 399,493	-20.0%
Benefits	113,455	135,324	140,232	140,232	93,567	-33.3%
Insurance	5,634	829	1,015	1,015	960	-5.4%
Other Compensation	13,824	13,221	6,603	6,603	6,001	-9.1%
Total Labor and Benefits	\$ 579,837	\$ 626,127	\$ 647,146	\$ 647,146	\$ 500,021	-22.7%
Operating						
Charges and Fees	\$ 1,611	\$ 1,939	\$ -	\$ 1,642	\$ -	0.0%
Contract Services	85,887	73,324	72,049	70,407	1,248	-98.3%
Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						

Grants and Contributions	-	-	-	-	2,268,478	100.0%
Equipment	-	3,826	8,231	8,231	-	-100.0%
Operating Supplies	5,613	7,328	7,850	7,850	6,600	-15.9%
Professional Development	8,840	8,620	16,700	16,700	15,500	-7.2%
Total Operating	\$ 101,951	\$ 95,037	\$ 104,830	\$ 104,830	\$ 2,291,826	2086.2%
Interfund Charges						
Facility	\$ 42,797	\$ 37,818	\$ 45,922	\$ 45,922	\$ 29,542	-35.7%
Information Technology	34,308	46,341	57,242	57,242	29,245	-48.9%
Liability Insurance	52,764	53,687	80,530	80,530	96,636	20.0%
Total Interfund Charges	\$ 129,869	\$ 137,846	\$ 183,694	\$ 183,694	\$ 155,423	-15.4%
Contingency						
Contingency	\$ -	\$ -	\$ 200,000	\$ 128,577	\$ 300,000	50.0%
Total Contingency	\$ -	\$ -	\$ 200,000	\$ 128,577	\$ 300,000	50.0%
Total General Fund	\$ 811,657	\$ 859,010	\$ 1,135,670	\$ 1,064,247	\$ 3,247,270	-13.8%
Funding Source						
Sales Tax CIP Fund 201						
Revenues						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 48,380	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 48,380	100.0%
Expenditures						
Operating						
Grants and Contributions	\$ -	\$ -	\$ -	\$ -	\$ 5,104,538	100.0%
Total Operating	\$ -	\$ -	\$ -	\$ -	\$ 5,104,538	100.0%
Total Sales Tax CIP Fund	\$ -	\$ -	\$ -	\$ -	\$ 5,104,538	100.0%
Total City Manager Budget	\$ 811,657	\$ 859,010	\$ 1,135,670	\$ 1,064,247	\$ 8,351,808	635.4%



Coffee with the City Manager



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CITY ATTORNEY

The City Attorney is one of three City positions directly appointed by the City Council. The City Attorney's Office (Legal Department) provides legal advice to the City Council, City Departments and staff, and boards and commissions to benefit the City organization and the Citizens of Grand Junction.

The City Attorney attends all City Council meetings and drafts ordinances, resolutions, and other documents. In addition, the Legal Department advises the Planning Commission, Board of Appeals, Liquor Licensing Authority, Cannabis Licensing Authority, the Forestry Board, the Grand Junction Downtown Development Authority (DDA), and the Downtown Business Improvement District (BID).

The City Attorney reviews and consults on contracts regarding City services and procurement, provides legal opinions and consultation on personnel, land use and development, property acquisition, finance, and other matters of municipal law, permitting, and the business operations of a Colorado Home Rule municipal corporation.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

City Attorney's Office Performance Measures

The City Attorney and Staff serve the City Council, the City Manager, and all Departments in a consultative, problem-identification, and problem-solving capacity. As such, the City Attorney's Strategic Priorities for 2023, as in prior years, are shared with and among the Operating (Implementing) Departments identified in the Strategic Plan (Plan). The Legal Department serves as a "partner" in many, if not all, of the accomplishments of the Strategic Objectives.

- **Housing** – The Legal Department will be directly involved in market-rate and affordable housing initiatives in the City. The City Council adopted Housing Strategies include, but are not limited to, the development of land banking and other legal matters that will support the Council's goals and the implementation of policies and initiatives intended to target the City's housing needs. The legal complications and complexities of evaluating and achieving accessible and equitable transit, mobility and infrastructure, economic expansion and diversity, housing policies, and uniting with outside parties to increase affordable housing options and encourage housing choice and availability will continue prioritized efforts of the Legal Department in 2023.
- **Sustainability** – In 2022, the Legal Department facilitated the City's acquisition of Curbside Recycling Indefinitely (CRI). With CRI becoming an in-house operation, the City will work to enhance the efficiency of recycling operations. Other matters involving the Legal Department will be the continued development of the Graywater program following the City Council's adoption of an ordinance pertaining to the same. Also, for 2023 the Legal Department will advise and assist with the energy code updates as required by State and local law. The Legal Department has a direct role in achieving and stewarding natural resources, particularly the City's water resources, and the same administration under Colorado law.
- **Quality-of-Life** – The Legal Department will also continue to contribute to and promote the delivery of the highest quality police, fire, and emergency services, both in the field and in court and administrative actions. As the law continues to evolve, post SB 217, the Legal Department will be integral to delineating the roles and responsibilities of emergency service providers and delivering their services to the community.
- **Mobility** – The Legal Department assists the Public Works and other operating departments with mobility and infrastructure projects. Those efforts include acquiring rights of way, trails, open space, and other interests in land and assisting with developing project financing.
- **Cannabis** – Voters approved two ballot questions in 2021, removing the moratorium on retail cannabis stores in City limits and authorizing City Council to develop regulations and levy a special sales tax on cannabis. The licensing process is expected to be completed in early 2023, and regulated cannabis products will be sold in the City. Cannabis cultivation and manufacturing regulations are expected to be developed in 2023. In addition to assisting with cannabis licensing, there will be tax collection issues, the conduct of premises issues, and oversight of tax revenue for funding the Parks and Recreation Open Space (PROS) plan.
- **Elections** – Different from prior years when the City contracted with Mesa County to run its municipal elections, it will run its election in April 2023. The Legal Department assists with contracting for equipment

and services, developing the form of the ballots and other written material, and assisting with legal issues arising from an election's management.

2022 Accomplishments

While much is yet to be accomplished, 2022 achievements were significant. Those include the rollout of the regulated cannabis licensing process, the planning for and referral of a ballot question for a Community Recreation Center at Matchett Park, the conclusion of the reconstruction of the Stadium and working to fashion financial participation in the project, the rebuilding of Fire Station 3 and construction of Fire Station 8 and recent positive dialog with Grand Valley Irrigation Company concerning canal trails.

These efforts, among many others, continue the City's tradition of shaping the community's future. The work of the City is truly noteworthy. The City is now and will be in the future, an exceptional place that is livable, vibrant, and strong.

City Attorney Personnel

City Attorney	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
City Attorney	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00
Senior Staff Attorney	1.00	1.00	1.00
Senior Staff Attorney – Public Safety	1.00	1.00	1.00
Staff Attorney	1.00	1.00	2.00
Administrative Specialist	0.50	0.50	1.50
Sr. Administrative Assistant	1.00	1.00	1.00
Total City Attorney FTE	6.50	6.50	8.50

City Attorney Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
City Attorney	\$ 757,292	\$ 961,959	\$ 1,056,675	\$ 1,057,045	\$ 1,327,849	25.7%
Total Fund 100	\$ 757,292	\$ 961,959	\$ 1,056,675	\$ 1,057,045	\$ 1,327,849	25.7%
Total City Attorney Budget	\$ 757,292	\$ 961,959	\$ 1,056,675	\$ 1,057,045	\$ 1,327,849	25.7%

City Attorney Budget by Classification, by Fund

Significant Changes between 2023 Adopted and 2022 Adopted Budget

- **Revenues:** Revenues for the City Attorney are derived from the diversion program and are expected to remain flat in 2023.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment. The City Attorney's Office will add two positions in 2023, an Administrative Specialist and a Staff Attorney resulting in a 20.6% increase in these costs.
- **Operating:** Operating budgets include a 52.6% increase over the 2022 budget due to software purchases for a document management and workflow system and increased professional development costs.
- **Interfund Charges:** Information technology charges increase by 5% annually based on the number of PCs, phones, and department-specific software, assigned to a department. Facility charges are based on the space

utilized by staff in City buildings. They have been updated in 2023 to include the City Attorney's office, resulting in increased charges.

Funding Source	2020	2021	2022	2022	2023	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Charges For Service	\$ 2,400	\$ 3,520	\$ 6,300	\$ 6,300	\$ 6,300	0.0%
Total Revenues	\$ 2,400	\$ 3,520	\$ 6,300	\$ 6,300	\$ 6,300	0.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 537,323	\$ 695,841	\$ 719,006	\$ 719,006	\$ 840,669	16.9%
Benefits	126,748	176,655	186,979	186,979	253,041	35.3%
Insurance	6,823	1,189	1,451	1,451	2,010	38.5%
Other Compensation	11,113	8,445	4,802	4,802	4,802	0.0%
Total Labor and Benefits	\$ 682,007	\$ 882,130	\$ 912,238	\$ 912,238	\$ 1,100,522	20.6%
Operating						
Charges and Fees	\$ 69	\$ 510	\$ 893	\$ 893	\$ 893	0.0%
Contract Services	9,076	19,862	18,479	17,299	18,479	0.0%
Equipment	-	-	-	-	33,480	100.0%
Operating Supplies	597	1,623	2,245	3,795	2,245	0.0%
Professional Development	3,443	7,279	9,843	9,843	19,218	95.2%
Insurance and Claims	22,885	2,787	50,000	50,000	50,000	0.0%
Total Operating	\$ 36,070	\$ 32,061	\$ 81,460	\$ 81,830	\$ 124,315	52.6%
Interfund Charges						
Facility	\$ -	\$ -	\$ -	\$ -	\$ 29,542	100.0%
Information Technology	39,215	47,768	62,977	62,977	73,470	16.7%
Total Interfund Charges	\$ 39,215	\$ 47,768	\$ 62,977	\$ 62,977	\$ 103,012	63.6%
Total City Attorney Budget	\$ 757,292	\$ 961,959	\$ 1,056,675	\$ 1,057,045	\$ 1,327,849	25.7%



City Hall at Night



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CITY CLERK

The City Clerk's Office prepares for and staffs City Council meetings, maintains the City's official records and the City's Code of Ordinances, conducts municipal elections, processes record requests, and coordinates the City's Board and Commission Program.

The City Clerk's office also processes all liquor and cannabis license applications and special event permits for the City. There are currently 184 liquor licenses within the City. These include restaurants, liquor stores, liquor-licensed drugstores, lodging and entertainment, taverns, beer and wine, brew pubs, convenience stores, grocery stores, fraternal clubs, arts, campus liquor complexes, and optional premises. In 2022, 34 special event permits were issued as the City started to recover from the pandemic.

Meetings of the Liquor Licensing Authority are held every first and third Wednesday of each month to review, approve or deny licenses for the sale of alcoholic beverages within the City. Cannabis Licensing Authority meetings are held as needed.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

City Clerk's Department Performance Measures		
Activity		
Improve online access to public records for Citizen's access.		
Performance Measure	2022 Actual	2023 Planned
Records Repository	1,068,518	1,500,000
Number of online public records	91,763	94,000
Activity		
Process and issue various types of licenses and permits.		
Performance Measure	2022 Actual	2023 Planned
Number of liquor licenses	184	192
Number of cannabis licenses	0	10
Number of special event permits	34	44

2022 Accomplishments

- Coordinated with City Staff to implement cannabis licensing, regulations, and education.
- Prepared for the 2023 regular municipal election by purchasing or leasing equipment, supplies, and training staff.
- Continued to develop the process for recruitment and retention of members for the volunteer boards.

2023 Objectives

- Conduct the 2023 regular municipal election.
- Issue 10 retail/medical cannabis licenses and finalize the licensing process for manufacturing infused products.
- Develop a platform to accept online payments for liquor licensing.

City Clerk Personnel

City Clerk	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
City Clerk	1.00	1.00	1.00
Chief Deputy City Clerk	0.00	1.00	0.00
City Records Manager*	1.00	1.00	1.00
Deputy City Clerk	2.00	1.00	2.00
Administrative Assistant	1.00	1.00	1.00
Total City Clerk FTE	5.00	5.00	5.00

**This position is a function of the City Clerk's Office, but labor is charged to the Information Technology Fund to charge labor costs to all benefiting City departments.*

City Clerk Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
City Clerk	\$ 599,104	\$ 656,402	\$ 899,450	\$ 900,192	\$ 773,290	-14.0%
Total Fund 100	\$ 599,104	\$ 656,402	\$ 899,450	\$ 900,192	\$ 773,290	-14.0%
Total City Clerk Budget	\$ 599,104	\$ 656,402	\$ 899,450	\$ 900,192	\$ 773,290	-14.0%

City Clerk Budget By Classification, by Fund

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** Revenues will decrease by 0.9% due to estimating charges for service lower than the 2022 adopted.
- **Labor and Benefits:** In 2022, the City Clerk's Office planned to hire two additional staff to assist with cannabis regulations, licensing, etc. However, these two positions would not be necessary, and they were removed from the 2023 budget, resulting in an 18.8% decrease in labor and benefits.
- **Non-Personnel Operating:** Operating costs are increasing due to the City running its election beginning in 2023. This new function requires contracting with election staff for 2023, resulting in an overall increase of 9.1%.
- **Interfund Charges:** Facility charges are increasing due to higher electricity and gas utilities. Information technology charges increase historically by 5% annually based on the number of PCs, phones, and department-specific software, assigned to a department.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Taxes	\$ 52,779	\$ 53,543	\$ 53,000	\$ 53,000	\$ 53,000	0.0%
Licenses and Permits	27,776	30,275	27,950	27,950	30,500	9.1%
Charges for Service	17,105	24,981	18,400	18,400	15,000	-18.5%
Fines and Forfeitures	2,271	-	-	-	-	0.0%
Total Revenues	\$ 99,931	\$ 108,799	\$ 99,350	\$ 99,350	\$ 98,500	-0.9%
Expenditures						
Labor and Benefits						
Full Time	\$ 259,744	\$ 287,014	\$ 407,478	\$ 407,478	\$ 347,679	-14.7%
Seasonal	3,663	-	-	-	-	0.0%
Overtime	266	47	-	54	-	0.0%

Benefits	78,487	86,915	141,491	141,437	98,031	-30.7%
Funding Source	2020	2021	2022	2022	2023	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2022
Insurance	3,447	490	820	820	823	0.4%
Other Compensation	1,881	2,367	600	600	601	0.2%
Total Labor and Benefits	\$ 347,488	\$ 376,833	\$ 550,389	\$ 550,389	\$ 447,134	-18.8%
Operating						
Charges and Fees	\$ 329	\$ 357	\$ 300	\$ 300	\$ 300	0.0%
Contract Services	51,765	102,870	94,600	102,062	166,955	76.5%
Equipment	26,120	5,717	66,088	59,368	-	-100.0%
Operating Supplies	8,887	5,425	3,100	3,100	16,695	438.5%
Professional Development	3,431	7,744	19,900	19,900	16,784	-15.7%
Total Operating	\$ 90,532	\$ 122,113	\$ 183,988	\$ 184,730	\$ 200,734	9.1%
Interfund Charges						
Facility	\$ 17,385	\$ 14,545	\$ 17,662	\$ 17,662	\$ 21,101	19.5%
Information Technology	143,699	142,911	147,411	147,411	104,321	-29.2%
Total Interfund Charges	\$ 161,084	\$ 157,456	\$ 165,073	\$ 165,073	\$ 125,422	-24.0%
Total City Clerk Budget	\$ 599,104	\$ 656,402	\$ 899,450	\$ 900,192	\$ 773,290	-14.0%



Liberty Cap Trail Head on the Colorado National Monument



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COMMUNICATIONS AND ENGAGEMENT

The Communications and Engagement department was newly formed in 2022 to educate, inform and engage the community in decisions that impact those who live, work, recreate, and do business in Grand Junction and to promote City programs, services, and initiatives.

Critical Functions of the Communications and Engagement Department

- Oversight of the City website to include page content, city calendars, Newsflash, and other updates.
- Content development, monitoring, and response for all City social media platforms.
- Media relations include press release development and dissemination, interview coordination, response to inquiries, referral of public records requests from media, and developing ideas to pitch to local media for article creation.
- Community engagement includes scheduling and coordinating public meetings, including Coffee with the City Manager, Coffee con Pan El, Get to Know Your City and others.
- Provide support for community outreach, engagement, and education related to strategic initiatives, department programs, and services.
- Provide staff training and access to translation and interpretation services for anyone for whom English is not the primary language, including American Sign Language (ASL).
- Participation in Mesa County Communicators Association and Mesa County Joint Information Center.
- Community Engagement and outreach to historically underserved members of the Grand Junction community.
- Provide strategic level counsel to the City Manager, members of the City Council, and Department Directors related to media outreach and response.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Communications and Engagement Department Performance Measures		
Activity		
Create City Communications and Engagement Plans encompassing communications supporting strategic goals and initiatives, including outreach to underserved communities and those for whom English is a second language.		
Performance Measure	2022 Actual	2023 Planned
Communications Plan creation	Draft completed	Finalize Plan
City Engagement Plan creation	Draft completed	Finalize Plan
City Crisis Communication Plan	Draft completed	Finalize Plan
Activity		
Evaluate and invest in emergent or contemporary public engagement platforms.		
Performance Measure	2022 Actual	2023 Planned
Number of public engagement platforms utilized	7	8
Activity		
Create a range of accurately translated and regularly updated City resources and publications for residents for whom English is not a primary language.		
Performance Measure	2022 Actual	2023 Planned
Number of tools utilized to assist departments in translation and interpretation	6	6

Communications and Engagement Department Performance Measures		
Activity		
Support department initiatives with outreach, education, and engagement components.		
Performance Measure	2022 Actual	2023 Planned
The number of departmental projects and related outreach supported, including recycling, transportation, increased efficiency, graywater, Parks and Recreation activities, and housing.	16	20

FY 2022 Accomplishments

- In June of 2022, a new Communications and Engagement Department was formed by hiring a department director.
- A Community Engagement Coordinator was moved into the department from Community Development. The responsibilities broadened to include outreach to the entire community, including historically underserved communities and Spanish-speaking community members. The role includes planning, promoting, and implementing community outreach events such as Get to Know Your City and Coffee with the City Manager/Café Con Pan El and stakeholder meetings and interaction.
- A Communications Project Coordinator was hired to manage and track department support for strategic initiatives, take on special projects like the new engagement platform, and provide oversight of deadlines and deliverables. This position also serves as a backup Public Information Officer for the City and assists with media outreach and interview coordination.
- A Digital Communications Specialist was also hired to manage content creation, updates, monitoring, and oversight of the City website, social media, and engagement platforms.

Community Engagement - Communications and Engagement supported community outreach and input for the Pedestrian and Bike Master Plan, Zoning and Development Code Update, and the proposed Community Recreation Center. In addition, the team collaborated with Utilities on planning and conducting community outreach for the Historic Water Plant grant application.

- Ninety-nine community and stakeholder outreach meetings were conducted in 2022.
- The City hosted eight Coffee with the City Manager and Coffee Con Pan El (Spanish language community) events.
- Planned and conducted three Get to Know Your City Events in 2022 to share information with community members about department programs, services, and upcoming projects.
- Completed a new statistically valid 2022 Community Customer Satisfaction Survey sent to 5,000 households selected randomly to better understand community concerns, needs, and priorities.
- Completed successful website transition from CRI website to the City and updated dual-stream details and maps.
- Assisted the Community Development department with business communication regarding new state laws regarding bag fees.
- Trained staff on the use of new live on-demand video for 240+ languages, including ASL, available through the Language Line app. iPads with the app were deployed to seven departments.

2022 Social Media Activity

Social Media Metrics for 2022	
Facebook page reach	185,036
Facebook page visits	21,880
Instagram reach	21,304
Instagram page visits	3,866
Nextdoor Posts	94
Nextdoor Replies	152
Nextdoor Impressions	90,150
Twitter Impressions	72,406
Twitter New Followers	244

2022 Website Activity

Website Activity	
New Users	298,339
Page Views	873,520
Top Pages (excluding search and home page)	
News Flash	140,286 Views; 83,969 Users
Police Blotter	38,366 Views; 15,800 Users
Parks & Recreation	34,412 Views; 21,649 Users
GIS Maps	28,619 Views; 9,229 Users
Pay Online	28,095 Views; 16,277 Users
Users by Language	
English Users	294,294 (Avg. Engagement Time 0:58)
Spanish Users	1,342 (Avg. Engagement Time 0:37)

Translation/Interpretation Services - A new process to request assistance with document/signage translation and in-person interpretation was created for staff use. Google translate is available for the website along with a button for the translation of Seamless docs. In addition, Facebook offers translation capabilities.

In addition, iPads loaded with the Language Line App for live, on-demand video interpretation were deployed to Utilities, Courts, PD Records, Community Development, Human Resources, the City Clerk's Office, and Parks and Recreation Departments. Those with a customer service window or frequent in-person service delivery can continue to use the Language Line by phone; however, the new Language Line app offers real-time on-demand video interpretation for 240+ languages, including ASL. The Community Engagement Specialist is providing training, and plans are underway to deploy the technology to City-issued iPads and phones for police and fire department personnel.

2023 Objectives

- Finalize the City Communications Plan with updates provided each year.
- Finalize the City Community Engagement Plan.
- Finalize City Crisis Communications Plan and participate in exercises with Mesa County Joint Information Center members.
- Research and invest in engagement tools that assist with community outreach and input in support of strategic initiatives. (e.g., Bang the Table, People Speak)
- Collaborate on community education and awareness building related to City sustainable efforts to reduce waste and increase energy efficiency (e.g., composting, EV).
- Create and implement a communications plan to support the rollout of Phase 1 of dual-stream recycling.

- Support department education, awareness, and outreach activities related to new initiatives.
- Continue to roll out technology and train the public safety departments to request translation and interpretation.
- Create a plan for addressing ADA compliance for the City's websites and train staff.
- Assist with and conduct public education and community engagement/outreach for programs related to affordable housing and houselessness issues.
- Collaborate on outreach related to the micro-mobility pilot planned for spring 2023 and Resource Stewardship initiatives scheduled for 2023 (e.g., electric vehicles).
- Support efforts by Community Development to adopt and promote the Pedestrian and Bike Plan
- Launch and implement Wyland Mayor's Challenge for water conservation with letters and videos from the Mayor, social media posts, special events, and D51 outreach to encourage children, their families, and schools to participate.

Communications and Engagement Personnel

Communications and Engagement	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Communications and Engagement Director	0.00	1.00	1.00
Communications Project Coordinator	0.00	1.00	1.00
Community Engagement Coordinator	0.00	1.00	1.00
Digital Communications Specialist	0.00	1.00	1.00
Total Communications and Engagement FTE	0.00	4.00	4.00

Communications and Engagement Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Communications & Engagement	\$ -	\$ -	\$ -	\$ 101,118	\$ 723,284	100.0%
Total Fund 100	\$ -	\$ -	\$ -	\$ 101,118	\$ 723,284	100.0%
Total Comm. and Engage. Budget	\$ -	\$ -	\$ -	\$ 101,118	\$ 723,284	100.0%

Communications and Engagement Budget By Classification, by Fund

Significant Changes between 2023 Adopted and 2022 Adopted Budget

- The Communications and Engagement Department was established in 2022, and 2023 is the first full year of budgeted expenditures.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ -	\$ -	\$ 80,176	\$ 335,910	100.0%
Benefits	-	-	-	19,087	96,381	100.0%
Insurance	-	-	-	161	801	100.0%
Other Compensation	-	-	-	400	1,200	100.0%
Total Labor and Benefits	\$ -	\$ -	\$ -	\$ 99,824	\$ 434,292	100.0%

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Operating						
Contract Services	\$ -	\$ -	\$ -	847	126,100	100.0%
Equipment	-	-	-	-	1,000	100.0%
Grants and Contributions	-	-	-	-	20,000	100.0%
Operating Supplies	-	-	-	313	1,000	100.0%
Professional Development	-	-	-	-	12,500	100.0%
Total Operating	\$ -	\$ -	\$ -	1,160	160,600	100.0%
Interfund Charges						
Facility	\$ -	\$ -	\$ -	-	29,542	100.0%
Information Technology	-	-	-	134	98,850	100.0%
Total Interfund Charges	\$ -	\$ -	\$ -	134	128,392	100.0%
Total Comm. & Engage. Budget	\$ -	\$ -	\$ -	101,118	723,284	100.0%





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COMMUNITY DEVELOPMENT

The Community Development Department works to guide and promote vibrant, safe development, provides a healthy lifestyle and has a broad and balanced range of land uses. The department strives to support the City's implementation of its vision as described in the [One Grand Junction Comprehensive Plan](#).

Critical Functions of the Development Services Division include:

- Maintaining the One Grand Junction Comprehensive Plan.
- Preparation of citywide and neighborhood plans.
- Permitting services for residential and non-residential development.
- Providing information related to zoning, setbacks, and other land use questions.
- Providing development review services for new development.
- Providing annexation services for properties coming into the City.
- Engage and outreach with residents, organizations, and businesses.
- Oversee the City's housing program.
- Coordinate and lead citywide sustainability initiatives and actions.
- Coordinate mobility improvements and programs.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Community Development Department Performance Measures		
Activity		
Implement Council's adopted Housing Strategy focusing on near-term strategies for implementation, including participation in the housing coalition, adopting local housing goals, updating the zoning and development code, reviewing incentives, partnering in land acquisition, and exploring the creation of a dedicated revenue source to address housing challenges.		
Performance Measure	2022 Actual	2023 Planned
Provide financial support to existing housing and houselessness services and promote resident access to services	\$148,086	\$150,000
Persons experiencing houselessness as indicated by the HUD Point in Time Count	662	838 (unofficial)
The number of School District 51 families reporting not having a permanent home.	638	781
Activity		
Review and process development applications in a timely and effective manner.		
Performance Measure	2022 Actual	2023 Planned
Number of major subdivisions submitted for review	36	30
Number of major site plans submitted for review	31	28
Number of new lots proposed/platted	687	550
Number of new lots platted	323	450

Community Development Department Performance Measures		
Activity		
Encourage the development of Accessory Dwelling Units (ADUs) and increase the diversity of housing types constructed within the City.		
Performance Measure	2022 Actual	2023 Planned
Approval of new Accessory Dwelling Units	20 ADUs	25 ADUs
New Multi-family projects submitted for review	29 Projects	10 Projects
Number of new multi-family units approved	867 Units	200 Units
Multi-family units as a percentage of all new units issued planning clearances (351 SF in 2022)	66.63%	30%
Activity		
Adopt a local affordable housing goal(s). Grand Junction's goal is to increase the total affordable housing stock in the city by 225 to 350 units over the next five years (an average range of 45 to 70 units per year), serving residents at 80% AMI or less.		
Performance Measure	2022 Actual	2023 Planned
Increase the number of affordable housing units in the City by at least 45 units annually.	50	67
Number of affordable units preserved	40	0
Activity		
Prepare an Electric Vehicle (EV) Readiness plan.		
Performance Measure	2022 Actual	2023 Planned
Increase the public availability of Level 2 Chargers	31	32
Increase the public availability of Level 3 Chargers	12	13

2022 Accomplishments

- Facilitated the assessment and targeted revisions to the Zoning and Development Code to implement the Comprehensive Plan, focusing on identifying opportunities to provide additional opportunities for affordable and attainable housing.
- Revised the GJMC to address climate-sensitive landscaping standards.
- Developed and revised regulations for more climate-appropriate landscaping.
- Adopted goals that address the production and preservation of affordable housing.
- Referred dedicated revenue source for affordable housing to the November 2022 ballot.
- Coordinate with Economic Development Partners in business expansion and new construction.
- Began the development of a pedestrian and bicycle plan, identifying and implementing mobility improvements, and updating transportation standards to ensure multi-modality.
- Solicited for and sought vendor(s) for micro-mobility (E-Scooters) operations within the City.
- Completed digitization of over 1.8 million pages of historic development documents and made them available to the community through an online portal.
- Completed a needs assessment and began an update of the Transportation Engineering Design Standards to ensure best practices are implemented, streets are multi-modal focused, and provide flexibility in the design of streets.
- Completed regulations for new retail cannabis stores.
- Reviewed and approved the largest number of new multi-family units on record.
- Relaxed regulations for accessory dwelling units.
- Created a mandatory process for expediting project review, including affordable housing units.
- Approved a thirteenth housing strategy focused on community outreach and engagement.

- Completed the City's first Unhoused Needs Survey.
- Submitted letter of intent to DOLA for a \$3 million acquisition in partnership with Grand Junction Housing Authority.
- Hired three new positions to support the City's affordable housing and homelessness efforts.

2023 Objectives

- Complete targeted revisions to the Zoning and Development Code to implement the Comprehensive Plan, focusing on identifying opportunities to provide additional opportunities for affordable and attainable housing.
- Initiate the drafting of a resiliency and sustainability plan.
- Complete a city-wide and city-organization greenhouse gas emissions inventory.
- Complete an Electric Vehicle Readiness Plan.
- Adopt a city-wide pedestrian and bicycle plan.
- Adopt an updated Transportation Engineering Design Standards manual.
- Launch a micro-mobility pilot program.
- Complete regulations for new cannabis-manufactured product operators.
- Promote the creation of new accessory dwelling units.
- Facilitate analysis of multiple existing city streets to retrofit them into complete streets.
- Create education and outreach opportunities related to affordable housing and the unhoused.
- Leverage dollars, projects, and programs for additional affordable housing units.
- Conduct an unhoused needs assessment and develop a regional strategy for reducing homelessness.

Community Development Personnel

Community Development Positions	2021 FTE	2022 FTE	2023 FTE
General Fund 100 Positions			
Community Development Director	1.00	1.00	1.00
Associate Planner	3.00	3.00	2.00
Community Engagement Coordinator	1.00	1.00	0.00
Development Coordinator	0.00	0.00	1.00
Homelessness Coordinator	0.00	0.00	1.00
Housing Specialist	0.00	1.00	1.00
Housing Supervisor	0.00	0.00	1.00
Mobility Planner	0.00	1.00	1.00
Planning Manager	0.00	1.00	1.00
Planning Supervisor	0.00	1.00	1.00
Planning Technician	2.00	4.00	4.00
Principal Planner	2.00	2.00	2.00
Sr. Planner	3.00	3.00	3.00
Project Engineer	2.00	0.00	0.00
Sustainability Coordinator	0.00	1.00	1.00
Total Community Development FTE	14.00	19.00	20.00

Community Development Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Community Development	\$ 1,490,224	\$ 1,737,175	\$ 3,672,461	\$ 3,428,358	\$ 5,143,807	40.1%
Total Fund 100	\$ 1,490,224	\$ 1,737,175	\$ 3,672,461	\$ 3,428,358	\$ 5,143,807	40.1%
CDBG Fund 104						
Community Development	\$ 717,326	\$ 642,223	\$ 469,557	\$ 522,475	\$ 441,451	-6.0%
Total Fund 104	\$ 717,326	\$ 642,223	\$ 469,557	\$ 522,475	\$ 441,451	-6.0%
0.75% Sales Tax Fund 201						
Community Development	\$ 79,385	\$ -	\$ -	\$ 200,000	\$ 140,000	-100.0%
Total Fund 201	\$ 79,385	\$ -	\$ -	\$ 200,000	\$ 140,000	-100.0%
Total Comm. Dev. Budget	\$ 2,286,935	\$ 2,379,398	\$ 4,142,018	\$ 4,150,833	\$ 5,725,258	38.2%

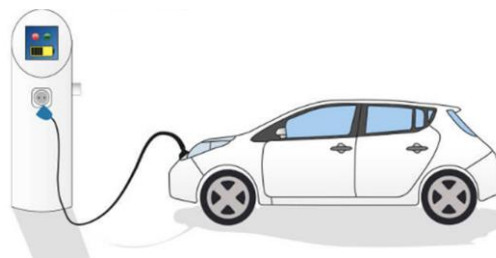
Community Development Budget By Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** The general fund Charges for Service have been decreased by 35.1% based on 2022 actual receipts. CDBG Fund revenues have been reduced by 6% based on the number of federal funds received. Revenues in the Sales Tax Fund 201 have decreased and represent the remaining portion of a DOLA grant that will be received in 2023.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan to retain and attract high-quality employees, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment. Additionally, two new positions will be added in 2023, a Planning Manager and a Homelessness Coordinator.
- **Non-Personnel Operating:** Increases in the general fund are directly related to housing incentives planned in 2023. Equipment charges in the Sales Tax CIP Fund have increased due to the planned purchase of electric vehicle charging stations.
- **Interfund Charges:** Facility and Liability Insurance charges are increasing due to rising costs of utility charges used in City facilities and increasing liability insurance costs. However, the Information Technology charges have been reduced due to changing the method for allocating out all basic technology charges (the costs to operate and maintain the citywide technology systems)

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Charges for Service	\$ 254,764	\$ 285,351	\$ 208,050	\$ 208,050	\$ 135,050	-35.1%
Other	-	30,000	-	-	-	0.0%
Total Revenue	\$ 254,764	\$ 315,351	\$ 208,050	\$ 208,050	\$ 135,050	-35.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 742,474	\$ 790,216	\$ 1,496,120	\$ 1,496,120	\$ 1,623,121	8.5%
Seasonal	146	45,756	104,924	104,924	54,080	-48.5%
Overtime	750	1,263	2,643	7,717	10,893	312.1%
Benefits	214,370	236,894	485,212	481,035	577,998	19.1%
Insurance	9,467	1,419	3,626	3,626	4,053	11.8%
Other Compensation	13,462	10,036	3,452	3,452	17,005	392.6%
Total Labor and Benefits	\$ 980,669	\$ 1,085,584	\$ 2,095,977	\$ 2,096,874	\$ 2,287,150	9.1%
Operating						
Charges and Fees	\$ 7,621	\$ 9,490	\$ 8,200	\$ 8,200	\$ 8,000	-2.4%
Contract Services	52,934	187,833	1,032,500	787,500	590,500	-42.8%

Funding Source	2020	2021	2022	2022	2023	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2022
Equipment	1,200	299	33,800	33,800	191,699	467.2%
Grants and Contributions	430	2,555	20,000	20,000	1,536,350	7581.8%
Operating Supplies	10,929	13,267	9,800	9,800	33,600	242.9%
Professional Development	7,731	14,140	64,897	64,897	123,852	90.8%
Rent	1,488	-	3,000	3,000	1,500	-50.0%
Total Operating	\$ 82,333	\$ 227,584	\$ 1,172,197	\$ 927,197	\$ 2,485,501	112.0%
Interfund Charges						
Facility	\$ 52,673	\$ 46,545	\$ 56,519	\$ 56,519	\$ 71,743	26.9%
Information Technology	341,828	341,657	310,173	310,173	250,730	-19.2%
Liability Insurance	28,811	35,805	37,595	37,595	45,114	20.0%
Fleet	3,910	-	-	-	3,569	100.0%
Total Interfund Charges	\$ 427,222	\$ 424,007	\$ 404,287	\$ 404,287	\$ 371,156	-8.2%
Total General Fund	\$ 1,490,224	\$ 1,737,175	\$ 3,672,461	\$ 3,428,358	\$ 5,143,807	40.1%
Funding Source						
CDBG Fund 104						
Revenues						
Intergovernmental	\$ 717,326	\$ 642,223	\$ 469,557	\$ 478,170	\$ 441,451	-6.0%
Total Revenues	\$ 717,326	\$ 642,223	\$ 469,557	\$ 478,170	\$ 441,451	-6.0%
Expenditures						
Operating						
Contract Services	\$ -	\$ 44,750	\$ -	\$ -	\$ -	0.0%
Grants and Contributions	325,999	533,042	289,198	342,116	276,950	-4.2%
Operating Supplies	36	-	-	-	-	0.00
Total Operating	\$ 326,035	\$ 577,792	\$ 289,198	\$ 342,116	\$ 276,950	-4.2%
Transfers Out						
Transfers Out	\$ 391,291	\$ 64,431	\$ 180,359	\$ 180,359	\$ 164,501	-8.8%
Total Transfers Out	\$ 391,291	\$ 64,431	\$ 180,359	\$ 180,359	\$ 164,501	-8.8%
Total CDBG Fund	\$ 717,326	\$ 642,223	\$ 469,557	\$ 522,475	\$ 441,451	-6.0%
Funding Source						
0.75% Sales Tax CIP Fund 201						
Revenues						
Intergovernmental	\$ 37,500	\$ (10,665)	\$ -	\$ 110,125	\$ 70,000	100.0%
Total Revenues	\$ 37,500	\$ (10,665)	\$ -	\$ 110,125	\$ 70,000	100.0%
Expenditures						
Operating						
Contract Services	\$ 79,385	\$ -	\$ -	\$ 200,000	\$ -	0.0%
Equipment	-	-	-	-	140,000	100.0%
Total Operating	\$ 79,385	\$ -	\$ -	\$ 200,000	\$ 140,000	100.0%
Total Sales Tax CIP Fund	\$ 79,385	\$ -	\$ -	\$ 200,000	\$ 140,000	100.0%
Total Comm. Dev. Budget	\$ 2,286,935	\$ 2,379,398	\$ 4,142,018	\$ 4,150,833	\$ 5,725,258	38.2%





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FINANCE

The service and support the Finance Department provides to other City departments and employees enables them to deliver the best quality service to the public. For citizens and the community, the Finance Department strives to provide information assistance that is responsive to their needs and utilizes City resources most efficiently. The Finance Department consists of the following divisions:

- **Finance Administration** provides oversight to all other divisions within Finance. In addition, Finance Administration provides budget coordination and development, revenue projections, maintenance of the 5-year and 10-year capital improvement plans, and direct financial information to the City Manager and City Council.
- The **Revenue Division** is responsible for issuing sales tax licenses to all vendors doing business within City limits, processing all sales tax returns received from those vendors, and enforcing sales tax compliance. Sales and use taxes are the City's largest source of operating revenues. There are currently over 5,900 vendors who are licensed and collect the City's sales tax on their business transactions. A business is required to collect the City's sales tax when it sells retail tangible personal property inside the City limits. A few licensed vendors in the City must collect a 3% lodging tax used solely by Visit Grand Junction to promote tourism there. In 2019, an additional 3% lodging tax was also collected. This revenue benefits Visit Grand Junction, the Greater Grand Junction Sports Commission, and the Grand Junction Regional Air Service Alliance. These funds aim to promote and market travel and tourism-related activities, including, but not limited to, sports-related tourism and support of direct air service for the City.
- **Accounting Division** provides accounts payable, payroll processing, accounts receivable billing, financial reporting, and financial process support for all departments of the City.
- **Municipal Court** is responsible for all charges of misdemeanor and civil infractions arising under the Charter, code of ordinances, resolutions, and rules and regulations of the City. The Municipal Courts can assess and collect penalties, punish violators, enforce orders, and otherwise affect the responsibilities prescribed by ordinance, Charter, administrative regulation, or court rule. The Municipal Court provides fair and impartial justice administered with respect and equality to all Citizens efficiently, courteously, and professionally.
- The **Grants Division** coordinates and oversees the City's grant-funded programs, including grant research, writing, administration, and reporting. The Grants Division monitors programs for compliance with contract and agency-specific regulations and local, state, and federal requirements.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Finance Department Performance Measures		
Activity		
Leverage City projects and operations by researching, selecting and applying for Federal, State, and Local Grants		
Performance Measure	2022 Actual	2023 Planned
Number of grant awards managed by staff, \$16.7 million	74	75
Number of grant applications submitted, \$14.3 million	49	40
Number of grant applications awarded, \$6.3 million	41	36
Success rate of grant applications	89%	89%

Activity		
Ensure compliance with City's sales and use tax laws and regulations by maintaining a low delinquency rate.		
Performance Measure	2022 Actual	2023 Planned
Delinquency rate. The number of monthly accounts delinquent at year-end 2022 was 43 out of 1,964.	2.19%	2.5%
Delinquency rate. The total accounts delinquent at year-end 2022 was 204 out of 5,947.	3.43%	3.5%
Activity		
Ensure speedy court proceedings by resolving more cases than are filed, which is the clearance rate		
Performance Measure	2022 Actual	2023 Planned
The clearance rate for traffic cases. In 2022 1,402 were cleared, and 1,256 were filed.	112%	150%
The clearance rate for misdemeanor cases. In 2022 305 were cleared, and 169 were filed.	180%	120%
The clearance rate for animal control cases. In 2022 163 were cleared, and 131 were filed.	124%	120%

2022 Accomplishments

- Received the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for the 37th consecutive year.
- Received the GFOA Distinguished Budget Presentation Award for the 5th consecutive year.
- Selected and implemented a new sales & use tax administration software package.
- Began working with GFOA to analyze finance-related business processes for ERP readiness related to the eventual replacement of the City's current legacy ERP system, Tyler Technology's New World ERP.
- Collected and processed \$68.6 million in sales and use tax, including the City's share of the Mesa County Public Safety Tax and the First Responder sales and use tax.

2023 Objectives

- Utilize GFOA best practices to improve the efficiency and effectiveness of key City business processes to prepare for an enterprise resource planning (ERP) system implementation.
- Provide timely financial reporting to City Council and City Management.
- Provide support to other departments in software implementations, including a new Parks And Recreation management software solution.
- Increase the number of sales and use tax account filing online through the division's newly implemented tax administration software.

Finance Department Personnel

Finance Department	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Finance Administration			
Finance Director	1.00	1.00	1.00
Deputy Finance Director	1.00	1.00	1.00
Controller	0.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00
Grant Administrator	1.00	2.00	2.00
Accountant/Analyst II	1.00	1.00	1.00

Finance Department	2021 FTE	2022 FTE	2023 FTE
Accounting and Payroll			
Finance Supervisor	1.00	1.00	1.00
Accountant/Analyst II	1.00	2.00	3.00
Accountant/Analyst I	3.00	2.00	3.00
Revenue			
Auditor	0.00	2.00	2.00
Licensing Compliance Officer	0.00	0.00	1.00
Tax Compliance Officer	1.00	0.00	0.00
Taxpayer Support Specialist	1.00	0.00	0.00
Municipal Court			
Court Administrator	1.00	1.00	1.00
Court Clerk	1.00	1.75	1.00
Total General Fund FTE	14.00	16.75	19.00

Finance Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Finance	\$ 524,972	\$ 603,929	\$ 963,600	\$ 963,600	\$ 1,174,559	21.9%
Accounting and Payroll	253,858	269,525	693,154	693,154	527,975	-23.8%
Revenue	785,951	723,804	947,410	948,442	878,333	-7.3%
Municipal Court	353,477	316,970	544,619	526,031	531,484	-2.4%
Total Fund 100	\$ 1,918,258	\$ 1,914,228	\$ 3,148,783	\$ 3,131,227	\$ 3,112,351	-1.2%
Lodger's Tax Increase Fund 106						
Finance	\$ 1,190,117	\$ 1,759,997	\$ 1,864,219	\$ 2,363,565	\$ 2,412,969	29.4%
Total Fund 106	\$ 1,190,117	\$ 1,759,997	\$ 1,864,219	\$ 2,363,565	\$ 2,412,969	29.4%
Total Finance Budget	\$ 3,108,375	\$ 3,674,225	\$ 5,013,002	\$ 5,494,792	\$ 5,525,320	10.2%

Finance Budget by Classification, by Fund

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** The Finance Department revenues are primarily from Municipal Court fines and other charges for services. Revenues are estimated to decrease in 2023 based on the number of cases handled by the Municipal Court. Lodging Tax Revenues will increase by 29.4% in 2023 due to increased tourism in the area.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. In addition, the Finance Department will add one new Accountant/Analyst II position focusing on new governmental accounting pronouncements and other supporting financial activities. Municipal Court will add a new Licensing Compliance Officer.
- **Non-Personnel Operating:** Non-Personnel Operating will decrease in the general fund by 4.4% due to reduced one-time purchases of equipment and operating supplies made in 2022. Lodging Tax fund increases are due to the taxes received in the prior year that will be paid in the current year.
- **Interfund Charges:** Facility charges will increase due to increased fuel and electricity costs. Technology charges increase by 5% on average annually.
- **Capital Outlay:** Capital equipment costs decreased due to the one-time purchase of software systems in 2022.

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenue						
Charges for Services	\$ 30,174	\$ 39,613	\$ 63,000	\$ 63,000	\$ 42,500	-32.9%
Intergovernmental	428	495	-	-	-	0.0%
Fines and Forfeitures	239,796	282,497	274,500	274,500	288,300	5.0%
Total Revenues	\$ 270,398	\$ 322,605	\$ 337,500	\$ 337,500	\$ 330,550	-2.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 700,860	\$ 872,907	\$ 1,290,309	\$ 1,290,309	\$ 1,441,581	11.7%
Seasonal	75,385	74,741	105,915	105,915	79,950	-24.5%
Overtime	-	-	4,233	4,233	2,500	-40.9%
Benefits	281,008	287,151	427,957	427,957	496,193	15.9%
Insurance	12,934	1,601	2,820	2,820	3,626	28.6%
Other Compensation	8,633	4,760	4,801	5,833	4,802	0.0%
Total Labor and Benefits	\$ 1,078,820	\$ 1,241,160	\$ 1,836,035	\$ 1,837,067	\$ 2,028,652	10.5%
Operating						
Charges and Fees	\$ 300	\$ 3,304	\$ 315	\$ 5,315	\$ 5,815	1746.0%
Contract Services	195,380	80,153	123,209	99,621	173,040	40.4%
Equipment	35,748	11,327	70,700	70,700	7,000	-90.1%
Operating Supplies	13,398	15,896	23,005	23,005	20,790	-9.6%
Professional Development	7,237	8,573	39,357	39,357	39,525	0.4%
Repairs	150	125	1,500	1,500	500	-66.7%
Total Operating	\$ 252,213	\$ 119,378	\$ 258,086	\$ 239,498	\$ 246,670	-4.4%
Interfund Charges						
Facility	\$ 78,120	\$ 81,461	\$ 89,325	\$ 89,325	\$ 140,438	57.2%
Information Technology	509,105	428,744	660,337	660,337	696,591	5.5%
Total Interfund Charges	\$ 587,225	\$ 510,205	\$ 749,662	\$ 749,662	\$ 837,029	11.7%
Capital Outlay						
Computer Systems	\$ -	\$ 43,485	\$ 305,000	\$ 305,000	\$ -	-100.0%
Total Capital Outlay	\$ -	\$ 43,485	\$ 305,000	\$ 305,000	\$ -	-100.0%
Total General Fund	\$ 1,918,258	\$ 1,914,228	\$ 3,148,783	\$ 3,131,227	\$ 3,112,351	-1.2%
Funding Source Lodgers Tax Fund 106						
Revenues						
Taxes	\$ 1,072,214	\$ 1,886,959	\$ 1,864,218	\$ 2,213,733	\$ 2,412,969	29.4%
Interest	-	1,881	-	-	-	0.0%
Total Revenues	\$ 1,072,214	\$ 1,888,840	\$ 1,864,218	\$ 2,213,733	\$ 2,412,969	29.4%
Expenditures						
Operating						
Grants and Contributions	\$ 705,812	\$ 1,026,665	\$ 1,087,461	\$ 1,378,746	\$ 1,407,565	29.4%
Total Operating	\$ 705,812	\$ 1,026,665	\$ 1,087,461	\$ 1,378,746	\$ 1,407,565	29.4%
Transfers Out						
Transfers Out	\$ 484,305	\$ 733,332	\$ 776,758	\$ 984,819	\$ 1,005,404	29.4%
Total Transfers Out	\$ 484,305	\$ 733,332	\$ 776,758	\$ 984,819	\$ 1,005,404	29.4%
Total Lodgers Tax Fund	\$ 1,190,117	\$ 1,759,997	\$ 1,864,219	\$ 2,363,565	\$ 2,412,969	29.4%
Total Finance Budget	\$ 3,108,375	\$ 3,674,225	\$ 5,013,002	\$ 5,494,792	\$ 5,525,320	10.2%

FIRE

The Grand Junction Fire Department (GJFD) is the premier provider of fire, emergency medical services (EMS), and life safety services in Western Colorado. The City's team of dedicated professionals serves a population of over 92,000 within a first response service area of 93 square miles and an ambulance service area of over 649 square miles. Annually, the Department responds to over 20,000 calls for service. The GJFD provides various services to the community, including fire suppression, emergency medical services, technical rescue, wildland fire team, hazardous material mitigation, bomb team, fire prevention, fire investigation, emergency management, training, and community outreach.



Fire Department's guiding principles are:

- **Mission** – To serve the community through emergency response and risk reduction. The Department's actions will be guided by purpose-driven decisions supporting growth and safety while investing in relationships and continuous professional development.
- **Vision** – We pursue excellence in public service with efficient service delivery, utilizing sustainable planning, and promoting organizational evolution while being responsible with community resources.

Fire Administration

- Fire Administration oversees the Department's overall leadership, coordination, and management. This office is also the liaison with the City Council, City Manager, City Departments, and other agencies.

Emergency Operations

- Emergency Operations is the largest division in the Department and is responsible for fire, medical, and hazardous materials response and mitigation. Fire suppression and extinguishment are complex processes involving several emergent activities that must be carried out simultaneously. In addition to extinguishing the fire, firefighters perform multiple types of rescues and provide medical care and victim assistance. After the fire, further loss is minimized by covering or removing personal property.
- Emergency and non-emergency medical and ambulance services are provided within the City's Ambulance Service Area, covering the Citizens of Grand Junction, Grand Junction Rural Fire Protection District, and Glade Park. All fire apparatus and ambulances have trained personnel and the necessary equipment to provide basic and advanced life support.
- Regulated hazardous materials are stored and transported through the community daily. In the event of an uncontrolled release or spill, GJFD provides specialized personnel and equipment to the location to mitigate the incident.
- The GJFD has several specialty teams, including technical rescue (high/low angle, confined space, trench, swift water, and ice rescue), wildland firefighting, and a joint bomb team with the Grand Junction Police Department.

Non-Emergency Operations

- Non-Emergency Operations include support services such as fire prevention, community outreach, emergency management, fire investigations, and training. Fire prevention functions include consulting, plan reviews, fire protection system inspections, fire and life safety inspections, and fire flow evaluations. Business inspections allow firefighters to become familiar with building layouts to plan firefighting strategies, which helps reduce business loss due to fire by increasing efficiency during emergencies.
- Community Outreach services include fire and life safety education programs, information coordination for emergencies, and general fire department activities. Preschool and elementary

school programs are designed to teach young children the importance of fire safety. In addition, car seat installation and juvenile fire-setter intervention programs are provided.

- Emergency Management involves the planning and directing disaster response or crisis management activities. Additionally, the emergency manager is responsible for disaster preparedness training and preparing emergency plans and procedures for natural, wartime, or technological disasters.
- Fire Investigators investigate all fires and determine the cause and origin. They work closely with local, state, and federal agencies to resolve all incidents identified as arson.
- The GJFD provides the most current and realistic training for all personnel. Knowledge and skills training and high physical fitness are the foundation for providing safe and effective emergency response. Personnel is required to maintain various state-mandated EMT and firefighter certifications.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Fire Department Performance Measures		
Activity		
Capture incident and response time data for continuous improvement. Reduce median total response time (911 call pickup to the first unit on the scene) for all incidents.		
Performance Measure	2022 Actual	2023 Estimated
Median total response time	09:28	09:20
Number of incidents with a unit arriving on scene	18,495	18,550
Total incidents	20,652	20,700
Activity		
Implement an EMS plan that evaluates the EMS delivery system and peak-time ambulance service to achieve targeted service levels by adding ambulances and paramedic-trained personnel to address growing emergency medical incident volume.		
Performance Measure	2022 Actual	2023 Planned
Number of ambulances in service	6 24-hour units and 1 12-hour unit	8 24-hour units and 2 12-hour units
Number of paramedics in training	8	11
Activity		
Capture community outreach data for continuous improvement through community engagement with the fire department and safety education.		
Performance Measure	2022 Actual	2023 Planned
Number of people attending safety education events	1,474	1,500
Number of car seat inspections	49	50
Activity		
Implement a fire mitigation program on City property and wildland and urban interface (WUI) areas by coordinating with City departments and partnering agencies to mitigate high-hazard areas.		
Performance Measure	2022 Actual	2023 Planned
Number of City departments and outside agencies partnered with	7 internal, 11 external	20+ external agencies
Acres of at-risk WUI land mitigated	2	72

2022 Accomplishments

Fire Administration

- Department accredited through the Commission on Fire Accreditation International.
- Fire Station 3 was reconstructed on the current site and opened in May 2022.
- Construction of Fire Station 8 completed and in-service January 2023.
- Completed a recruit firefighter academy in July, a first lateral firefighter academy in November, and started a second recruit firefighter academy in October.
- The third-party contractor completed the organizational structure and service analysis.
- Partnered with Western Colorado Community College to develop a Fire Science Degree Program.

Emergency Operations

- Continued to implement the comprehensive EMS Plan to include conversion of the non-emergent day car to an impact ambulance to help with the increase in call load.
- Created a five-step plan to reduce the number of paramedic vacancies, including increased funding for paramedic training and incentives for personnel interested in paramedicine.
- Implement the nationally recognized Candidate Physical Ability Test (CPAT) program for new hires into the organization.
- Purchased new apparatus and equipment for Fire Station 8.
- Awarded a FEMA Staffing for Adequate Fire and Emergency Response Grant (SAFER) for hiring 21 firefighters.
- Completed vehicle exhaust removal/filtration system installation at all fire stations.

Fire Non-Emergency Operations

- Additional training props, including a flashover chamber, were added to the Fire Training Center.
- Community Outreach partnered with Two Rivers Wildfire Coalition to provide wildfire education to homeowners and mitigation projects along the Colorado River.

2023 Objectives

Fire Administration

- Hose uncoupling (opening) of Fire Station 8 will officially occur on January 23rd.
- Purchase of land for Fire Station 7
- Working through recommendations of third-party organizational analysis.
- Complete cooperative feasibility study with Clifton Fire Protection District.

Fire Emergency Operations

- Vehicle/equipment purchases of a new ambulance for Fire Station 7 and equipment for Fire Station 7 fire apparatus.
- A new water rescue boat will allow safer access to the river corridor.
- New voice amplifiers will be added to the breathing apparatus to enhance fireground communications.
- All stations will receive alerting system upgrades.

Fire Non-Emergency Operations

- Recruit and lateral firefighter academies will be conducted.
- A second Fire Inspector/Investigator will be added to the Fire Prevention Division.
- Wildfire mitigation will continue along the Colorado River corridor to slow the future fire spread.
- Specialized propane props will be added to the Fire Training Center.

Fire Department Personnel

Fire Department	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Fire Administration			
Fire Chief	1.00	1.00	1.00
Sr. Administrative Assistant	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Emergency Operations			
Deputy Fire Chief	1.00	1.00	1.00
Emergency Medical Services Chief	0.00	1.00	1.00
Administrative Fire Officer	4.00	3.00	3.00
Fire Unit Supervisor	15.00	15.00	15.00
EMS Officer	3.00	3.00	3.00
Fire Engineer	15.00	15.00	15.00
Firefighter/Paramedic	33.00	27.00	29.00
Paramedic	6.00	6.00	4.00
Firefighter	31.00	31.00	33.00
EMT	10.00	10.00	4.00
Non-Emergency Services			
Deputy Fire Chief	1.00	1.00	1.00
Administrative Fire Officer	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00
Fire Prevention Specialist	3.00	3.00	3.00
Community Outreach Specialist	2.00	2.00	2.00
Fire Inspector/Investigator	1.00	1.00	2.00
Total General Fund FTE	132.00	126.00	123.00
Funded by First Responder Tax Fund 107			
Fire Administration			
Logistics Technician	1.00	1.00	1.00
Emergency Operations			
Fire Unit Supervisor	3.00	6.00	6.00
Fire Training Officer	2.00	2.00	2.00
Fire Engineer	3.00	6.00	6.00
Firefighter/Paramedic	3.00	18.00	31.00
Firefighter	6.00	12.00	12.00
Total First Responder Fund FTE	18.00	45.00	58.00
Total Fire Department FTE	150.00	171.00	181.00

Fire Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Fire Administration	\$ 1,287,459	\$ 1,437,676	\$ 1,717,799	\$ 1,717,799	\$ 2,076,591	20.9%
Emergency Operations	16,674,192	16,832,629	17,377,876	17,377,876	17,918,252	3.1%
Non-Emergency Operations	1,296,100	1,469,943	1,747,069	1,747,069	1,741,421	-0.3%
Total Fund 100	\$ 19,257,751	\$ 19,740,248	\$ 20,842,744	\$ 20,842,774	\$ 21,736,264	4.3%
First Responder Tax Fund 107						
Fire Administration	\$ 1,300	\$ 48,788	\$ 122,581	\$ 122,581	\$ 74,859	-38.9%
Emergency Operations	557,247	2,265,873	6,822,191	8,764,293	8,550,910	25.3%
Non-Emergency Operations	236,453	127,470	447,502	447,502	208,988	-53.3%
Total Fund 107	\$ 795,000	\$ 2,442,131	\$ 7,392,274	\$ 9,334,376	\$ 8,834,757	19.5%
0.75% Sales Tax CIP Fund 201						
Emergency Operations	\$ 4,782,139	\$ 2,683,046	\$ 1,334,325	\$ 11,104,077	\$ 1,203,646	-9.8%
Total Fund 201	\$ 4,782,139	\$ 2,683,046	\$ 1,334,325	\$ 11,104,077	\$ 1,203,646	-9.8%
Total Fire Budget	\$ 24,834,890	\$ 24,865,425	\$ 29,569,343	\$ 41,281,227	\$ 31,774,667	7.5%

Fire Budget By Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** Revenues in the General Fund are expected to increase due to increases in the Rural Fire District Contract. Increased revenues in the First Responder Fund are due to the successful award of an Assistance to Firefighters (AFG) grant and the continuation of the SAFER grant to offset labor costs. Decreasing revenues in the 115 Fund is based on actual receipts of Public Safety impact fees received in 2022 (1st year for these), which were lower than expected.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. Additionally, staffing levels have increased due to the addition of Fire Stations within the City (each station requires 21 employees). The 2023 budget includes positions that will staff Fire Station 7 and a new inspector/investigator position.
- **Non-Personnel Operating:** Overall operating costs are expected to increase due to inflation costs that continue to rise. In the general fund, there is a 4.3% overall increase. Most of the non-personnel operating increase in the First Responder fund is directly related to the addition of Fire Station 7 for ambulance and fire truck equipment required to run a fire station.
- **Interfund Charges:** Facility charges will increase due to increased costs for fuel and electricity charges. Fleet costs are increasing due to new equipment purchases for Fire Station 7 as well as rising costs of fuel and maintenance supplies for vehicles. Technology charges increase by 5% per year, coupled with added equipment for new fire stations and vehicles. Increased technology charges in the 107 Fund are due to a change in how basic IT charges (everything that runs the overall technology systems) are allocated in 2023 and are based on the number of employees vs. pieces of equipment.
- **Capital Outlay:** Capital equipment will decrease in 2023 due to purchasing equipment for the fire stations in 2022 due to long lead times for specialty trucks and ambulances.

Funding Source	2020	2021	2022	2022	2023	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Licenses and Permits	\$ 113,438	\$ 140,975	\$ 131,000	\$ 131,000	\$ 131,000	0.0%
Charges for Service	7,389,124	8,749,831	9,581,227	9,365,395	9,682,351	1.1%
Intergovernmental	605,626	1,113,697	625,823	628,423	626,708	0.1%
Interest	1,698	1,919	-	614	-	0.0%
Other	1,300	2,620	500	500	1,000	100.0%
Total Revenues	\$ 8,111,186	\$ 10,009,042	\$ 10,338,550	\$ 10,125,932	\$ 10,441,059	1.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 9,920,571	\$ 9,470,337	\$ 9,837,464	\$ 9,837,464	\$ 10,592,921	7.7%
Seasonal	19,214	18,101	62,445	62,445	80,954	29.6%
Overtime	1,011,864	1,195,817	1,165,724	1,165,724	810,751	-30.5%
Benefits	3,248,038	3,196,076	3,451,930	3,451,930	3,563,400	3.2%
Insurance	297,899	474,789	588,133	588,133	722,532	22.9%
Other Compensation	89,280	85,051	54,413	59,253	34,833	-36.0%
Pensions	508,012	398,335	417,150	417,150	425,000	1.9%
Total Labor and Benefits	\$ 15,094,878	\$ 14,838,506	\$ 15,577,259	\$ 15,582,099	\$ 16,230,391	4.2%
Operating						
Charges and Fees	\$ 75,120	\$ 141,158	\$ 143,720	\$ 143,720	\$ 154,720	7.7%
Contract Services	287,344	386,735	377,342	377,342	467,780	24.0%
Equipment	380,215	29,325	538,554	538,554	283,621	-47.3%
Grants and Contributions	-	-	2,100	2,100	-	-100.0%
Operating Supplies	283,002	352,075	377,446	377,446	469,072	24.3%
Professional Development	88,315	96,114	266,971	266,971	348,685	30.6%

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Repairs	31,565	46,389	32,740	39,292	43,740	33.6%
Utilities	18,509	17,894	16,355	16,355	16,188	-1.0%
Rent	-	-	2,812	2,812	2,812	0.0%
Fuel	3,733	9,013	1,600	1,600	1,600	0.0%
System Maintenance	13,194	7,452	8,000	8,000	8,000	0.0%
Uniforms and Gear	43,598	175,343	126,249	107,271	179,346	42.1%
Total Operating	\$ 1,224,595	\$ 1,261,498	\$ 1,893,889	\$ 1,881,463	\$ 1,975,564	4.3%
Interfund Charges						
Facility	\$ 228,335	\$ 266,499	\$ 268,082	\$ 268,082	\$ 306,681	14.4%
Information Technology	729,024	783,344	942,831	942,831	1,235,627	31.1%
Liability Insurance	32,496	142,351	199,291	199,291	239,149	20.0%
Fleet	1,246,763	984,999	1,263,728	1,263,728	945,987	-25.1%
Fuel Charges	97,903	156,062	117,340	130,101	184,750	57.4%
Comm Center	507,948	497,452	555,518	550,374	618,115	11.3%
Departmental Services	5,089	5,129	-	-	-	0.0%
Total Interfund Charges	\$ 2,847,558	\$ 2,835,836	\$ 3,346,790	\$ 3,354,407	\$ 3,530,309	5.5%
Capital Outlay						
Capital Equipment	\$ 90,719	\$ 804,408	\$ 24,806	\$ 24,806	-	-100.0%
Total Capital Outlay	\$ 90,719	\$ 804,408	\$ 24,806	\$ 24,806	-	-100.0%
Total General Fund	\$ 19,257,750	\$ 19,740,249	\$ 20,842,744	\$ 20,842,775	\$ 21,736,264	4.3%
Funding Source First Responder Tax Fund 107						
Revenues						
Intergovernmental	\$ -	\$ -	\$ 1,750,804	\$ 1,606,650	\$ 2,306,610	31.7%
Total Revenues	\$ -	\$ -	\$ 1,750,804	\$ 1,606,650	\$ 2,306,610	31.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 346,096	\$ 1,436,465	\$ 4,184,711	\$ 4,184,711	\$ 4,657,220	11.3%
Overtime	22,224	165,358	233,145	233,145	200,615	-14.0%
Benefits	104,379	481,661	1,550,393	1,547,296	1,629,795	5.1%
Insurance	4,659	72,207	231,779	231,779	301,718	30.2%
Other Compensation	2,844	95,796	301	4,218	6,951	2209.3%
Total Labor and Benefits	\$ 480,202	\$ 2,251,487	\$ 6,200,329	\$ 6,201,149	\$ 6,796,299	9.6%
Operating						
Contract Services	\$ 246	\$ 5,099	\$ 59,062	\$ 59,062	\$ 26,438	-55.2%
Equipment	162,269	13,669	590,753	349,809	1,251,047	111.8%
Operating Supplies	47,244	13,047	30,994	48,697	12,766	-58.8%
Professional Development	38,899	4,547	56,842	56,842	7,966	-86.0%
Repairs	1,560	10,519	6,876	6,876	3,407	-50.5%
Utilities	486	4,673	3,000	3,000	9,324	210.8%
Uniforms and Gear	14,530	9,172	237,751	682,751	85,650	-64.0%
Total Operating	\$ 265,234	\$ 60,726	\$ 985,278	\$ 1,207,037	\$ 1,396,598	41.7%
Interfund Charges						
Facility	\$ (26,110)	\$ 26,110	\$ 30,710	\$ 30,710	\$ 30,146	-1.8%
Information Technology	-	1,002	22,555	22,555	471,379	1989.9%
Fleet	-	102,806	133,187	133,187	122,936	-7.7%
Fuel Charges	-	-	20,215	20,215	17,399	13.9%
Total Interfund Charges	\$ (26,110)	\$ 129,918	\$ 206,667	\$ 206,667	\$ 641,860	210.6%

Funding Source	2020	2021	2022	2022	2023	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2022
Capital Outlay						
Capital Equipment	\$ 75,674	\$ -	\$ -	\$ 1,719,523	\$ -	0.0%
Total Capital Outlay	\$ 75,674	\$ -	\$ -	\$ 1,719,523	\$ -	0.0%
Total First Responder Fund	\$ 795,000	\$ 2,442,130	\$ 7,392,274	\$ 9,334,376	\$ 8,834,757	19.5%
Funding Source						
Public Safety Impact Fee Fund 115						
Revenues						
Intergovernmental	\$ -	\$ -	\$ 340,307	\$ 340,307	\$ 265,857	-21.9%
Total Revenues	\$ -	\$ -	\$ 340,307	\$ 340,307	\$ 265,857	-21.9%
Funding Source						
0.75% Sales Tax CIP Fund 201						
Revenues						
Intergovernmental	\$ 23,085	\$ 78,184	\$ -	\$ 166,643	\$ -	0.0%
Total Revenues	\$ 23,085	\$ 78,184	\$ -	\$ 166,643	\$ -	0.0%
Operating						
Contract Services	\$ 8,976	\$ 2,087	\$ -	\$ -	\$ -	0.0%
Equipment	78,820	2,477	-	-	-	0.0%
Operating Supplies	10,530	-	-	-	-	0.0%
Repairs	(1,649)	-	-	-	-	0.0%
Utilities	1,789	-	-	-	-	0.0%
Total Operating	\$ 98,466	\$ 4,564	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Capital Equipment	\$ -	\$ 690,486	\$ 589,325	\$ 589,325	\$ 588,646	-0.1%
Facilities	4,683,673	1,987,995	745,000	10,514,752	115,000	-84.6%
Land	-	-	-	-	500,000	100.0%
Total Capital Outlay	\$ 4,683,673	\$ 2,678,481	\$ 1,334,325	\$ 11,104,077	\$ 1,203,646	-9.8%
Total Sales Tax CIP Fund	\$ 4,782,139	\$ 2,683,045	\$ 1,334,325	\$ 11,104,077	\$ 1,203,646	-9.8%
Total Fire Budget	\$ 24,834,890	\$ 24,865,424	\$ 29,569,343	\$ 41,281,228	\$ 31,774,668	7.5%



Fire Rescue Boat Training



Fire Education



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GENERAL SERVICES

The General Services Department provides quality internal management services that support City departments in a manner that enables them to carry out their community missions cost-effectively and efficiently. These internal services include fleet acquisition and maintenance, facilities maintenance, procurement, warehousing, special projects, and other support services. The General Services Department also directly manages the Solid Waste and Recycling, Golf Courses, and Parking enterprise functions.

The **General Services Division** is responsible for the oversight of all other divisions within the General Service Department.

The **Project Team Division** was formed as a creative approach to dealing with the difficulty of hiring and training the seasonal workers the City relies upon. The Project Team is used to complete projects needed to maintain its high level of service to the community. The team is available to complete a wide range of projects as needed. The intent is to have a multi-purpose crew available to assist regular crews during peak workload times, during annual chip seal, spring clean-up, and leaf pickup, or to assist with projects that are harder to complete due to the limited availability of regular crews or contractors. The philosophy is to have one group of full-time staff available year-round instead of increasing and decreasing seasonal crews throughout the year.

Purchasing is responsible for administrating the City's formal bid processes for procuring all goods and services over \$15,000, cost control and monitoring general purchasing within the City government and purchasing inventory for the City's warehouse. The warehouse manages all inventory items for the City for frequently used and essential materials issued to City departments and other government agencies.

Solid Waste and Recycling Fund – The Solid Waste and Recycling Fund is a utility enterprise fund. The Solid Waste Division services over 21,000 cans within the City limits weekly. As the population grows within City, the division's goal is to remain competitive in pricing while providing quality refuse and recycling collection services to the community's citizens. In February 2022, Grand Junction Curbside Recycling Indefinitely (GJ CRI) was acquired by the City. GJ CRI continues to offer residential curbside recycling for City residents. For residents in the community who do not want a curbside pickup, recyclable materials can be dropped off at the Municipal Services Campus. Beginning in March 2023, the first phase of dual-stream recycling will be offered in three targeted areas across the City. This service will be provided to over 2,300 customers. The material will be collected by automated (sideload) vehicles biweekly. The division will continue to phase in areas across the City as staff, vehicles, and infrastructure become available to collect and process the influx of material. Staff is monitoring all grants that may apply and benefit the recycling program. GJ CRI's sorting facility is the only one of its kind located on the western slope. Facility upgrades and improvements are currently in the planning process, and research is underway for a future materials recovery facility (MRF).

Grand Junction Convention Center, Avalon Theater, and Las Colonias Amphitheater Fund – The City and Oak View Group Facilities Management and Booking Company have partnered to bring diverse entertainment options to the City. Entertainment options include performing arts, children and family shows, and some of the country's most popular new acts. In addition, the Grand Junction Convention Center attracts conferences, galas, and expos, bringing visitors to the area and showcasing what the Grand Valley has to offer.

Golf Fund – The Golf Division oversees two full-service golf courses, one at Lincoln Park and one at Tiara Rado. It provides an outdoor experience to Citizens of Mesa County and visitors from across the region and country, hosting several yearly tournaments, including the Rocky Mountain Pro-Am.

Lincoln Park Golf Course, located near Colorado Mesa University, is a walkable 9-hole parkland course that offers the most affordable greens fee in the region. Tiara Rado Golf Course is a picturesque 18-hole course located at the base of the Colorado National Monument and offers five sets of teeing grounds for players of all caliber levels. Both courses have full-service pro shops, driving ranges, and food and beverage services. As a steward of the land, the Golf Division uses sustainable agriculture techniques to care for both courses and is a member of the Audubon Society.

Parking Fund – The Parking Division oversees all the meters, parking lots, and the parking garage at 5th Street and Rood Avenue. It is responsible for the upkeep and maintenance of each location and ensuring compliance amongst the downtown area parking spaces. The main goal for the Parking Division is to enable safe and easily accessible parking spaces to allow Citizens, Mesa County, and visitors to the area to have direct access to the downtown shops and restaurants.

Fleet Fund – The Fleet Division provides cradle-to-grave asset management for City-owned vehicles and equipment from purchases through replacement and disposal. Fleet provides fueling services, scheduled preventative maintenance, inspections, repairs, and routine and emergency repairs on all vehicles and equipment the City owns. It ensures they are always kept in the safest and most efficient possible mechanical condition. Fleet also performs maintenance, fueling, and federal compliance services for Grand Valley Transit. Costs associated with those services are combined in the expenditures below.

Facilities Fund – The Facility Services Division operates as an internal service fund. It coordinates and manages adequate maintenance, custodial, and resource conservation program for the City's public buildings. The Facilities Division's mission is to provide a safe, clean, and comfortable environment for City staff and the public.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

General Services Department Performance Measures		
Activity		
Evaluate options to offer all City residents expanded recycling and composting services with multi- and dual-stream, composting, and green waste recycling		
Performance Measure	2022 Actual	2023 Planned
Total tons of waste diverted from landfill	3,187,427	4,166,000
Households participating in recycling programs	3,875	5,303
Activity		
Increase City sustainable operational efforts to reduce waste and increase energy efficiency and lead by example for sustainably conducting day-to-day operations at City Facilities.		
Performance Measure	2022 Actual	2023 Planned
Kilowatt hours of electricity consumed per square foot	2.25	2.14
Natural gas therms consumed per square foot	.08	.08
Activity		
Incorporate alternative fuel vehicles into the fleet to reduce reliance on fossil fuels. This will help maintain the bio-CNG fueling system operation and continue finding the optimal fleet uses for alternative fuel vehicles.		
Performance Measure	2022 Actual	2023 Planned
Number of alternative fuel vehicles in use	57	74
Gallons of gas or diesel displaced by biofuels	106,928	112,274
Activity		
Maintain and replace fleet vehicles and equipment to optimize the overall cost of the assets' lifecycle by monitoring the vehicle repair history and overall fleet availability. Strive to keep the average age of the fleet at 6.5 years.		
Performance Measure	2022 Actual	2023 Planned
Total number of vehicle repairs	3,685	4,084
Repairs completed in one day or less	43%	60%
Vehicle availability percentage	94%	95%
The average age of the fleet	9.12	9.25

2022 Accomplishments

General Services

- Operated as the Real Estate Division to ensure the purchase and sale of land was in the City's best interest.
- Acquisition of GJ Curbside Recycling Indefinitely, Inc. in February of 2022.

Project Team

- Provided proper training that successfully allowed Apprentice Equipment Operators to fill vacant Equipment Operator positions throughout the organization.
- In addition to assisting with Spring Cleanup and the chip seal program, the team completed more than 20 complex projects, including the remodeling and addition of the City's new Early Childhood Learning Center.

Purchasing

- Hired and trained a new Contract Administrator and revised structural workloads and processes to keep staff engaged with projects.

Solid Waste and Recycling

- Reduced the amount of waste contributed to the landfills by over 3.1 million pounds.
- Conducted pilot programs for food compost pickup.
- Increased recycling participants by 10% over the year.
- Collaborated with the GVC to implement recycling at all events at the Las Colonias Amphitheater.

Grand Junction Convention Center, Avalon Theater, and Las Colonias Amphitheater

- The Grand Junction Convention Center hosted new conferences with larger attendance and more diverse users.
- The continued capital investment in the Avalon Theatre through the Avalon Theatre Foundation and the City incentivized new promoters to use the venue.
- The Avalon Theatre saw an increase in local promoters' venue use.
- The Amphitheater at Las Colonias Park experienced continued growth, marked by record-breaking attendance, number of events, diversity of events, and season length.

Golf

- Increased league membership by 6% (812 members) between the men's, ladies', and senior men's leagues.
- Established the City Junior Aces League, which increased junior rounds by 15% at Lincoln Park.
- Sustained the increase of total rounds from the pandemic bump, with a steady growth rate of 15% at Tiara Rado and 32% at Lincoln Park over 2019.
- Increased tournament revenue actuals by 37% in 2022.
- Increased golf shop retail sales revenues by 10% over 2021 to \$450,000+.

Parking

- Conducted a Parking Study within the downtown area to ensure the number of spaces available will meet the demand for the growth the City is projected to experience in the coming years.

Fleet

- Decreased repair times to increase vehicle utilization.
- Added seven hybrid police interceptors to the fleet.
- Utilized the FASTER system to benchmark actual repair times with industry standards.
- Implemented a new system to allow City employees to track repairs and maintenance in real time.

Facilities

- Developed automated workflow system improving efficiency.
- Completed the City Hall office reconfiguration and some security enhancements.
- Supported completion of the Police building remodel.
- Participated in the construction of Fire Station 3, Fire Station 8, and the City's Early Childhood Learning Center

2023 Objectives

General Services

- Demonstrate continued investment in sustainability by collaborating with Community Development on projects such as the Electric Vehicle readiness plan, execution of phase 1 of the energy efficiency upgrades project, and engaging with Xcel Energy on Strategic Energy Management (SEM) initiatives for all qualified City facilities.

Project Team

- Provide apprentice equipment operators with the necessary technical training to successfully fill vacancies throughout the City, which includes training to obtain a commercial driver's license.

Solid Waste and Recycling

- Implement automated Dual Stream recycling pick-up, yard waste compost collection, and food waste compost collection.
- Optimize collection routes by implementing new software/hardware.
- Purchase fiber sort conveyor.

Grand Junction Convention Center, Avalon Theater, and Las Colonias Amphitheater

- Identify and attract new and different conferences to the convention center.
- Increase the use of the Avalon Theatre by implementing strategic sales efforts focused on local, regional, and national promoters.
- Diversify the Avalon Theatre to include more performing arts, dance, children, and family show.
- Secure new and popular acts to perform at the Amphitheater at Las Colonias Park.
- Attract out-of-market attendees to the Amphitheater at Las Colonias Park.

Golf

- Implement an outside-Mesa County rate.
- Partner with Visit GJ and local businesses to promote Tiara Rado as an affordable destination golf course, increasing tournament and golf trip participation.
- Establish a tree implementation plan for the year 2023.
- Grow the City's junior golf programming by partnering with the ACE Junior tournament series

Parking

- Implement a pilot parking program to evaluate the effectiveness of new park technology in the downtown metered parking area compared to what is currently in use.

Fleet

- Increase preventative repairs as a method of reducing unscheduled repairs and breakdowns.
- Conserve resources by promoting the reuse of items such as antifreeze.
- Evaluate the extension of preventive maintenance schedules to reduce the number of waste oils being disposed of.

- Support sustainability by incorporating electric and hybrid replacement units into the fleet mix, including acquiring the City's first all-electric class-8 truck, plus other adds.

Facilities

- Complete the City Hall security enhancements.
- Complete Energy projects across 21 City Buildings.
- Complete roof replacements at City Hall and City Offices.
- Complete HVAC replacements at City Hall, Water Dept. Building, Transportation Engineering, Parks Operations, and the Senior Center.

General Services Personnel

General Services Positions	2021 FTE	2022 FTE	2023 FTE
General Fund 100 Positions			
General Services			
General Services Director	1.00	1.00	1.00
Deputy General Services Director	0.00	0.00	1.00
General Services Manager	0.00	1.00	1.00
Business Analyst	1.00	0.00	0.00
Administrative Assistant	0.00	0.00	1.00
Project Team			
Operations and Maintenance Supervisor	0.00	1.00	1.00
Project Team Supervisor	1.00	0.00	0.00
Project Team Crew Leader	3.00	3.00	3.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Apprentice Equipment Operator	8.00	8.00	8.00
Purchasing/Warehouse			
Contract Administrator/Manager	0.00	1.00	1.00
Senior Buyer	2.00	2.00	2.00
Buyer	1.00	1.00	1.00
Warehouse Specialist	1.00	1.00	1.00
Total General Fund 100 FTE	24.00	25.00	27.00
Solid Waste Fund 302 Positions			
Solid Waste			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Specialty Equipment Operator	10.00	10.00	10.00
Recycling			
Recycling Program Supervisor	2.00	2.00	2.00
Specialty Equipment Operator – Recycling	0.00	0.00	3.00
Equipment Operator – Recycling	0.00	0.00	4.00
Apprentice Equipment Operator – Recycling	0.00	0.00	6.00
Administrative Assistant	0.00	0.00	1.00
Total Solid Waste Fund 302 FTE	14.00	14.00	28.00
Golf Fund 305 Positions			
Director of Golf	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00
Golf Superintendent	1.00	1.00	1.00
1st Assistant Golf Pro	2.00	2.00	2.00
Golf Equipment Operator	1.00	1.00	1.00
Golf Shop Associate	0.00	0.00	1.00
Total Golf Fund 305 FTE	6.00	6.00	7.00

General Services Positions	2021 FTE	2022 FTE	2023 FTE
Parking Fund 308 Positions			
Parking Coordinator/Administrator	0.00	0.00	1.00
Parking Services Technician	1.00	1.00	1.00
Total Parking Fund 308 FTE	1.00	1.00	2.00
Fleet Fund 402 Positions			
Automotive and Equipment Manager	1.00	1.00	1.00
Automotive and Equipment Supervisor	2.00	2.00	1.00
Automotive and Equipment Crew Leader	0.00	0.00	1.00
Fleet Services Coordinator	1.00	1.00	1.00
Fleet Parts Coordinator	0.00	1.00	1.00
Automotive Equipment Technician	11.00	11.00	12.00
Total Fleet Fund 402 FTE	15.00	16.00	17.00
Facilities Fund 406 Positions			
Facilities Supervisor	1.00	1.00	1.00
Facilities Maintenance Technician	0.00	0.00	2.00
Facilities Crew Leader	1.00	1.00	1.00
Night Maintenance Supervisor	0.00	0.00	1.00
Custodian	6.00	7.00	7.00
Total Facilities Fund 406 FTE	8.00	9.00	12.00
Total General Services FTE	68.00	71.00	93.00

General Services Expenditures Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
General Services	\$ 276,417	\$ 1,606,717	\$ 1,378,675	\$ 1,378,675	\$ 1,384,517	0.4%
Project Team	1,003,570	1,101,222	1,526,743	1,529,475	1,737,896	13.8%
Purchasing	221,084	283,058	419,181	419,181	447,671	6.8%
Warehouse	199,759	208,243	208,415	208,415	245,712	17.9%
Total Fund 100	\$ 1,700,830	\$ 3,199,240	\$ 3,533,014	\$ 3,535,746	\$ 3,815,796	8.0%
0.75% Sales Tax Fund 201						
General Services	\$ 55,328	\$ -	\$ 450,000	\$ 2,501,438	\$ 1,500,000	233.3%
Total Fund 201	\$ 55,328	\$ -	\$ 450,000	\$ 2,501,438	\$ 1,500,000	233.3%
Solid Waste Removal Fund 302						
Solid Waste	\$ 4,657,426	\$ 4,502,238	\$ 4,757,325	\$ 4,376,338	\$ 4,225,551	-11.7%
Recycling	-	-	111,403	877,240	2,134,203	1815.8%
Total Fund 302	\$ 4,657,426	\$ 4,502,238	\$ 4,868,728	\$ 5,253,578	\$ 6,359,754	30.6%
GJ Convention Center Fund 303						
GJ Convention Center	\$ 576,672	\$ 295,347	\$ 355,950	\$ 355,950	\$ 367,447	3.2%
Avalon Theater	43,910	53,121	75,811	75,811	85,437	12.7%
Total Fund 303	\$ 620,582	\$ 348,468	\$ 431,761	\$ 431,761	\$ 452,884	4.9%
Golf Courses Fund 305						
Lincoln Park Golf Course	\$ 719,234	\$ 727,435	\$ 834,069	\$ 834,069	\$ 950,991	14.0%
Tiara Rado Golf Course	1,403,945	1,413,791	1,520,976	1,522,114	1,718,705	13.0%
Total Fund 305	\$ 2,123,179	\$ 2,141,225	\$ 2,355,045	\$ 2,356,183	\$ 2,669,696	13.4%
Parking Authority Fund 308						
Parking Authority	\$ 494,593	\$ 530,641	\$ 551,996	\$ 552,187	\$ 634,409	14.9%
Total Fund 308	\$ 494,593	\$ 530,641	\$ 551,996	\$ 552,187	\$ 634,409	14.9%

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Fleet and Equipment Fund 402						
Fleet	\$ 5,130,339	\$ 6,546,265	\$ 8,355,536	\$ 8,239,833	\$ 8,454,985	1.3%
Grand Valley Transit (GVT)	487,414	558,522	641,599	641,599	628,043	-2.1%
Total Fund 402	\$ 5,617,753	\$ 7,104,787	\$ 8,997,135	\$ 8,881,432	\$ 9,083,028	1.0%
Facilities Fund 406						
Facilities	\$ 2,856,408	\$ 2,946,949	\$ 3,127,934	\$ 3,125,501	\$ 3,736,807	19.5%
Total Fund 406	\$ 2,856,408	\$ 2,946,949	\$ 3,127,934	\$ 3,125,501	\$ 3,736,807	19.5%
Total General Services Budget	\$ 18,126,099	\$ 20,773,548	\$ 24,315,613	\$ 26,637,826	\$ 28,252,374	17.3%

General Services Budget By Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** General Fund revenues will decrease by 54% due to one-time revenues in 2022. Solid Waste revenues will increase due to rate increases in 2023 and the recycling programs implemented in 2023. Fleet and Facility revenue increases are related to fleet and utility costs charged to departments.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. Additionally, new positions for Parking (1), Recycling (3), Golf (1), Fleet (1), and Facilities (1) have been approved for 2023.
- **Non-Personnel Operating:** Operating costs in the General Fund will decrease by 26.1%, primarily due to planned equipment purchases. All other funds will increase due to equipment needs, fuel, and utility charges.
- **Interfund Charges:** Interfund charges will increase due to increased costs for fuel and utility charges, and costs for information technology will increase due to added staff in 2023 who will require new equipment.
- **Capital Outlay:** Capital costs will increase in the Sales Tax CIP Fund due to the purchase of new office space for City staff and a recycling center design and upgrades in the Solid Waste Fund. Capital costs for the fleet will decrease due to the number of replacements and new purchases in 2023.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Charges for Services	\$ 182,334	\$ 186,801	\$ 138,500	\$ 138,500	\$ 63,500	-54.2%
Capital Proceeds	14,758	3,424	1,500	7,728	1,500	0.0%
Total Revenues	\$ 197,092	\$ 190,225	\$ 140,000	\$ 146,228	\$ 65,000	-53.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 986,026	\$ 1,149,791	\$ 1,339,510	\$ 1,327,430	\$ 1,592,465	18.9%
Seasonal	12,635	6,175	-	1,611	-	0.0%
Overtime	13,068	6,397	7,000	17,558	30,000	328.6%
Benefits	323,909	350,891	442,784	442,784	572,445	29.3%
Insurance	30,329	49,506	77,467	77,467	100,898	30.2%
Other Compensation	20,804	16,310	3,309	5,880	10,650	221.8%
Total Labor and Benefits	\$ 1,386,771	\$ 1,579,070	\$ 1,870,070	\$ 1,872,730	\$ 2,306,458	23.3%
Operating						
Contract Services	\$ 4,026	\$ 193,388	\$ 300	\$ 11,244	\$ 400	33.3%
Equipment	10,462	24,992	1,253,682	955,407	862,800	-31.2%
Grants and Contributions	-	-	-	-	12,500	100.0%
Operating Supplies	101,126	109,601	108,500	108,500	105,250	-3.0%

Funding Source	2020	2021	2022	2022	2023	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2022
Costs of Goods Sold	3,363	3,267	4,750	4,750	4,750	0.0%
Professional Development	7,719	20,147	23,810	23,810	38,200	60.4%
Repairs	14,867	888	1,500	2,221	1,500	0.0%
System Maintenance	365	33,438	-	11,682	-	0.0%
Uniforms and Gear	3,102	4,527	4,350	4,350	7,030	61.6%
Total Operating	\$ 145,030	\$ 390,248	\$ 1,396,892	\$ 1,121,964	\$ 1,032,430	-26.1%
Interfund Charges						
Facility	\$ 32,425	\$ 30,835	\$ 27,586	\$ 27,586	\$ 76,979	179.1%
Information Technology	52,449	68,450	112,834	112,834	238,577	111.4%
Liability Insurance	-	27,837	15,158	15,158	18,189	20.0%
Fleet	16,301	72,811	78,589	78,589	99,055	26.0%
Fuel Charges	18,303	23,963	31,885	31,885	44,108	38.3%
Total Interfund Charges	\$ 119,478	\$ 223,896	\$ 266,052	\$ 266,052	\$ 476,908	79.3%
Capital Outlay						
Capital Equipment	\$ 49,551	\$ -	\$ -	\$ -	\$ -	0.0%
Facilities	-	1,006,027	-	275,000	-	0.0%
Total Capital Outlay	\$ 49,551	\$ 1,006,027	\$ -	\$ 275,000	\$ -	0.0%
Total General Fund	\$ 1,700,830	\$ 3,199,240	\$ 3,533,014	\$ 3,535,746	\$ 3,815,796	8.0%
Funding Source						
Sales Tax CIP Fund 201						
Revenues						
Intergovernmental	\$ -	\$ -	\$ -	\$ 800,000	\$ -	0.00%
Other	-	50,000	50,000	50,000	-	-100.0%
Total Revenues	\$ -	\$ 50,000	\$ 50,000	\$ 850,000	\$ -	-100.0%
Expenditures						
Operating						
Charges and Fees	\$ -	\$ -	\$ -	\$ 1,334	\$ -	0.0%
Utilities	-	-	-	104	-	0.0%
Total Operating	\$ -	\$ -	\$ -	\$ 1,438	\$ -	0.0%
Capital Outlay						
Facilities	\$ 55,328	\$ -	\$ 450,000	\$ 2,500,000	\$ 1,500,000	233.3%
Total Operating	\$ 55,328	\$ -	\$ 450,000	\$ 2,500,000	\$ 1,500,000	233.3%
Total Sales Tax CIP Fund	\$ 55,328	\$ -	\$ 450,000	\$ 2,501,438	\$ 1,500,000	233.3%
Funding Source						
Solid Waste Removal Fund 302						
Revenues						
Charges for Services	\$ 4,785,582	\$ 5,076,318	\$ 5,080,000	\$ 5,180,000	\$ 5,321,862	4.8%
Intergovernmental	-	-	-	33,721	89,600	100.0%
Interest	17,992	11,432	8,404	18,738	34,406	309.4%
Total Revenues	\$ 4,803,574	\$ 5,087,750	\$ 5,088,404	\$ 5,232,459	\$ 5,445,868	7.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 720,538	\$ 729,157	\$ 835,778	\$ 1,058,603	\$ 1,541,572	84.4%
Seasonal	-	-	30,000	36,518	3,400	-88.7%
Overtime	19,438	11,630	9,759	9,759	13,377	37.1%

Funding Source	2020	2021	2022	2022	2023	% Change
Solid Waste Removal Fund 302	Actual	Actual	Adopted	Projected	Adopted	From 2022
Benefits	274,459	275,139	321,736	394,145	554,199	72.3%
Insurance	33,527	60,518	78,043	98,834	174,146	123.1%
Other Compensation	1,759	28,278	309	309	-	-100.0%
Total Labor and Benefits	\$ 1,049,721	\$ 1,104,722	\$ 1,275,625	\$ 1,598,168	\$ 2,286,694	79.3%
Operating						
Charges and Fees	\$ 707,661	\$ 775,431	\$ 840,300	\$ 840,300	\$ 911,726	8.5%
Contract Services	785,821	802,677	829,820	450,030	113,584	-86.3%
Equipment	47,034	72,580	120,000	120,000	488,700	307.3%
Equipment Maintenance	-	-	-	629	10,500	100.0%
Operating Supplies	4,053	5,457	10,075	50,518	316,408	3040.5%
Professional Development	556	-	5,000	7,505	12,500	150.0%
Repairs	15,605	13,972	17,050	17,964	43,250	153.7%
Uniforms and Gear	1,042	2,568	3,000	4,083	9,515	217.2%
Total Operating	\$ 1,561,772	\$ 1,672,685	\$ 1,825,245	\$ 1,491,029	\$ 1,906,183	4.4%
Interfund Charges						
Administrative Overhead	\$ 344,258	\$ 352,005	\$ 365,505	\$ 365,505	\$ 401,720	9.9%
Facility	20,462	10,713	19,376	19,376	22,706	17.2%
Information Technology	24,369	27,237	28,733	28,733	244,446	750.8%
Liability Insurance	44,927	36,921	38,767	38,767	46,520	20.0%
Fleet	881,147	649,234	710,821	710,821	751,776	5.8%
Fuel Charges	128,941	104,113	104,125	111,011	127,335	22.3%
Utility Services	234,015	244,999	248,531	248,531	252,374	1.5%
Total Interfund Charges	\$ 1,678,119	\$ 1,425,222	\$ 1,515,858	\$ 1,522,744	\$ 1,846,877	21.8%
Capital Outlay						
Capital Equipment	\$ 76,725	\$ -	\$ -	\$ -	\$ -	0.0%
Facilities	-	-	32,000	421,637	100,000	212.5%
Total Capital Outlay	\$ 76,725	\$ -	\$ 32,000	\$ 421,637	\$ 100,000	212.5%
Debt Services						
Principal	\$ 96,991	\$ 99,610	\$ -	\$ -	\$ -	0.0%
Total Debt Service	\$ 96,991	\$ 99,610	\$ -	\$ -	\$ -	0.0%
Transfers Out						
Transfers Out	\$ 194,098	\$ 200,000	\$ 220,000	\$ 220,000	\$ 220,000	0.0%
Total Transfers Out	\$ 194,098	\$ 200,000	\$ 220,000	\$ 220,000	\$ 220,000	0.0%
Total Solid Waste Fund	\$ 4,657,426	\$ 4,502,238	\$ 4,868,728	\$ 5,253,578	\$ 6,359,754	30.6%

Funding Source	2020	2021	2022	2022	2023	% Change
GJ Convention Center Fund 303	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Charges for Services	\$ 145	\$ 2,096	\$ 25,000	\$ 25,000	\$ 25,000	0.0%
Intergovernmental	391,007	111,699	206,761	206,761	227,884	10.2%
Transfers In	200,000	200,000	200,000	200,000	200,000	0.0%
Total Revenues	\$ 591,152	\$ 313,795	\$ 431,761	\$ 431,761	\$ 452,884	4.9%
Expenditures						
Operating						
Charges and Fees	\$ 600	\$ 100	\$ -	\$ 560	\$ 600	100.0%
Contract Services	265,134	183,960	225,000	226,692	225,000	0.0%
Equipment	53,007	-	-	-	-	0.0%

Funding Source	2020	2021	2022	2022	2023	% Change
GJ Convention Center Fund 303	Actual	Actual	Adopted	Projected	Adopted	From 2022
Operating Supplies	(3,755)	(924)	-	-	-	0.0%
Repairs	-	1,291	-	-	-	0.0%
Total Operating	\$ 314,986	\$ 184,427	\$ 225,000	\$ 227,252	\$ 225,600	0.0%
Interfund Charges						
Facility	\$ 132,469	\$ 158,469	\$ 185,874	\$ 183,622	\$ 221,532	19.2%
Liability Insurance	13,814	-	14,758	14,758	-	-100.0%
Fleet	7,173	5,572	6,129	6,129	5,752	-6.2%
Departmental Services	24,901	-	-	-	-	0.0%
Total Interfund Charges	\$ 178,357	\$ 164,041	\$ 206,761	\$ 204,509	\$ 227,284	9.9%
Capital Outlay						
Facilities	\$ 127,237	-	-	-	-	0.0%
Total Capital Outlay	\$ 127,237	-	-	-	-	0.0%
Total GJ Conv. Center Fund	\$ 620,582	\$ 348,468	\$ 431,761	\$ 431,761	\$ 452,884	
Funding Source						
Golf Courses Fund 305						
Revenues						
Charges for Services	\$ 2,120,337	\$ 2,274,395	\$ 2,281,150	\$ 2,281,150	\$ 2,483,710	8.9%
Interest	1,690	3,490	-	4,519	10,618	100.0%
Other	12,980	14,976	18,720	18,720	14,400	-23.1%
Transfers In	120,000	120,000	120,000	120,000	120,000	0.0%
Total Revenues	\$ 2,255,007	\$ 2,412,861	\$ 2,419,870	\$ 2,424,389	\$ 2,628,728	8.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 406,597	\$ 407,811	\$ 402,900	\$ 402,900	\$ 469,600	16.6%
Seasonal	269,130	280,755	279,868	274,100	292,207	4.4%
Overtime	1,591	447	1,990	1,990	1,999	0.5%
Benefits	160,987	167,775	168,029	168,029	194,055	15.5%
Insurance	20,583	13,238	9,133	16,039	15,682	71.7%
Other Compensation	13,020	7,836	1,205	1,205	1,053	-12.6%
Total Labor and Benefits	\$ 871,908	\$ 877,861	\$ 863,125	\$ 864,263	\$ 974,596	12.9%
Operating						
Charges and Fees	\$ 69,581	\$ 71,166	\$ 82,800	\$ 82,800	\$ 88,100	6.4%
Contract Services	5,267	16,817	8,935	8,935	21,541	141.1%
Equipment	115,587	115,071	166,775	166,775	176,775	6.0%
Operating Supplies	32,535	39,106	28,850	28,850	31,925	10.7%
Cost of Goods Sold	308,227	304,162	341,000	341,000	343,100	0.6%
Professional Development	3,756	3,954	6,015	6,015	6,650	10.6%
Repairs	8,509	34,198	29,250	29,250	31,750	8.5%
Utilities	43,424	50,357	52,140	52,140	50,390	-3.4%
Rent	-	-	250	250	250	0.0%
Equipment Maintenance	10,335	9,001	12,125	12,125	12,625	4.1%
System Maintenance	82,638	49,720	77,500	77,500	111,750	44.2%
Uniforms and Gear	1,406	-	1,000	1,000	1,250	25.0%
Total Operating	\$ 681,265	\$ 693,552	\$ 806,640	\$ 806,640	\$ 876,106	8.6%
Interfund Charges						
Administrative Overhead	\$ 125,252	\$ 146,554	\$ 170,240	\$ 170,240	\$ 188,154	10.5%
Facility	67,883	47,943	78,760	78,760	100,707	27.9%
Information Technology	68,458	77,679	77,639	77,639	120,518	55.2%

Funding Source	2020	2021	2022	2022	2023	% Change
Golf Courses Fund 305	Actual	Actual	Adopted	Projected	Adopted	From 2022
Liability Insurance	21,968	22,353	23,470	23,470	28,164	20.0%
Fleet	176,008	172,908	229,743	229,743	269,032	17.1%
Fuel Charges	18,412	14,577	17,630	17,630	24,621	39.7%
Departmental Services	4,226	-	-	-	-	0.0%
Total Interfund Charges	\$ 482,207	\$ 482,015	\$ 597,482	\$ 597,482	\$ 731,196	22.4%
Debt Service						
Interest Expense	\$ 13,263	\$ 11,010	9,859	9,859	8,690	-11.9%
Principal	74,534	76,787	77,939	77,939	79,108	1.5%
Total Debt Service	\$ 87,797	\$ 87,797	\$ 87,798	\$ 87,798	\$ 87,798	0.0%
Total Golf Courses Fund	\$ 2,123,178	\$ 2,141,225	\$ 2,355,045	\$ 2,356,183	\$ 2,669,696	13.4%
Funding Source						
Parking Authority Fund 308						
Revenues						
Charges for Service	\$ 383,768	\$ 466,252	500,150	500,150	479,635	-4.1%
Fines and Forfeitures	143,700	190,558	190,000	190,000	220,000	15.8%
Interest	8,814	4,990	4,149	5,547	13,220	218.6%
Other	55,230	61,515	56,850	71,515	76,340	34.3%
Total Revenues	\$ 591,512	\$ 723,316	\$ 751,149	\$ 767,212	\$ 789,195	5.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 60,836	\$ 63,578	46,842	46,842	102,060	117.9%
Benefits	28,144	31,284	29,931	29,931	51,368	71.6%
Insurance	3,607	1,654	1,930	1,930	2,498	29.4%
Other Compensation	1,697	1,729	452	452	301	-33.4%
Total Labor and Benefits	\$ 94,284	\$ 98,245	\$ 79,155	\$ 79,155	\$ 156,227	97.4%
Operating						
Charges and Fees	\$ 64,739	\$ 78,405	88,500	50,919	80,000	-9.6%
Contract Services	4,391	7,686	22,649	49,434	17,500	-22.7%
Equipment	1,757	3,325	20,000	20,000	40,000	100.0%
Operating Supplies	109	1,578	5,450	5,450	5,800	6.4%
Professional Development	-	-	-	-	1,500	100.0%
Repairs	21,590	17,701	14,500	14,500	14,500	0.0%
Uniforms and Gear	8	42	400	400	200	-50.0%
Total Operating	\$ 92,594	\$ 108,737	\$ 151,499	\$ 140,703	\$ 159,500	5.3%
Interfund Charges						
Administrative Overhead	\$ 55,541	\$ 53,996	55,658	55,658	58,878	5.8%
Facility	11,527	10,649	12,567	12,567	9,954	-20.8%
Information Technology	7,014	9,609	3,092	3,092	-	-100.0%
Liability Insurance	9,625	432	453	10,865	544	20.1%
Fleet	5,190	4,508	5,904	5,904	4,928	-16.5%
Fuel	443	699	440	1,015	610	38.6%
Total Interfund Charges	\$ 89,340	\$ 79,893	\$ 78,114	\$ 89,101	\$ 74,914	-4.1%
Debt Service						
Interest Expense	\$ 27,269	\$ 27,372	20,832	20,832	20,832	0.0%
Principal	191,106	216,395	222,396	222,396	222,936	0.2%
Total Debt Service	\$ 218,375	\$ 243,767	\$ 243,228	\$ 243,228	\$ 243,768	0.2%
Total Parking Fund	\$ 494,593	\$ 530,641	\$ 551,996	\$ 552,187	\$ 634,409	14.9%

Funding Source	2020	2021	2022	2022	2023	% Change
Fleet and Equipment Fund 402	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Charges for Service	\$ 949,872	\$ 1,028,231	\$ 942,635	\$ 942,635	\$ 950,606	0.8%
Interfund Revenue	6,274,471	5,620,574	7,031,098	7,031,098	6,634,342	-5.6%
Interest	41,492	28,632	27,500	31,727	50,786	84.7%
Capital Proceeds	59,680	125,620	50,000	50,000	100,000	100.0%
Transfers In	209,088	54,535	70,563	70,563	81,581	15.6%
Total Revenues	\$ 7,534,603	\$ 6,857,592	\$ 8,121,796	\$ 8,126,023	\$ 7,817,315	-3.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 824,042	\$ 932,650	\$ 996,322	\$ 996,322	\$ 1,128,737	13.3%
Overtime	13,187	2,590	21,176	21,176	20,058	-5.3%
Benefits	279,009	355,375	390,352	390,352	450,624	15.4%
Insurance	21,654	27,804	35,044	35,044	46,206	31.9%
Other Compensation	3,777	3,718	1,053	1,053	8,880	743.3%
Total Labor and Benefits	\$ 1,141,669	\$ 1,322,137	\$ 1,443,947	\$ 1,443,947	\$ 1,654,505	14.6%
Operating						
Charges and Fees	\$ 489	\$ 410	\$ 750	\$ 750	\$ 750	0.0%
Contract Services	49,976	45,754	25,380	25,380	28,800	13.5%
Equipment	53,854	68,068	-	-	3,200	100.0%
Equipment Maintenance	1,057,333	1,127,541	1,133,000	1,133,000	1,137,000	0.4%
Fuel	651,040	937,967	1,002,891	1,002,891	1,356,386	35.2%
Operating Supplies	23,664	26,723	34,652	34,652	39,000	12.5%
Professional Development	6,090	10,283	18,425	18,425	18,428	0.0%
Repairs	169,598	257,760	230,000	230,000	225,500	-2.0%
Utilities	619	781	850	850	852	0.2%
Uniforms and Gear	105	397	750	750	1,000	33.3%
Total Operating	\$ 2,012,768	\$ 2,475,684	\$ 2,446,698	\$ 2,446,698	\$ 2,810,916	14.9%
Interfund Charges						
Facility	\$ 83,488	\$ 77,229	\$ 73,624	\$ 73,624	\$ 53,913	-26.8%
Information Technology	50,757	78,548	99,770	99,770	187,597	88.0%
Liability Insurance	49,571	50,439	52,960	52,960	63,552	20.0%
Fleet	13,832	18,562	27,646	27,646	15,009	-45.7%
Fuel	1,782	3,125	2,490	2,490	3,549	42.5%
Departmental Services	125,057	37,369	-	84,297	-	0.0%
Total Interfund Charges	\$ 324,487	\$ 265,271	\$ 256,490	\$ 340,787	\$ 323,620	26.2%
Capital Outlay						
Capital Equipment	\$ 2,138,829	\$ 3,041,695	4,650,000	4,650,000	4,293,987	-7.7%
Total Capital Outlay	\$ 2,138,829	\$ 3,041,695	4,650,000	4,650,000	4,293,987	-7.7%
Contingency						
Contingency	\$ -	\$ -	200,000	\$ -	-	-100.0%
Total Contingency	\$ -	\$ -	200,000	\$ -	-	-100.0%
Total Fleet and Equipment Fund	\$ 5,617,753	\$ 7,104,787	\$ 8,997,135	\$ 8,881,432	\$ 9,083,028	1.0%
Funding Source						
Facilities Fund 406						
Revenues						
Charges for Service	\$ 161	\$ 6,346	\$ -	\$ 2,530	\$ -	0.0%
Interfund Revenue	2,720,409	2,813,621	3,091,847	3,091,847	3,718,698	20.3%
Interest	-	578	-	236	349	100.0%

Funding Source	2020	2021	2022	2022	2023	% Change
Facilities Fund 406	Actual	Actual	Adopted	Projected	Adopted	From 2022
Other	25,184	17,996	17,760	17,760	17,760	100.0%
Total Revenues	\$ 2,745,754	\$ 2,838,540	\$ 3,109,607	\$ 3,112,373	\$ 3,736,807	20.2%
Expenditures						
Labor and Benefits						
Full Time	\$ 348,503	\$ 402,516	\$ 481,666	\$ 481,666	\$ 617,883	28.3%
Seasonal	4,043	-	-	553	-	0.0%
Overtime	4,500	4,864	2,821	2,821	4,942	75.2%
Benefits	136,434	161,982	170,640	170,640	221,135	29.6%
Insurance	11,348	24,320	20,696	20,696	30,430	47.0%
Other Compensation	5,925	3,188	586	586	-	-100.0%
Total Labor and Benefits	\$ 510,753	\$ 596,870	\$ 676,409	\$ 676,962	\$ 874,390	29.3%
Operating						
Contract Services	\$ 300,441	\$ 210,650	\$ 306,400	\$ 288,860	\$ 264,355	-13.7%
Equipment	973	841	8,750	8,750	1,750	-80.0%
Operating Supplies	21,951	27,000	30,550	30,550	31,700	3.8%
Professional Development	2,394	267	2,500	2,500	2,500	0.0%
Repairs	34,560	22,047	18,100	32,654	29,486	62.9%
Rent	-	1,874	1,874	1,874	-	-100.0%
Utilities	1,799,032	1,849,915	1,880,103	1,880,103	2,223,808	18.3%
Uniforms and Gear	455	466	650	650	650	0.0%
Total Operating	\$ 2,159,806	\$ 2,111,186	\$ 2,248,927	\$ 2,245,941	\$ 2,554,249	13.6%
Interfund Charges						
Facility	\$ 18,583	\$ 22,808	\$ 29,692	\$ 29,692	\$ 46,351	56.1%
Information Technology	51,211	59,221	67,353	67,353	136,230	102.3%
Liability Insurance	84,205	85,679	89,962	89,962	107,954	20.0%
Fleet	14,994	15,198	13,811	13,811	13,911	0.7%
Fuel	1,547	3,539	1,780	1,780	3,721	109.0%
Departmental Services	15,309	52,448	-	-	-	0.0%
Total Interfund Charges	\$ 185,849	\$ 283,893	\$ 202,598	\$ 202,598	\$ 308,167	52.1%
Total Facilities Fund	\$ 2,856,408	\$ 2,946,949	\$ 3,127,934	\$ 3,125,501	\$ 3,736,806	19.5%
Total General Services Budget	\$ 18,126,099	\$ 20,773,549	\$ 24,315,613	\$ 26,637,826	\$ 28,252,373	16.2%



Las Colonias Amphitheater Concert Goes



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HUMAN RESOURCES

The Human Resources Department ensures the effective selection, development, and retention of the City's workforce and includes recruitment, testing, and selection; salary and fringe benefit administration; and policy and procedure development. Additional services include coordination of citywide training and development programs; administration of recognition and incentive programs; employee relations; development and administration of internships and school-to-work programs; development and administration of workplace safety and loss control programs; property and liability claims management; and administration of the City's workers' compensation program.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Human Resources Performance Measures		
Activity		
Develop effective recruiting and hiring processes to meet all personnel needs.		
Performance Measure	2022 Actual	2023 Planned
Position vacancy rate	8.9%	7.5%
Activity		
Support ongoing professional growth and training of all public safety employees, including training on diversity, racial equality, and bias through the development of effective training programs.		
Performance Measure	2022 Actual	2023 Planned
Number of programs offered	15	20
Number of staff trained	434	576
Activity		
Develop a safety culture through proactive workers' compensation and property and liability claims management.		
Performance Measure	2022 Actual	2023 Planned
Number of claims	116	104
Activity		
Empower employees to take ownership over elements of satisfaction in their workgroups and provide all leadership with feedback that can be used to improve satisfaction and organizational culture throughout the City.		
Performance Measure	2022 Actual	2023 Planned
Employee Satisfaction Survey participation rate	55%	65%

2022 Accomplishments

- Evaluated the City's social media presence and marketing materials to streamline and expand recruiting efforts and market the organization as an employer of choice.
- Developed innovative recruiting and marketing efforts to improve the quality and quantity of candidates for vacant positions:
 - Bolstered employer brand with engaging social media content, including employee testimonials, employee/culture blogs, consistent hashtags, and storytelling about organizational and individual "wins."
 - Created marketing materials and brochures promoting the City as an employer of choice for networking events, job fairs, and targeted mailers.
 - Targeted paid Google advertising campaigns, LinkedIn paid campaigns/job postings and paid job board postings.

- Developed collaborative partnerships with the Workforce Center, CMU, and D51, attending several networking and job fair events throughout the year.
- Developed innovative hiring strategies for seasonal positions by creating a Seasonal Jobs Hiring Fair.
- Utilized grass-roots advertising to attract qualified candidates through LinkedIn InMail messages, cold emails, and cold calls.
- Continued to support succession management efforts across the organization, including job classification review, restructuring positions and operations, staff development, mentoring, and organizational change support.
- Established a City owned and operated daycare facility for employee utilization.

2023 Objectives

- Develop a comprehensive workplace safety program to reduce the risk of employee injuries and accidents.
- Develop a supervisory orientation and comprehensive leadership training.
- Develop a formal plan to integrate inclusion, belonging, and self-awareness into the City's culture and work environment.
- Transition all personnel files to an electronic solution.

Human Resources Personnel

Human Resources	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	0.00	0.00	1.00
Human Resources Supervisor	1.00	2.00	1.00
Human Resources Analyst	2.00	2.00	3.00
Professional Development Coordinator	1.00	1.00	1.00
Recruiter	1.00	1.00	1.00
Human Resources Technician	0.00	1.00	1.00
Accountant/Analyst I	0.00	1.00	1.00
Sr. Administrative Assistant	2.00	0.00	0.00
Funded by Insurance Fund 404			
Risk Manager	1.00	1.00	1.00
Benefits Specialist	0.00	1.00	1.00
Benefits Coordinator	1.00	0.00	0.00
Wellness Coordinator	0.75	1.00	0.00
Administrative Specialist	1.00	0.00	0.00
Claims Specialist	0.00	1.00	1.00
Total Human Resources FTE	11.75	13.00	13.00

Human Resources Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Human Resources	\$ 1,537,254	\$ 1,657,741	\$ 2,790,660	\$ 2,251,880	\$ 3,020,228	8.2%
Total Fund 100	\$ 1,537,254	\$ 1,657,741	\$ 2,790,660	\$ 2,251,880	\$ 3,020,228	8.2%
Insurance Fund 404						
Human Resources	\$ 13,513,350	\$ 15,423,421	\$ 16,231,613	\$ 16,231,613	\$ 18,655,474	14.9%
Total Fund 404	\$ 13,513,350	\$ 15,423,421	\$ 16,231,613	\$ 16,231,613	\$ 18,655,474	14.9%
Total Human Resources Budget	\$ 15,050,604	\$ 17,081,162	\$ 19,022,273	\$ 18,483,493	\$ 21,675,702	13.9%

Human Resources Budget By Classification, by Fund

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** Revenues associated with this department are directly related to the Insurance Fund and are derived from interfund charges, which is charged to each department for their share of insurance premiums. Additionally, retirees participating in the retiree health plan are charged a fee for utilizing that program. These revenues will increase by 12%.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. There is also an increase in other compensation due to budgeting for a special PTO buyback program which offers employees a one-time opportunity to buy back a portion of their PTO at a 3/4:1 ratio.
- **Non-Personnel Operating:** The decrease in operating costs in 2023 compared to 2022 is due to moving the childcare facility program from Human Resources to Parks and Recreation, resulting in an overall reduction in operating expenses of 32.2%. Operating costs in the insurance fund will increase due to contract services and insurance and claims increases.
- **Interfund Charges:** Interfund charges will decrease by 1.5% in the General Fund and 13.2% in the Insurance Fund due to a methodology change in how information technology charges are calculated for each department.

Funding Source	2020	2021	2022	2022	2023	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2022
Expenditures						
Labor and Benefits						
Full Time	\$ 583,503	\$ 631,180	\$ 682,014	\$ 682,014	\$ 850,282	24.7%
Seasonal	100,255	98,880	297,002	296,923	357,000	20.2%
Overtime	-	353	-	79	-	0.00%
Benefits	161,688	187,854	229,987	229,987	303,972	32.2%
Insurance	26,461	1,972	126,970	126,970	127,873	0.7%
Other Compensation	34,144	20,778	145,770	106,829	400,855	175.0%
Pensions	2,016	1,911	20,160	20,160	2,106	-89.6
Total Labor and Benefits	\$ 908,067	\$ 942,928	\$ 1,501,903	\$ 1,462,962	\$ 2,042,088	36.0%
Operating						
Contract Services	\$ 148,654	\$ 151,209	\$ 678,810	\$ 178,810	\$ 234,414	-65.5%
Equipment	9,967	18,910	15,500	21,218	51,644	233.2%
Operating Supplies	94,342	100,325	164,300	158,742	166,150	1.1%
Professional Development	50,805	52,999	91,200	91,200	192,070	110.6%
Insurance and Claims	-	59,250	-	-	-	0.0%
Total Operating	\$ 303,768	\$ 382,693	\$ 949,810	\$ 449,970	\$ 644,278	-32.2%
Interfund Charges						
Facility	\$ 36,102	\$ 32,000	\$ 39,486	\$ 39,486	\$ 47,177	19.5%
Information Technology	285,583	296,328	295,290	295,290	281,680	-4.6%
Liability Insurance	3,727	3,792	4,171	4,171	5,005	20.0%
Total Interfund Charges	\$ 325,412	\$ 332,120	\$ 338,947	\$ 338,947	\$ 333,862	-1.5%
Total General Fund	\$ 1,537,247	\$ 1,657,741	\$ 2,790,660	\$ 2,251,880	\$ 3,020,228	8.2%
Funding Source						
Insurance Fund 404						
Revenues						
Charges for Service	\$ 6,297	\$ 4,507	\$ 2,500	\$ 5,791	\$ 2,500	0.0%
Intergovernmental	-	-	-	-	175,000	100.0%
Interfund Revenue	13,396,287	14,468,713	15,402,681	15,402,681	17,251,218	12.0%
Interest	33,537	23,634	15,194	25,052	58,534	285.2%
Other	703,166	553,010	466,500	466,500	396,193	-15.1%
Transfers In	1,441,009	-	-	-	-	0.00%
Total Revenues	\$ 15,580,296	\$ 15,049,865	\$ 15,886,875	\$ 15,900,024	\$ 17,883,445	12.6%

Funding Source	2020	2021	2022	2022	2023	% Change
Insurance Fund 404	Actual	Actual	Adopted	Projected	Adopted	From 2022
Expenditures						
Labor and Benefits						
Full Time	\$ 101,167	\$ 130,356	\$ 278,119	\$ 278,119	\$ 243,112	-12.6%
Seasonal	60	7,639	-	-	-	0.0%
Benefits	603,707	1,276,908	1,303,112	1,303,112	1,204,004	-7.6%
Insurance	4,435	530	559	559	581	3.9%
Other Compensation	2,026	1,492	80,451	80,451	100,902	25.4%
Total Labor and Benefits	\$ 711,394	\$ 1,416,925	\$ 1,662,241	\$ 1,662,241	\$ 1,548,599	14.9%
Operating						
Charges and Fees	\$ -	\$ 4,954	\$ -	\$ 694,189	\$ 798,175	15.0%
Contract Services	672,708	684,988	694,189	-	4,954	100.0%
Equipment	-	-	3,800	3,800	-	-100.0%
Insurance and Claims	12,112,641	13,296,870	13,212,486	13,212,486	15,627,199	-18.3%
Operating Supplies	(2,241)	(3,963)	24,750	24,750	143,320	479.1%
Professional Development	308	7,487	5,770	5,770	8,600	49.0%
Repairs	-	6,000	-	-	-	0.0%
Total Operating	\$ 12,783,417	\$ 13,996,337	\$ 13,940,995	\$ 13,940,995	\$ 16,582,248	18.9%
Interfund Charges						
Information Technology	\$ 18,538	\$ 10,160	\$ 28,377	\$ 28,377	\$ 24,627	-13.2%
Total Interfund Charges	\$ 18,538	\$ 10,160	\$ 28,377	\$ 28,377	\$ 24,627	-13.2%
Contingency						
Contingency	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ 500,000	-16.7%
Total Contingency	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ 500,000	-16.7%
Total Insurance Budget	\$ 13,513,350	\$ 15,423,421	\$ 16,231,613	\$ 16,231,613	\$ 18,655,474	14.9%
Total Human Resources Budget	\$ 15,050,604	\$ 17,081,162	\$ 19,022,273	\$ 18,483,493	\$ 21,675,702	13.9%



Women in Policing



Bomb Training

INFORMATION TECHNOLOGY

Information Technology (IT) is an internal services department created to support the City's technology needs, including cybersecurity, computer support, networking, programming, software support, and Geographic Information Systems (GIS). IT centrally supports all the City's computer network, applications, and telecommunication systems.

- **IT Administration** provides administrative and technical guidance to the overall operation of the department and all other departments in the City. The City Records Manager is included in the IT Administration budget to allocate associated costs across all benefiting divisions of the City. However, the position is housed in and supervised by the City Clerk's Office.
- The **Business Operations** Team is responsible for preparing the IT budget for procurement activities and supporting all projects requiring purchasing IT equipment, software, or services. The City's IT contract and software licenses are negotiated, managed, and evaluated to ensure IT funds are appropriately used. The team includes helpdesk staff that provides City-wide support in installing software packages; adding hardware and peripherals; troubleshooting and resolving hardware and software problems and providing end-user training and assistance.
- The **Applications Support** Team supports and maintains the City's enterprise and departmental software applications and systems, including New World ERP (Finance and Payroll), NorthStar utility billing system, Lucity, EnerGov, etc. The support costs associated with the information technology applications are paid by IT and charged back to the benefiting organizations.
- The **Public Safety IT** Team supports and maintains public safety applications for Police, Fire, and the 911 Communications Center. Additionally, this team supports 800 MHz and microwave radio communications systems and devices for the City and regional public safety agencies

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Information Technology Performance Measures		
Activity		
Increase the availability of high-quality, affordable broadband in the community via Grand Junction area collaborative partnerships with Region 10, CMU, and Mesa County.		
Performance Measure	2022 Actual	2023 Planned
Create collaborative partnerships and plan for better broadband.	Create collaborative partnerships and plan for better broadband.	Create collaborative partnerships and plan for better broadband.
Identify and apply for broadband grant funding	Received \$250K DOLA EIAF middle-mile broadband grant notification.	Invest at least \$100K of DOLA grant funds in broadband infrastructure, including conduit, fiber, and Carrier Neutral Location (CNL) facilities.
Improve broadband infrastructure (e.g., fiber optic cable, conduit)	Opportunistically implemented fiber and conduit, including Las Colonias fiber and Persigo conduit (that crosses Color. river).	Construct at least 144 new strand miles of fiber optic cable.
Activity		
Increase the percentage of City Facilities connected via City fiber optics.		
Performance Measure	2022 Actual	2023 Planned
Percentage of City facilities connected via City fiber.	76% (29 of 38 facilities)	89% (34 of 38 facilities)

Information Technology Performance Measures

Activity

Increase the percentage of City staff that complete cybersecurity training.

Performance Measure	2022 Actual	2023 Planned
Percentage of City Staff that completed cybersecurity training.	88%	94%

2022 Accomplishments

- Cybersecurity:
 - Conducted city-wide ongoing cybersecurity training.
 - Implemented city-wide ongoing simulated phishing.
 - Implemented enhanced cybersecurity detection & response.
- Core switch replacements completed.
- GIS Server was upgraded & migrated to the latest software version.
- Successfully applied for and received DOLA EIAF middle-mile broadband grant funding.

2023 Objectives

- Implement city-wide simulated phishing with follow-up remedial training.
- Hyper-converged computing system replacements completed.
- Support the new sales tax system implementation go-live.
- Support Human Capital Management (HCM) & Enterprise Resource Planning (ERP) system replacement evaluation.
- Support Parks and Recreation software replacement and implementation.
- Implement fiber and Carrier Neutral Location (CNL) middle-mile broadband infrastructure.

Information Technology Personnel

Information Technology	2021 FTE	2022 FTE	2023 FTE
Information Technology Fund 401 Positions			
Information Technology Director	1.00	1.00	1.00
Information Technology Supervisor	4.00	3.00	3.00
Information Systems Security Officer	0.00	1.00	1.00
Information Technology Product Owner	0.00	1.00	0.00
IT Business Operations Supervisor	1.00	1.00	1.00
Systems Network Analyst	7.00	8.00	12.00
IT Analyst	3.00	2.00	0.00
GIS Analyst	1.00	3.00	3.00
Lead IT Support Specialist	1.00	1.00	1.00
IT Support Specialist	2.00	3.00	3.00
GIS Technician	2.00	1.00	1.00
Total Information Technology Fund FTE	22.00	25.00	27.00

Information Technology Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Information Technology Fund 401						
Information Technology	\$ 7,350,795	\$ 7,514,651	\$ 10,014,951	\$ 10,174,859	\$ 11,392,447	13.8%
Total Info. Tech. Budget	\$ 7,350,795	\$ 7,514,651	\$ 10,014,951	\$ 10,174,859	\$ 11,392,447	13.8%

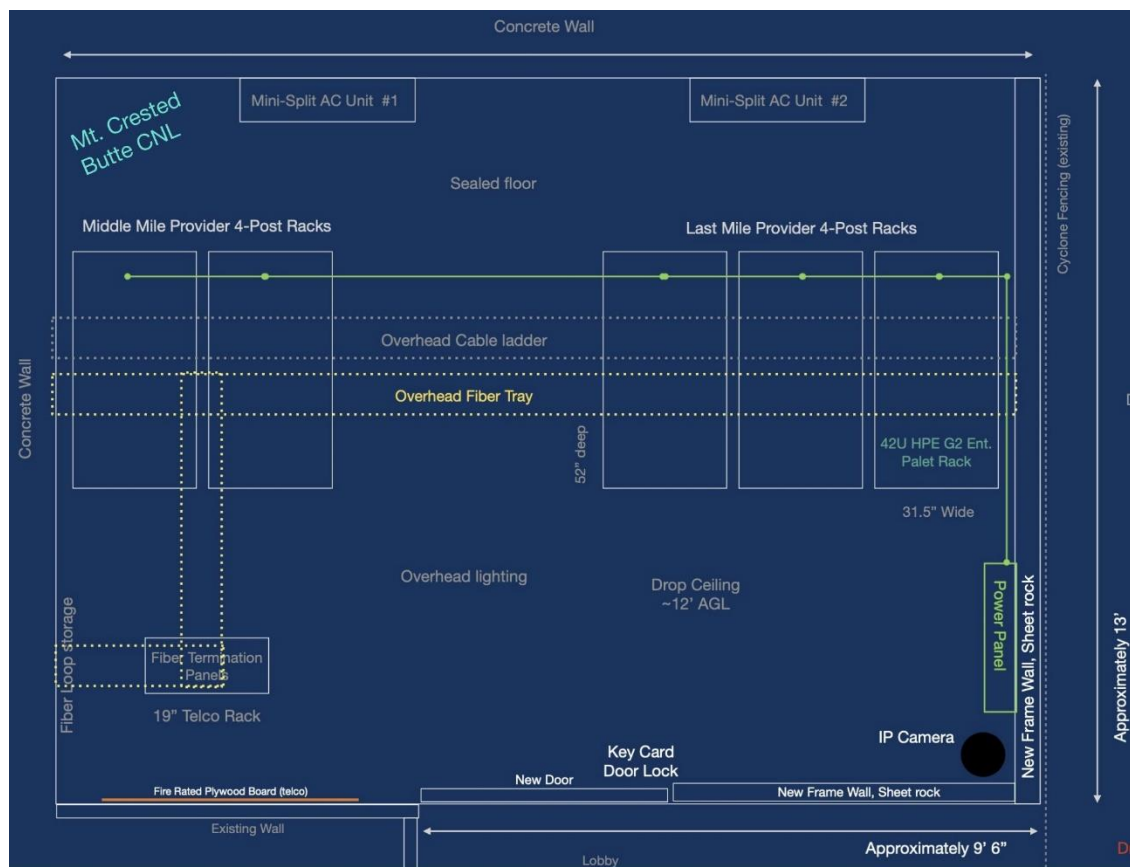
Information Technology Budget By Classification, by Fund

Significant Changes between 2023 Adopted vs. 2022 Adopted

- **Revenues:** Interfund Charges to City Departments make up most revenues for IT. These are charges to other departments for the costs required to run the entire technology system, department-specific equipment and contract maintenance, and telephone charges. These costs are estimated to increase by 14% in 2023 due to the rising costs of technology equipment, software contract maintenance, labor, etc.
- **Labor and Benefits:** Labor and benefits will increase by 2.9% due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. Additionally, a 3/4-time Systems Network Analyst position was moved to full-time status.
- **Non-Personnel Operating:** Operating costs will increase by 23% in 2023 due to rising equipment and contract maintenance costs.
- **Interfund Charges:** Interfund charges will decrease by 69.3% in 2023 due to a change in the methodology of how both facility and technology costs are calculated.
- **Capital Outlay:** Capital equipment costs in the general fund will increase due to purchasing a new sales tax system slated for implementation in 2022.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Information Technology Fund 401						
Revenues						
Charges for Service	\$ 76,535	\$ 111,077	\$ 152,480	\$ 152,480	\$ 110,105	-27.8%
Interfund Revenue	7,478,212	7,514,835	9,004,618	8,721,604	10,323,210	14.6%
Interest	33,171	16,809	17,000	18,041	27,204	60.0%
Total Revenues	\$ 7,587,918	\$ 7,642,712	\$ 9,174,098	\$ 8,892,125	\$ 10,460,519	14.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 1,899,343	\$ 1,998,268	\$ 2,320,704	\$ 2,320,704	\$ 2,351,498	1.3%
Benefits	613,555	649,376	781,811	781,811	773,167	-1.1%
Insurance	25,452	3,423	4,659	4,659	5,727	22.9%
Other Compensation	65,678	31,567	1,202	4,920	68,375	5588.4%
Total Labor and Benefits	\$ 2,604,028	\$ 2,682,634	\$ 3,108,376	\$ 3,112,094	\$ 3,198,767	2.9%
Operating						
Contract Services	\$ 2,872,456	\$ 2,860,479	\$ 4,033,994	\$ 4,033,994	\$ 4,756,335	17.9%
Equipment	689,796	684,844	1,024,076	1,374,076	1,325,882	29.5%
Operating Supplies	45,683	19,257	38,000	38,000	35,000	-7.9%
Professional Development	25,887	53,268	85,000	85,000	87,000	2.4%
Repairs	-	488	-	-	-	0.0%
Utilities	441,403	585,216	311,880	311,880	551,152	76.7%
System Maintenance	-	109	-	-	-	0.0%
Total Operating	\$ 4,075,225	\$ 4,203,663	\$ 5,492,950	\$ 5,842,950	\$ 6,755,369	23.0%
Interfund Charges						
Facility	\$ 64,943	\$ 66,909	\$ 81,247	\$ 81,247	\$ 52,968	-34.8%
Information Technology	186,351	190,590	527,889	527,889	129,800	-75.4%
Liability Insurance	1,305	1,328	2,656	2,656	3,187	20.0%

Funding Source	2020	2021	2022	2022	2023	% Change
Information Technology Fund 401	Actual	Actual	Adopted	Projected	Adopted	From 2022
Fleet	3,324	2,929	1,593	1,593	2,054	28.9%
Fuel Charges	42	174	240	240	302	25.8%
Total Interfund Charges	\$ 255,965	\$ 261,930	\$ 613,625	\$ 613,625	\$ 188,311	-69.3%
Capital Outlay						
Capital Equipment	\$ 203,360	\$ 34,120	\$ 800,000	\$ 606,190	\$ 1,250,000	56.3%
Computer Systems	212,217	332,304	-	-	-	0.0%
Total Capital Outlay	\$ 415,577	\$ 366,424	\$ 800,000	\$ 606,190	\$ 1,250,000	56.3%
Total Information Tech Fund	\$ 7,350,795	\$ 7,514,651	\$ 10,014,951	\$ 10,174,859	\$ 11,392,447	13.8%
Funding Source						
201 Sales Tax CIP Fund						
Revenues						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 250,000	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 250,000	100.0%
Expenditures						
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ 500,000	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 500,000	100.0%
Total 201 Sales Tax CIP Fund	\$ -	\$ -	\$ -	\$ -	\$ 500,000	100.0%
Total Info. Tech. Budget	\$ 7,350,795	\$ 7,514,651	\$ 10,014,951	\$ 10,174,859	\$ 11,892,447	18.7%



Blueprint of a Carrier Neutral Location (CNL)

PARKS AND RECREATION

The Grand Junction Parks & Recreation Department provides all people with quality recreation opportunities managed with integrity and professionalism. We Make It Better!

The Parks & Recreation Department is divided into Administration, Parks Operations, and Recreation Divisions. The department staff comprises 63 full-time and approximately 250 seasonal and part-time staff. The department has been recognized as a Gold Medal Recipient – exceeding the highest level of service, as determined by the National Recreation and Parks Association.

Parks and Recreation Administration – Parks Administration is responsible for the department's overall leadership, coordination, management, budget preparation and oversight, payroll, marketing, and all personnel functions are coordinated with the Parks and Recreation Administration Division. This office is also the liaison with the City Council, City Manager, other City Departments, and other agencies.

Parks Operations – The Parks Division includes park/trail maintenance, forestry/horticulture, cemeteries, and sports facilities and is responsible for 35 developed and five undeveloped parks within the City. In addition to parks, the division also maintains extensive riverfront and urban trails, open space, and City rights-of-way.

- **Facilities/Park Maintenance** – This division maintains playgrounds, restrooms, shelters, facilities, and amenities in the developed parks. This enables hundreds of rentals and events in City parks each year.
- **Forestry** – This division is dedicated to preserving the health of the City's urban forest and plants, trims, removes hazardous trees, and addresses insect and disease control for the City's more than 37,000 trees in parks, City facilities, and right-of-way. The City has been a Tree City USA award winner for 40 years.
- **Open Space** – This division maintains the riverfront and urban trails, over 500 acres of recreational open space, and over 500 acres of City rights-of-way, such as medians and roundabouts.
- **Horticulture/Irrigation/Turf** – This division maintains turf and irrigation systems and is responsible for thousands of annual flowers, shrubs, and perennials in planting beds on Main Street, North Avenue, 1st Street, 7th Street, the Riverside Parkway, Horizon Drive, City Hall, the Public Safety Complex, and all parks.
- **Cemeteries** – This division maintains more than 111 acres of cemetery lands on Orchard Mesa and at Crown Point Cemetery in Appleton. It works to maintain a warm, serene setting for eternal remembrance to meet the needs of families during a time of grief.
- **Sports Facilities** – This division maintains high-profile sports facilities at Lincoln Park Stadium, which underwent a significant renovation in 2022, Canyon View Park, Columbine Softball Complex, and Kronkright Softball Complex. These facilities host numerous sporting events, including baseball, softball, football, soccer, lacrosse, rugby, track, and tennis events each year, and local and regional special events, including the 4th of July Extravaganza, CMU, SD51 graduations, and the Junior College World Series (JUCO). Suplizio Field is the home field for the semi-professional Grand Junction Jackalopes.

Recreation – The Recreation Division encompasses recreation programming and facility operation in recreation, aquatics, senior recreation, and arts and culture. The division provides all-age, all-ability programs, including summer camps, athletics, special events, and general recreation.

- **Aquatics** – The division manages one year-round swimming pool, Orchard Mesa Pool, jointly funded by School District 51 and Mesa County. The division also manages one seasonal pool at Lincoln Park. In addition, the division partners with the Town of Palisade to provide management services for the seasonal Palisade Pool.
- **Recreation** – This division provides a wide variety of recreation programming elements for the community, serving over 10,000 participants of all ages and abilities and 400 adult sports teams annually. The Recreation Division offers traditional programs such as adult and youth athletics, swimming lessons, and special events, including the Annual Southwest Arbor Fest and other growing programs such as pickleball.
- **Arts and Culture** – This division strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for Citizens and the surrounding valley. The division serves as the staff support for the Arts and Culture Commission, responsible for the 1% for the Arts Program and the annual community grant program.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Parks and Recreation Department Performance Measures		
Activity		
Continue implementing programs and events that convene neighborhoods, help build relationships, and foster a feeling of connectedness among neighbors. Develop new programs as determined to be necessary and feasible.		
Performance Measure	2022 Actual	2023 Planned
Create new special events and grow existing events that expand the feeling of connectedness	Founded the Water Lights at Nigh Festival with over 3,000 attendees.	Expand special events including more attendance at Water Lights at Night, support for Cesar Chavez Day and Juneteenth, and provide a 2nd block party trailer.
Expand the number of events happening at Lincoln Park Stadium, Canyon View Park, Columbine Softball Complex, and Kronkright Softball Complex.	2,487 Facility Use Permits with 105,278 hours of rented time	Grow the number of events by 3%
Provide an exceptional holiday light display in downtown Grand Junction that improves the display in 2019 where 60 trees were decorated.	110 trees decorated in 2022	Maintain the current number of decorated trees.
Expand the number of shelter rentals, which has climbed steadily since 2018, when 88,000 hours of rentals occurred.	118,000 hours provided	125,000 hours of rental time provided
Combat the nationwide trend in decline in adult sports participation, including expanding the number of softball teams.	214 teams in the spring, summer, and fall	Serve more than 230 teams in the spring, summer, and fall
Grow youth programs, including youth basketball.	444 players in girls and 702 in boys	Grow participation by 3%
Activity		
Maintain landscaping on public property, rights of way, and other public spaces free from weeds, including comprehensive pre-emergent programs and increased resources to achieve a high-quality community aesthetic.		
Performance Measure	2022 Actual	2023 Planned
Additional landscaping renovations are planned in 2023	10+ median renovations completed	12+ median renovations planned
Activity		
Evaluate, monitor, and construct parks and recreation facilities to meet community demand as provided by the 2021 Parks, Recreation, and Open Space (PROS) Master Plan.		
Performance Measure	2022 Actual	2023 Planned
Expand acreage of developed parkland and miles of maintained hard surface trails.	Developed 350 acres of park and 20 miles of hard-surface trail.	Expand to 370 acres of developed parks and 21.5 miles of hard surface trail.

Parks and Recreation Department Performance Measures		
Project/Activity		
Identify opportunities for preserving open space, drainage ways, and trails that provide connectivity, passive recreation, and resource stewardship throughout the city.		
Performance Measure	2022 Actual	2023 Planned
Per City Council direction, established the Root for Our Trees program in 2022 to care for mature, high-value ash trees on private property.	639 trees were treated and protected for 3 years	Treat more than 400 trees in 20223
Complete the Jurassic Flats trailhead	Concept phase	Complete construction
Leach Creek/24 Rd Trail	Design	Scheduled for completion in late 2023

2022 Accomplishments

- Worked in close collaboration with the City Manager's Office, Finance, General Services, Information Technology, and Human Resources, opened the five-room Grand Junction Early Childhood Learning Center to serve the facility of City Employees.
- Colorado Parks and Recreation Association Columbine award recipient for the River Park at Las Colonias.
- Continued implementation of the Council adopted Parks, Recreation, and Open Space Master Plan adopted by City Council in 2021, including projects such as the Lincoln Park Stadium Renovation in partnership with the Grand Junction Baseball Committee (JUCCO), Colorado Mesa University, and School District #51. This major renovation of the vital community infrastructure was completed on time before the 2022 JUCO tournament.
- On November 16, 2022, City Council adopted the Community Recreation Center (CRC) plan to bring the community its first multi-purpose CRC. On December 17, 2022, the City Council referred the question to voters for the April 2023 election.
- Revamped admission structure at the Lincoln Park and Orchard Mesa Pools to achieve double the number of passes, from 512 in 2021 to 1,096 in 2022.
- Moved into the implementation phase of the City Council adopted Strategic Cultural Plan for the next five years (2022-2027), including pursuing projects such as the Redlands Roundabout artwork.
- Filled all summer camps by providing nearly 20,000 weekly childcare spots. This was the first year that all available spots were filled.
- Completed the Horizon Park Master Plan
- Fully caught up on tree-trimming requests for the first time in over a decade. Tree trimming is essential for mitigating risk and maintaining the health of the more than 37,000 trees in the urban canopy.
- Provided almost 170,000 participants visits to Parks and Recreation programs, equating to over 470 people served per day on average in 2022.
- As the Riverfront at Dos Rios began to go vertical, the City agreed to participate in constructing public amenities such as park playground facilities, splash park, beach, and other spaces that will help anchor Dos Rios as a "gem" on the Riverfront trail. In 2022, designs were prepared and reviewed for construction in 2023.

2023 Objectives

- Implementation of the 2022 Community Recreation Center (CRC) plan if approved by voters in April 2023. Exceed the metrics listed in the plan, including CRC size (83,000 square feet), cost recovery estimates (62%), and participation numbers (391,000 annual participant visits).
- Transition to a new recreation software to improve customer service, save on costs and prepare for the possible dramatic increase in service with the Community Recreation Center.

- Complete the Tennis and Pickleball expansion project in 2023, including lighting the existing 12 tennis courts at Canyon View, adding four more tennis courts for a total of 16, and increasing the total number of pickleball courts at Lincoln Park from eight to 20, all with LED lighting.
- Complete the Monument Connect Phase II project. In partnership with the Colorado West Land Trust, Great Outdoors Colorado grant funding was secured to fully fund this last 1.5-mile section of the 10-mile hard surface Redlands Loop. Design is underway, and construction will happen in 2023.
- Identify and prioritize parks and open space opportunities in areas that are currently underserved, as provided in the 2021 Parks, Recreation, and Open Space (PROS) Master Plan. For 2023, this includes the completion of the irrigation system replacement, an expanded mural program at Westlake Park, and the design for the Emerson Skate/Wheel Sports Park 2023.
- Complete the Urban Forestry Management Plan. Pursue and prioritize the acquisition and development of the remaining sections of the Colorado Riverfront Trail in partnership with Colorado Parks and Wildlife (CPW). Land acquisition is being pursued with the easement falling through, and a Great Outdoor Colorado (GOCO) grant is likely in the fall of 2023.
- Provide over 172,000 participants visits to Parks and Recreation programs, equating to over 480 people served per day on average in 2023. This does not include drop-in visits to parks and recreation facilities or any service provided by user groups such as School District 51, CMU, Fire FC, Grand Valley Lacrosse, and Mesa County Junior Football League, which is an increase over 2022, where almost 170,000 participant visits were provided directly from the Parks and Recreation Department.

Parks and Recreation Personnel

Parks and Recreation Positions	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Parks and Recreation Administration			
Parks and Recreation Director	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00
Parks Operations			
Parks Superintendent	1.00	1.00	1.00
Parks Maintenance Supervisor	4.00	4.00	4.00
Cemetery Operations Supervisor	1.00	1.00	0.00
Parks Crew Leader	10.00	10.00	9.00
Plant Health Specialist	1.00	1.00	1.00
Parks Equipment Operator	21.00	21.00	25.00
Sr. Administrative Assistant	1.00	1.00	1.00
Apprentice Equipment Operator	0.00	0.00	1.00
Administrative Specialist	0.00	0.00	0.00
Lead Custodian	0.00	0.00	1.00
Recreation			
Recreation Superintendent	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00
Recreation Coordinator	5.00	5.00	6.00
Daycare Director	0.00	0.00	1.00
Early Childhood Education Teacher	0.00	0.00	5.00
Leisure Services Representative	2.00	2.00	2.00
Total Parks and Recreation Positions	52.00	52.00	63.00

Parks and Recreation Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2021
General Fund 100						
Parks Administration	\$ 860,237	\$ 1,039,240	\$ 1,035,587	\$ 1,210,866	\$ 1,383,940	33.6%
Parks Operations	5,782,667	6,582,755	7,622,597	7,175,803	7,965,411	4.5%
Recreation	1,040,1347	1,180,786	1,458,225	1,458,225	1,852,953	27.1%
Child Care	-	-	-	308,949	864,531	100.0%
Aquatics	837,725	1,093,883	1,108,663	1,184,053	1,090,054	-1.7%
Cultural Arts	42,589	43,548	197,065	59,903	87,650	-55.5%
Total Fund 100	\$ 8,563,355	\$ 9,940,212	\$ 11,422,137	\$ 11,397,799	\$ 13,244,539	16.0%
0.75% Sales Tax Fund 201						
Parks Operations	\$ 1,876,871	\$ 4,144,101	\$ 4,209,200	\$ 14,498,082	\$ 3,695,000	-12.2%
Total Fund 201	\$ 1,876,871	\$ 4,144,101	\$ 4,209,200	\$ 14,498,082	\$ 3,695,000	-12.2%
Total Parks & Rec Budget	\$ 10,440,226	\$ 14,084,313	\$ 15,661,337	\$ 25,895,880	\$ 16,939,539	8.2%

Parks and Recreation Budget By Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** Revenues are projected to increase by 41.8% in the Parks and Recreation Department, with the majority coming from charges for recreation programs and services and the addition of childcare facility charges.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. There are also increases in the seasonal and insurance costs.
- **Non-Personnel Operating:** Operating costs will increase by 20.6%, with the majority of that being in contract services, operating equipment purchases, professional development, etc.
- **Interfund Charges:** Costs for facilities maintenance and upkeep, fleet maintenance and fuel costs, and information technology costs are increasing and are passed through to departments in interfund charges.
- **Capital Outlay:** Capital projects in the 201 Sales Tax CIP Fund will decrease in 2023 due to the number of projects that are being planned and budgeted for.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Licenses and Permits	\$ 2,045	\$ 1,500	\$ 1,600	\$ 1,600	\$ 1,200	-25.0%
Charges for Services	835,388	1,849,213	1,831,369	2,161,369	2,863,243	56.3%
Intergovernmental	157,069	354,201	371,671	361,795	271,743	-26.9%
Other	14,883	147,690	24,875	24,875	26,125	5.0%
Total Revenues	\$ 1,009,385	\$ 2,352,604	\$ 2,229,515	\$ 2,549,639	\$ 3,162,311	41.8%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,711,881	\$ 2,878,182	\$ 3,442,319	\$ 3,313,319	\$ 3,857,337	12.1%
Seasonal	1,166,957	1,375,840	1,622,772	1,622,772	2,046,590	26.1%
Overtime	33,743	62,590	65,805	76,604	59,444	-9.7%
Benefits	1,121,650	1,183,615	1,454,652	1,427,110	1,509,723	3.8%

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Insurance	128,949	217,333	207,121	207,121	313,711	51.5%
Other Compensation	45,170	78,851	41,406	66,402	39,663	-4.2%
Total Labor and Benefits \$	5,208,350 \$	5,796,411 \$	6,834,075 \$	6,713,328 \$	7,826,468	14.5%
Operating						
Charges and Fees	\$ 7,155	\$ 4,381	\$ 6,675	\$ 7,558	\$ 6,979	4.6%
Contract Services	224,005	466,924	550,784	623,106	666,334	21.0%
Equipment	75,621	98,652	264,955	173,145	788,928	197.8%
Grants and Contributions	3,833	128,627	145,680	106,640	10,680	-92.7%
Operating Supplies	195,093	232,907	241,816	309,692	284,452	17.6%
Cost of Goods Sold	10,345	28,664	29,779	53,903	30,145	1.2%
Professional Development	14,594	26,614	39,489	42,489	46,381	17.5%
Insurance and Claims	-	-	5,700	5,700	5,700	0.0%
Repairs	44,085	93,615	74,588	86,932	96,288	29.1%
Utilities	748,193	775,904	737,078	741,678	662,777	-10.1%
System Maintenance	235,165	295,378	351,773	358,773	354,552	0.8%
Uniforms and Gear	14,636	25,927	24,374	25,574	31,151	27.8%
Equipment Maintenance	7,165	12,153	10,394	10,394	10,134	-2.5%
Total Operating \$	1,579,890 \$	2,189,746 \$	2,483,085 \$	2,545,584 \$	2,994,501	20.6%
Interfund Charges						
Facility	\$ 417,676	\$ 522,886	\$ 533,788	\$ 533,788	\$ 589,832	10.5%
Information Technology	469,651	501,158	636,305	640,215	943,685	48.3%
Liability Insurance	55,239	102,665	107,796	107,796	129,354	20.0%
Fleet	690,175	583,635	744,806	744,806	653,604	-12.2%
Fuel Charges	66,509	95,000	84,282	84,282	107,095	27.1%
Departmental Services	24,516	24,517	-	-	-	0.0%
Total Interfund Charges \$	1,723,766 \$	1,829,861 \$	2,106,977 \$	2,110,887 \$	2,423,570	15.0%
Capital Outlay						
Capital Equipment	\$ 51,348	\$ 124,193	\$ 28,000	\$ 28,000	-	-100.0%
Total Capital Outlay \$	51,348 \$	124,193 \$	28,000 \$	28,000 \$	-	-100.0%
Total General Fund \$	8,563,354 \$	9,940,211 \$	11,452,137 \$	11,397,799 \$	13,244,539	15.7%
Funding Source						
0.75% Sales Tax Fund 201						
Revenues						
Charges for Service	\$ -	\$ -	\$ -	\$ 719	\$ -	0.0%
Intergovernmental	56,250	-	-	400,000	-	0.0%
Other	135,000	-	150,000	150,000	210,000	40.0%
Total Revenues \$	191,250 \$	- \$	150,000 \$	550,719 \$	210,000	40.0%
Expenditures						
Operating						
Contract Services	\$ 94,667	\$ 87,300	\$ 100,000	\$ -	\$ -	-100.0%
Equipment	29,345	-	-	-	-	0.0%
Repairs	309,143	19,251	-	-	-	0.0%
Total Operating \$	433,155 \$	106,551 \$	100,000 \$	- \$	-	-100.0%
Capital Outlay						
Facilities	\$ 427,567	\$ 10,514	\$ -	\$ 598,000	\$ 375,000	100.0%
Land	130,981	5,079	-	2,766	-	0.0%

Funding Source	2020	2021	2022	2022	2023	% Change
0.75% Sales Tax Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2022
Other Projects	-	-	-	-	555,000	100.0%
Parks	885,169	4,021,957	4,109,200	13,897,317	2,765,000	-32.7%
Total Capital Outlay \$	1,443,717 \$	4,037,550 \$	4,109,200 \$	14,498,083 \$	3,695,000	-10.1%
Total 0.75% Sales Tax Fund \$	1,876,872 \$	4,144,099 \$	4,209,200 \$	14,498,083 \$	3,694,999	12.2%
Total Parks and Rec. Budget \$	10,440,226 \$	14,084,310 \$	15,661,337 \$	25,895,880 \$	16,939,538	8.2%



Use of Goats for Weed Mitigation



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POLICE

At the Grand Junction Police Department, we take pride in our commitment to service through professional policing. The GJPD continues to commit itself to a strong community policing ideology and strives to deliver the best possible police services in all we do. The Police Department provides a full range of high-quality policing services, including a bomb squad, a K-9 program, a school resource officer, and a university-based campus police program with Colorado Mesa University, SWAT, and Drug Task Force assignments and other collateral duties.



General Fund Department Summary

- **Chief of Police/Administration:** The Administration Division oversees the department's leadership, coordination, and management. This office, which includes the Chief of Police, is also the liaison with other City Departments, the City Manager, City Council, and other partner agencies.
- **Police Operations:** The Operations Division of the Police Department includes Uniform Patrol, Community Resource Unit, Co-Responder Program, K-9 Unit, CMU Campus Police, Parks Patrol, School Resource Officers, Street Crimes, Special Weapons and Tactics (SWAT), Traffic Unit, and Code Compliance.
- **Police Services:** The Police Services Division includes Investigations, Drug Task Force, Victim Services, Lab/Evidence, Professional Standards (training, recruiting, internal affairs, volunteer program), and Records.

Communications Center Fund Department Summary

- **Grand Junction Regional Communications Center:** The Grand Junction Regional Communications Center (GJRCC) is the combined public safety answering point for 9-1-1 in Mesa County. In 2022, they handled over 306,000 (inbound and outbound) telephone calls, 144 Text-To-911 messages, and dispatched over 155,000 incidents to the 11 Law Enforcement and 14 Fire/EMS user agencies of the GJRCC.

The Incident Dispatch Team, comprised of members of the GJRCC, responds to significant incidents in the mobile communication vehicle and provides on-scene dispatch support. Since 2007, when the GJRCC first acquired the mobile communication vehicle, the incident dispatch team has supported Country Jam, Rock Jam, Fruita Policeworks night, and the Grand Junction Air Show. The team has also responded to many unplanned incidents, including search and rescue in the surrounding mountains, wildfires, major accidents on the interstate, and many others.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Police Department Performance Measures		
Activity		
Implement real-time operational activities in conjunction with intelligence-led policing initiatives to increase the efficiency of operations, solvability, and officer safety across the organization.		
Performance Measure	2022 Actual	2023 Planned
Implement ARTIC intelligence-led policing.	Over 70 cameras are in use. ARTIC Operators are utilizing cameras to give info to Patrol during critical incidents. This technology has also been used in planned operations.	Deploy 54 additional cameras for a total of 124. Collect data from operations and intelligence-led policing initiatives to determine efficacy.

Police Department Performance Measures		
Activity		
Enhance the traffic safety in our community through increased enforcement, visibility, and education utilizing technology and patrol visibility to reduce crashes and increase safety in the most hazardous corridors within the City.		
Performance Measure	2022 Actual	2023 Planned
Increase traffic summonses for hazardous moving violations from 2021 to 2022 and reduce injury accidents in 2023.	Met: From 2021 to 2022, officers issued 25% more summonses for traffic offenses.	Utilization of public education, increased visibility at high crash locations, and technology integration, including red light cameras.
Activity		
Address the current concern of limited space within our evidence storage facilities.		
Performance Measure	2022 Actual	2023 Planned
Increase the department's capacity to process, hold, and provide long-term evidence storage by conducting a space needs analysis.	Completed initial space needs analysis to identify the project scope for 2023.	Conduct comprehensive space need requirements for long-term capacity.
Activity		
Support ongoing training of all public safety staff, including diversity, equality, and bias training.		
Performance Measure	2022 Actual	2023 Planned
Meets or exceeds all State-required training mandates for all personnel. The current state mandate is four hours every five years.	Over 40 hours for sworn personnel are completed each year.	Continue to provide ongoing training in the areas that are above POST mandates.

2022 Accomplishments

- Participated as a partner in public health and safety issues, including houselessness, mental health, and the opioid crisis.
- Updated public safety technology needs by enhancing the Intelligence Unit, equipment, and software, including Nighthawk, mobile camera trailers, analytical computers, and DroneSense.
- Completed GJPD shooting range enhancement project using City-funded and grant-funded dollars to expand training opportunities.

2023 Objectives

- Participate in opportunities to assist in addressing social issues affecting our community, such as mental health and substance use disorders, by expanding the Community Resource Unit and through public outreach opportunities and partnerships with other area agencies.
- Complete construction of the lobby area and conduct a security and safety evaluation of police department facilities.
- Integrate low-light drone operations into our tactical plan.

Police Department Personnel

Police	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Chief of Police			
Police Chief	1.00	1.00	1.00
Community Outreach Specialist	1.00	1.00	2.00
Department Information Coordinator	1.00	1.00	0.00
Administrative Financial Analyst	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Police Operations			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	5.00	5.00	4.00
Police Sergeant	11.00	9.00	11.00
Police Corporal	9.00	9.00	9.00
Police Officer	76.00	78.00	76.00
Police Services Technician	6.50	6.00	6.00
Parking Compliance Officer	0.00	0.00	3.00
Co-Responder Clinician	0.00	0.00	3.00
Sr. Administrative Assistant	1.00	1.00	1.00
Police Services			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	1.00	2.00	2.00
Police Sergeant	4.00	6.00	4.00
Civilian Police Manager	0.00	0.00	1.00
Crime Lab Supervisor	1.00	1.00	0.00
Criminalist	2.00	2.00	2.00
Digital Forensic Analyst	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00
Crime Analyst	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00
Recruiting Coordinator	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00
Victims Services Coordinator	1.00	1.00	1.00
Police Services Technician	3.00	3.00	3.00
Evidence Technician	3.00	3.00	3.00
Police Records Specialist	6.00	6.00	6.00
Victims Advocate Specialist	0.00	1.00	1.00
Code Compliance Officer	1.00	2.00	3.00
Sr. Administrative Assistant	1.00	1.00	1.00
Administrative Assistant	1.50	2.00	2.00
Total General Fund FTE	161.00	166.00	170.00
Funded by First Responder Tax Fund 107			
Police Operations			
Police Commander (Lt)	1.00	0.00	1.00
Civilian Police Commander	0.00	1.00	1.00
Police Sergeant	3.00	2.00	2.00
Police Corporal	0.00	1.00	1.00
Police Officer	9.00	8.00	2.00
Lead Evidence Technician	1.00	1.00	1.00
Code Compliance Officer	1.00	2.00	1.00
Lead Police Records Specialist	1.00	1.00	1.00
Evidence Technician	1.00	1.00	1.00
Police Services Technician	0.00	3.00	3.00
Police Records Specialist	1.00	1.00	1.00
Total First Responder Fund FTE	18.00	21.00	15.00

Police	2021 FTE	2022 FTE	2023 FTE
Funded by Parking Authority Fund 308			
Police Operations			
Parking Compliance Officer	2.00	2.00	3.00
Total Parking Authority Fund 308 FTE	2.00	2.00	3.00
Funded by Communications Center Fund 405			
Police Services			
Comm Center Operations Manager	1.00	1.00	1.00
Dispatch Shift Supervisor	7.00	8.00	8.00
QA Training Supervisor	1.00	1.00	1.00
Quality Assurance Analyst	1.00	1.00	1.00
Emergency Communications Specialist	43.00	42.00	42.00
Total Communications Center Fund 405 FTE	54.00	53.00	53.00
Total Police Department FTE	234.00	242.00	241.00

Police Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Chief of Police	\$ 1,493,234	\$ 2,159,190	\$ 4,133,300	\$ 4,133,300	\$ 3,930,399	-4.9%
Police Operations	15,862,330	16,752,460	17,572,611	17,553,808	20,004,715	13.8%
Police Services	8,394,801	7,304,927	7,305,707	7,215,530	7,708,855	5.5%
Total Fund 100	\$ 25,750,365	\$ 26,216,577	\$ 29,011,618	\$ 28,902,638	\$ 31,643,969	9.1%
First Responder Tax Fund 107						
Police Operations	\$ 674,464	\$ 86,997	\$ 2,005,178	\$ 2,007,357	\$ 1,191,699	-40.6%
Police Services	186,331	248,453	374,280	374,280	675,885	80.6%
Total Fund 107	\$ 860,795	\$ 335,450	\$ 2,379,458	\$ 2,381,637	\$ 1,867,584	-21.5%
0.75% Sales Tax CIP Fund 201						
Police Operations	\$ 65,902	\$ 1,090,163	\$ -	\$ (658)	\$ -	0.0%
Total Fund 201	\$ 65,902	\$ 1,090,163	\$ -	\$ (658)	\$ -	0.0%
Parking Authority Fund 308						
Police Operations	\$ 96,033	\$ 62,221	\$ 135,548	\$ 135,585	\$ 215,911	59.3%
Total Fund 308	\$ 96,033	\$ 62,221	\$ 135,548	\$ 135,585	\$ 215,911	59.3%
Communication Center Fund 405						
Police Operations	\$ 6,967,012	\$ 6,865,401	\$ 8,020,232	\$ 8,101,076	\$ 8,438,951	5.2%
Total Fund 405	\$ 6,967,012	\$ 6,865,401	\$ 8,020,232	\$ 8,101,076	\$ 8,438,951	5.2%
Total Police Budget	\$ 33,740,107	\$ 34,569,812	\$ 39,546,856	\$ 39,520,278	\$ 42,166,415	6.6%

Police Budget By Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** General Fund revenues will decrease by 4.4% in 2023 due to reduced grant revenues. The Public Safety Impact Fees will be reduced by 21.8% in 2023 based on actual trends in 2022 actuals. Communications Center Fund revenues will increase by 7.1% in 2023, primarily due to increased interfund revenues and service charges.
- **Labor and Benefits:** General Fund and Communications Center Fund labor and benefits are expected to increase by 3.9% and 6.6%, respectively, due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract

high-quality employees. Four Parking Compliance Officers will also be added to the General Fund in 2023. The First Responder Fund's labor and benefits have decreased by 37.5% due to reducing the number of authorized positions for 2023 because of the difficulty in hiring and retaining sworn police officers.

- **Non-Personnel Operating:** Operating costs in the General Fund will increase 13.3% primarily due to new equipment purchases including a new bomb robot. The First Responder Fund will increase by \$427.2% due to the authorization of a red-light camera pilot program and increased equipment costs. The Communication Center Fund will see a modest increase of 6.9%, primarily due to equipment needs and costs.
- **Interfund Charges:** Facility, information technology, liability insurance, and fleet charges will increase in 2023 due to rising costs for equipment, increasing utility costs for gas and electricity, and maintenance of fleet equipment and City buildings.
- **Capital Outlay:** The Communications Center Fund will see a reduction of 23.2% because fewer projects will be done in 2023.

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Licenses and Permits	\$ 1,125	\$ 525	\$ 1,500	\$ 1,500	957	-36.2%
Charges for Service	637,226	747,980	876,538	876,538	905,302	3.3%
Intergovernmental	838,166	416,331	891,114	805,537	787,281	-11.7%
Fines and Forfeitures	23,085	18,766	32,000	32,000	28,441	-11.1%
Other	-	6,279	100	150	-	-100.0%
Capital Proceeds	6,500	-	-	-	-	0.0%
Total Revenues	\$ 1,506,102	\$ 1,189,881	\$ 1,801,252	\$ 1,715,725	\$ 1,721,981	-4.4%
Expenditures						
Labor and Benefits						
Full Time	\$ 11,586,244	\$ 11,843,506	\$ 12,956,293	\$ 12,956,293	\$ 14,801,933	14.2%
Seasonal	34,430	51,703	47,295	47,295	-	-100.0%
Overtime	1,147,806	1,386,427	1,365,077	1,365,077	1,499,999	9.9%
Benefits	3,716,999	3,950,590	4,378,573	4,374,862	4,873,222	11.3%
Insurance	296,579	453,284	625,073	625,073	809,847	29.6%
Other Compensation	256,606	188,215	69,003	88,663	157,765	128.6%
Total Labor and Benefits	\$ 17,038,664	\$ 17,873,725	\$ 19,441,314	\$ 19,457,263	\$ 22,142,766	13.9%
Operating						
Charges and Fees	\$ 1,214	\$ 1,285	\$ 525	\$ 1,217	700	33.3%
Contract Services	637,182	660,537	1,046,920	1,046,920	818,433	-21.8%
Equipment	722,755	659,172	554,407	452,410	1,014,110	82.9%
Grants and Contributions	12,568	6,408	17,575	17,575	24,654	40.3%
Operating Supplies	257,371	248,486	230,826	230,826	286,491	24.1%
Professional Development	315,906	487,741	410,865	410,865	440,835	7.3%
Repairs	28,034	1,000	21,616	1,553	-	0.0%
Rent	92,878	(2,859)	90,188	21,616	22,016	1.9%
Equipment Maintenance	55	90,339	2,550	108,233	112,058	24.2%
Fuel	-	1,413	-	3,555	2,550	0.0%
Uniforms and Gear	127,121	186,029	201,963	180,668	198,100	-1.9%
Total Operating	\$ 2,195,084	\$ 2,339,551	\$ 2,577,435	\$ 2,475,438	\$ 2,919,947	13.3%
Interfund Charges						
Facility	\$ 467,418	\$ 424,375	\$ 512,795	\$ 512,795	644,237	25.6%
Information Technology	2,213,717	2,167,165	2,415,708	2,415,708	2,098,639	-13.1%
Liability Insurance	259,834	271,251	305,157	305,157	366,188	20.0%
Fleet	732,312	647,372	925,567	925,567	779,833	-15.7%

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Fuel Charges	130,384	184,040	153,045	153,045	206,154	34.7%
Comm Center	2,526,708	2,306,079	2,476,597	2,453,665	2,486,205	0.4%
Total Interfund Charges	\$ 6,330,373	\$ 6,000,282	\$ 6,788,869	\$ 6,765,937	\$ 6,581,256	-3.1%
Capital Outlay						
Capital Equipment	\$ 134,582	\$ 3,019	\$ 160,000	\$ 160,000	-	-100.0%
Facilities	51,662	-	44,000	44,000	-	-100.0%
Total Capital Outlay	\$ 186,244	\$ 3,019	\$ 204,000	\$ 204,000	\$ -	-100.0%
Total General Fund	\$ 25,750,365	\$ 26,216,577	\$ 29,011,618	\$ 28,902,638	\$ 31,643,969	9.1%
Funding Source First Responder Fund 107						
Expenditures						
Labor and Benefits						
Full Time	\$ 213,312	\$ 261,292	\$ 1,306,423	\$ 1,306,423	\$ 816,771	-37.5%
Overtime	1,375	3,351	-	2,402	-	0.0%
Benefits	38,561	52,123	480,155	478,127	272,820	-43.2%
Insurance	886	2,707	49,621	49,621	27,553	-44.5%
Other Compensation	329	450	32,451	32,451	451	-98.6%
Total Labor and Benefits	\$ 254,463	\$ 319,924	\$ 1,868,650	\$ 1,869,024	\$ 1,117,595	-40.2%
Operating						
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 200,000	100.0%
Equipment	52,710	13,461	19,704	23,163	200,954	919.9%
Operating Supplies	-	-	18,960	17,306	18,960	0.0%
Professional Development	-	-	29,000	29,000	29,000	0.0%
Uniforms and Gear	-	-	21,582	21,582	21,582	0.0%
Total Operating	\$ 52,710	\$ 13,461	\$ 89,246	\$ 91,051	\$ 470,496	427.2%
Interfund Charges						
Information Technology	\$ 1,008	\$ 5,451	\$ 68,937	\$ 68,937	\$ 126,335	83.3%
Fleet	-	-	129,850	129,850	138,606	6.7%
Fuel Charges	-	-	41,875	41,875	14,552	-65.2%
Total Interfund Charges	\$ 1,008	\$ 5,451	\$ 240,662	\$ 240,662	\$ 279,493	16.1%
Capital Outlay						
Capital Equipment	\$ 552,614	\$ (3,386)	\$ 180,900	\$ 180,900	-	-100.0%
Total Capital Outlay	\$ 552,614	\$ (3,389)	\$ 180,900	\$ 180,900	\$ -	-100.0%
Total First Responder Fund	\$ 860,795	\$ 335,450	\$ 2,379,458	\$ 2,381,637	\$ 1,867,584	-21.5%
Funding Source 115 Public Safety Imp. Fee Fund						
Revenues						
Charges for Service	\$ -	\$ -	\$ 145,755	\$ 145,755	\$ 114,051	-21.8%
Total Revenues	\$ -	\$ -	\$ 145,755	\$ 145,755	\$ 114,051	-21.8%
Funding Source 0.75% Sales Tax CIP Fund 201						
Revenues						
Intergovernmental	\$ -	\$ 150,000	\$ -	\$ -	\$ -	0.0%
Total Revenues	\$ -	\$ 150,000	\$ -	\$ -	\$ -	0.0%

Funding Source	2020	2021	2022	2022	2023	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2022
Expenditures						
Capital Outlay						
Facilities	\$ 65,902	\$ 1,090,163	\$ -	\$ (658)	\$ -	0.0%
Total Capital Outlay	\$ 65,902	\$ 1,090,163	\$ -	\$ (658)	\$ -	0.0%
Total Sales Tax CIP Fund	\$ 65,902	\$ 1,090,163	\$ -	\$ (658)	\$ -	0.0%
Funding Source						
Parking Authority Fund 308						
Expenditures						
Labor and Benefits						
Full Time	\$ 44,481	\$ 42,792	\$ 82,577	\$ 80,362	\$ 108,174	31.0%
Seasonal	22,765	-	-	-	-	0.0%
Overtime	-	511	-	2,252	-	0.0%
Benefits	18,845	7,640	18,250	18,250	57,595	215.6%
Insurance	1,584	1,686	4,254	4,254	6,388	50.2%
Total Labor and Benefits	\$ 87,675	\$ 52,629	\$ 105,081	\$ 105,118	\$ 172,157	63.8%
Interfund Charges						
Information Technology	\$ 3,120	\$ 4,790	\$ 23,934	\$ 23,934	\$ 43,754	82.8%
Fleet	5,239	4,802	6,533	6,533	-	-100.0%
Total Interfund Charges	\$ 8,359	\$ 9,592	\$ 30,467	\$ 30,467	\$ 43,754	43.6%
Total Parking Auth. Fund	\$ 96,034	\$ 62,221	\$ 135,548	\$ 135,585	\$ 215,911	59.3%
Funding Source						
Communications Center Fund 405						
Revenues						
Charges for Service	\$ 2,101,375	\$ 2,148,548	\$ 2,236,715	\$ 2,217,124	\$ 2,359,646	5.5%
Intergovernmental	14,703	65,898	35,000	35,000	-	-100.0%
Interfund Revenue	3,034,656	2,803,531	3,032,115	3,004,039	3,104,320	2.4%
Interest	10,891	10,175	4,166	10,088	23,877	473.1%
Other	40,611	90,810	93,400	93,400	90,600	-3.0%
Transfers In	2,353,445	1,694,167	2,081,222	2,081,222	2,437,898	17.1%
Total Revenues	\$ 7,555,681	\$ 6,813,129	\$ 7,482,618	\$ 7,440,873	\$ 8,016,341	7.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,776,336	\$ 2,875,163	\$ 3,420,632	\$ 3,399,311	\$ 3,647,509	6.6%
Seasonal	3,299	-	-	-	-	0.0%
Overtime	644,719	599,892	717,017	717,017	742,353	3.5%
Benefits	957,728	1,022,199	1,213,216	1,213,216	1,355,172	11.7%
Insurance	44,208	5,955	8,306	22,971	10,391	25.1%
Other Compensation	35,118	44,600	-	7,245	-	0.0%
Total Labor and Benefits	\$ 4,461,408	\$ 4,547,809	\$ 5,359,171	\$ 5,359,760	\$ 5,755,425	7.4%
Operating						
Contract Services	\$ 62,187	\$ 100,211	\$ 98,229	\$ 98,229	\$ 79,343	-19.2%
Equipment	441,900	49,161	75,293	75,293	125,293	66.4%
Grants and Contributions	121	1,196	1,470	1,470	1,470	0.0%
Operating Supplies	39,907	39,429	33,574	33,387	34,888	3.9%
Professional Development	44,166	82,731	99,762	99,762	101,600	1.8%
Repairs	5,527	14,057	27,467	27,467	27,460	0.0%

Funding Source	2020	2021	2022	2022	2023	% Change
Communications Center Fund 405	Actual	Actual	Adopted	Projected	Adopted	From 2022
Utilities	74,127	123,211	92,567	92,567	91,267	-1.4%
Rent	39,585	27,665	46,200	46,394	46,200	0.0%
Total Operating	\$ 707,520	\$ 437,662	\$ 474,562	\$ 474,569	\$ 507,521	6.9%
Interfund Charges						
Administrative Overhead	\$ 344,109	\$ 350,130	\$ 356,168	\$ 356,168	\$ 394,026	10.6%
Facility	60,316	40,529	27,096	27,096	62,039	129.0%
Information Technology	1,156,854	1,043,918	1,050,773	1,050,773	1,121,520	6.7%
Liability Insurance	8,212	8,356	8,773	8,773	10,528	20.0%
Fleet	59,050	38,710	51,804	51,804	55,320	6.8%
Fuel Charges	1,188	1,754	1,885	1,885	2,572	36.4%
Total Interfund Charges	\$ 1,629,729	\$ 1,483,397	\$ 1,496,499	\$ 1,496,499	\$ 1,646,005	10.0%
Capital Outlay						
Communication Systems	\$ 168,355	\$ 396,532	\$ 690,000	\$ 770,248	\$ 530,000	-23.2%
Total Capital Outlay	\$ 168,355	\$ 396,532	\$ 690,000	\$ 770,248	\$ 530,000	-23.2%
Total Comm Center Fund	\$ 6,967,012	\$ 6,865,401	\$ 8,020,232	\$ 8,101,076	\$ 8,438,951	5.2%
Total Police Budget	\$ 33,740,107	\$ 34,569,811	\$ 39,546,856	\$ 39,520,279	\$ 42,166,415	6.6%



PUBLIC WORKS

The Public Works Department supports and enhances a high quality of life for the City's residents, businesses, and visitors by maintaining the City's core transportation and stormwater infrastructure along with planning, designing, and oversight of most of the City's capital improvement program. The Public Works Department includes the divisions of Engineering, Transportation Engineering, and Streets and Stormwater.

Administration – Public Works Administration only includes the director, who leads and directs the Department's day-to-day operations. It also serves as the liaison to outside agencies like the Colorado Department of Transportation, the Colorado Department of Public Health and Environment, Mesa County, the City of Fruita, the Town of Palisade, the Grand Valley Drainage District, as well as the City Council, City Manager, and all other City Departments.

Engineering – The Engineering Division provides civil engineering and services involving the design, construction, maintenance, and rehabilitation of the City's infrastructure, including roads, bridges, trails, storm drains, sewage collection and treatment facilities, water supply, distribution, and treatment systems, and parking facilities. Engineering services are also provided for constructing and rehabilitating City buildings and facilities. This division also reviews and manages all permits for work by other agencies within the City right-of-way. Everything the Engineering Division does is about maintaining or improving the quality of the City's infrastructure.

Transportation Engineering – Transportation Engineering provides safe and efficient traffic movement on the community's roadway system using the latest materials, equipment, and technology and laying good engineering practices and industry standards in designing, installing, and maintaining signalization, pavement markings, and signage. The division also provides engineering input to significant road construction projects, transportation, land development, and site planning.

Transportation Engineering Functions

- Transportation Planning
- Capital Projects
- Signal Timing/ITS Communications Management
- Data Analysis/Volume Counts/Crash History
- Development Review
- Street Lighting
- Citizen Request/Work Orders
- Special Event Traffic Control Review
- Community Outreach

Traffic Operations Functions:

- Traffic Signals
- School Flashing Beacons
- Pedestrian Crossing Beacons
- Signs
- Striping/Markings

Streets – Street Systems' mission is to provide various services associated with the maintenance, care, and safety of the City's public street systems. Street Maintenance is responsible for pavement maintenance, alley grading, crack fill, asphalt patching, guard rail, bridge, and sidewalk maintenance. It takes all the staff from street maintenance, stormwater maintenance, and street sweeping crews working together to complete the annual Spring Clean-Up, Chip-seal, fall leaf removal, and winter snow removal. The City maintains 376 Highway User Tax eligible streets.

Stormwater/Street Sweeping – The City's Stormwater and Street Sweeping program includes residential and commercial street sweeping, operation, and maintenance of the stormwater drainage system (consisting of ditches, gutters, storm drain inlets, utility holes), and underground pipe in the city-wide storm drainage system.

The City has over 6,600 storm drain inlets and over 325 miles of drainage pipe to convey stormwater runoff from its urbanized areas. The Street Systems stormwater crew inspects, maintains, and repairs the stormwater system by cleaning plugged drainage structures and pipes, removing debris from storm drain inlets, repairing or replacing defective drainage structures or pipes, and installing new drainage infrastructure.

In some non-curb and gutter areas, irrigation ditches convey stormwater runoff. The City is responsible for maintaining a non-pressurized irrigation pipe larger than 6" located under the street. Indian Wash and Leach Creek are two major natural drainage channels that flow through the City. A portion of the City's storm system drains into these channels. The City performs limited maintenance to help prevent the obstruction of storm flows by removing trees, brush, trash, or other debris that threaten to obstruct stormwater flow.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Public Works Department Performance Measures		
Activity		
Replace and repair sidewalk infrastructure on aging sidewalks either through complete replacement or by grinding/cutting tripping hazards.		
Performance Measure	2022 Actual	2023 Planned
Square footage of concrete replaced	16,524	20,000
Number of tripping hazards mitigated	1,216	150
Activity		
Prioritize walking and bicycling infrastructure improvements needed to complete gaps or “missing links” between existing neighborhoods and other community destinations such as employment centers, essential services, schools, and places of recreation by constructing additional trails, bike lanes, and sidewalks.		
Performance Measure	2022 Actual	2023 Planned
Linear feet of trail added	1,100 feet	14,000 feet
Linear feet of bike lanes added	0	21,000 feet
Linear feet of sidewalks have been added to the network	900 feet	16,000 feet
Activity		
Maintain transportation network infrastructure.		
Performance Measure	2022 Actual	2023 Planned
Pavement Condition Index (PCI) Measurement	76	76

2022 Accomplishments

- Crack fill and chip seal are two of the most important tasks in maintenance of the City's street network. Over 450,000 square yards of streets were crack filled and chip sealed in 2022.
- Transportation Capacity Improvements were focused on reconstructing 24 Road and G Road corridors, which included the completion of the utility relocations and construction of the G Road Bridge replacement in preparation for street reconstruction and widening in 2023.
- Further enhancements and investment in complete streets in 2022 with the construction of the Elm Street Safe Routes to School (SRTS) project. Design and right-of-way acquisition for the 24 Road Trail, Monument Road Trail Phase II, and the 4th and 5th street enhanced one-way configuration, all advanced in preparation for construction in 2023.
- Design and federal permits were completed to reconstruct the Blue Heron Boat Ramp, which will improve mobility on or off the Colorado River. Construction started in late 2022 with completion set for late Winter 2023.
- The Engineering Division oversaw the design and construction of many of the City's Utility Divisions' capital projects, such as the construction of the Tiara Rado force-main replacement under the Colorado River and the Hogchute Dam Rehabilitation.

- Engineering support for vertical public infrastructure constructed in 2022 includes the completion of Fire Station #3, Lincoln Park Stadium Complex, upgrades to Suplizio Field and Stocker Stadium, and the construction of Fire Station #8.

2023 Objectives

- Maintenance of the infrastructure remains a critical yearly objective for Public Works such as the overlay of the Redlands Parkway, a major thoroughfare off the Redlands. The City and County will coordinate the overlay of Patterson Road and 30 Road east to I-70B.
- Transportation Capacity Improvements will focus primarily on the reconstruction of the 24 Road and G Road corridor; however, F 1/2 Parkway will also be under construction by the end of the year.
- Other work on transportation capacity improvements includes design and right-of-way acquisition on Horizon Drive to Summerhill Way. Horizon and G Road Intersection, 24 1/2 Road from Patterson to G 1/4 Road, and 26 1/2 Road from Horizon to Summerhill Way with planned construction in 2024.
- The City continues to partner with Mesa County on 29 Road and I-70 Interchange 1601 and Environmental Assessment in close coordination and collaboration with the Colorado Department of Transportation and the Federal Highway Administration. Completion of the work is proposed for early 2024.
- Bicycle infrastructure will include the start of the construction on the 24 Road Trail, Monument Road Trail Phase II, and the implementation of the 4th and 5th Street enhanced one-way configuration.
- The North Avenue Enhanced Transit Corridor will have two segments designed and right-of-way acquired in 2023 including north side from 28 1/2 Road to 29 Road and south side from 29 Road to 29 1/2 Road.
- Reconstruction of the Blue Heron Boat Ramp will be completed in early 2023.
- The Engineering Division will also oversee the design and construction of many of the City's Utility Divisions' capital projects, such as the Ridges Lift Station elimination.
- Complete coordination, design, and permitting phases with Union Pacific Railroad to create a quiet zone through lower downtown at 7th and 9th Street.
- Stabilize the 15-year-old Riverside Parkway/US Highway 50 interchange of the Riverside Parkway.

Public Works Personnel

Public Works	2021 FTE	2022 FTE	2023 FTE
Funded by General Fund 100			
Public Works			
Public Works Director	1.00	1.00	1.00
Engineering			
Engineering Manager	1.00	1.00	1.00
Project Engineer	7.00	6.00	8.00
Development Engineer	0.00	0.00	3.00
City Surveyor	1.00	1.00	1.00
Engineering Specialist	0.00	1.00	2.00
Real Estate Manager	0.00	1.00	1.00
Sr. Engineering Technician	1.00	1.00	1.00
Development Inspector	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00
Engineering Technician	2.00	3.00	3.00

Public Works	2021 FTE	2022 FTE	2023 FTE
Construction Inspector	4.00	3.00	4.00
Administrative Assistant	1.00	1.00	1.00
Transportation Engineering			
Operations Maintenance Supervisor	0.00	0.00	1.00
Engineering Program Supervisor	1.00	1.00	1.00
Traffic Supervisor	1.00	1.00	1.00
Transportation Systems Analyst II	1.00	1.00	1.00
Traffic Crew Leader	2.00	2.00	2.00
Traffic Signal Technician	1.00	1.00	1.00
Traffic Technician	4.00	4.00	4.00
Stormwater			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Stormwater Inspector	1.00	1.00	1.00
Crew Leader	1.00	2.00	2.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Streets			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	3.00	3.00	3.00
Equipment Operator	4.00	4.00	4.00
Apprentice Equipment Operator	0.00	2.00	2.00
Administrative Assistant	1.00	1.00	0.00
Total Public Works FTE	48.00	52.00	59.00

Public Works Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Public Works	\$ 256,001	\$ 232,725	\$ 240,287	\$ 240,287	\$ 265,007	10.3%
Engineering	1,905,758	2,286,563	2,650,058	2,570,008	3,966,068	50.0%
Transportation Engineering	3,102,543	3,271,434	3,454,529	3,462,241	3,921,130	13.5%
Stormwater	1,776,714	1,611,522	2,139,368	2,171,419	2,166,955	1.3%
Streets	1,468,674	1,449,565	2,162,930	2,181,662	2,342,710	8.3%
Total Fund 100	\$ 8,509,690	\$ 8,851,808	\$ 10,647,122	\$ 10,625,617	\$ 12,661,870	18.9%
0.75% Sales Tax CIP Fund 201						
Engineering	\$ 10,715,514	\$ 9,562,390	\$ 11,009,778	\$ 9,039,242	\$ 10,515,500	-4.5%
Transportation Engineering	192,393	203,164	311,000	291,000	421,000	35.4%
Streets	686,864	767,625	-	-	-	0.0%
Total Fund 201	\$ 11,594,771	\$ 10,533,179	\$ 11,320,778	\$ 9,330,242	\$ 10,936,500	-3.4%
Storm Drainage Fund 202						
Engineering	\$ 5,000	\$ 446,226	\$ 530,000	\$ 530,000	\$ 1,830,000	245.3%
Total Fund 202	\$ 5,000	\$ 446,226	\$ 530,000	\$ 530,000	\$ 1,830,000	245.3%
Transportation Fund 207						
Engineering	\$ 1,089,619	\$ 3,862,790	\$ 27,738,000	\$ 22,158,490	\$ 25,089,619	-9.5%
Total Fund 207	\$ 1,089,619	\$ 3,862,790	\$ 27,738,000	\$ 22,158,490	\$ 25,089,619	-9.5%

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Water Fund 301						
Engineering	\$ 1,743,083	\$ 239,959	\$ 180,406	\$ 203,704	\$ 356,641	97.7%
Total Fund 301	\$ 1,743,083	\$ 239,959	\$ 180,406	\$ 203,704	\$ 356,641	97.7%
Joint Sewer Fund 900						
Engineering	\$ 1,718,253	\$ 127,358	\$ 251,110	\$ 250,900	\$ 426,549	69.9%
Total Fund 900	\$ 1,718,253	\$ 127,358	\$ 251,110	\$ 250,900	\$ 426,549	69.9%
Total Public Works Budget	\$ 24,660,414	\$ 24,061,322	\$ 50,667,416	\$ 43,098,953	\$ 51,301,179	1.3%

Public Works Budget By Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted Budget

- **Revenues:** General Fund revenues will decrease by 19.6% due to an expected reduction in professional services revenue for street cut repairs, highway maintenance, and traffic signs and striping for work performed on behalf of other agencies. Revenue in the 0.75% Sales Tax Fund will decrease by 8.8% because grant funding is less than in 2022. The Storm Drainage Fund will increase by 252.4% due to a transfer from the 0.75% Sales Tax Capital Fund and a contribution from outside agencies for a drainage projects planned in 2023.
- **Labor and Benefits:** General Fund labor and benefits are expected to increase by 14.1% due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. Additionally, a reorganization in Community Development Department in 2022 moved Development Engineers into Public Works, and an Operations and Maintenance Supervisor will be added in 2023. Increased in the Water Fund are due to a portion of positions allocated where people spend their time working.
- **Non-Personnel Operating:** Operating costs will increase by 36.3% due to increases in contract prices, equipment and maintenance costs, the purchase of a vehicle for new positions, and provisions for inflationary costs.
- **Interfund Charges:** Facility, information technology, liability insurance, and fleet charges will increase in 2023 due to rising costs for equipment, increasing utility costs for gas and electricity, and maintenance of fleet equipment and City buildings.
- **Capital Outlay:** Capital in the 0.75% Sales Tax CIP Fund and Transportation Capacity Fund will decrease by 3.4% and 9.5%, respectively, primarily due to fewer capital projects planned for 2023. The Storm Drainage Fund will see an increase of 245.3% due to the Three Arrows/Halandras Development Drainage project, offset by revenues from the Grand Valley Drainage District.

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
General Fund 100						
Revenues						
Licenses and Permits	\$ 21,001	\$ 25,214	\$ 20,000	\$ 20,000	\$ 25,000	25.0%
Charges For Service	577,558	678,577	529,698	583,698	416,726	-21.3%
Total Revenues	\$ 598,559	\$ 703,791	\$ 549,698	\$ 603,698	\$ 441,726	-19.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,765,413	\$ 2,831,344	\$ 3,336,597	\$ 3,336,597	\$ 3,834,033	14.9%
Seasonal	154,336	96,283	253,461	253,461	342,681	35.2%
Overtime	67,835	71,238	88,171	88,171	87,509	-0.8%
Benefits	894,537	927,789	1,195,490	1,195,490	1,265,236	5.8%
Insurance	102,518	102,948	143,208	141,855	206,710	44.3%

Funding Source General Fund 100	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Other Compensation	59,331	59,347	23,447	26,583	14,383	-38.7%
Total Labor and Benefits \$	4,043,970	4,088,949	5,040,374	5,042,157	5,750,552	14.1%
Operating						
Charges and Fees	\$ 92,420	\$ 91,546	\$ 101,912	\$ 103,276	\$ 110,880	8.8%
Contract Services	468,035	475,896	844,064	772,002	1,116,188	32.2%
Equipment	13,152	68,887	66,308	71,083	609,852	819.7%
Operating Supplies	32,787	44,630	49,896	43,621	53,222	6.7%
Cost of Goods Sold	-	-	-	-	1,400	0.0%
Professional Development	7,515	21,433	60,183	60,183	61,000	1.4%
Insurance and Claims	1,153	-	-	-	-	0.0%
Repairs	193,423	270,913	197,818	251,148	310,120	56.8%
Utilities	1,516,507	1,541,647	1,583,848	1,583,848	1,644,100	3.8%
Rent	33,180	36,865	35,700	41,205	42,500	19.0%
System Maintenance	209,779	186,654	246,615	234,115	389,700	58.0%
Uniforms and Gear	1,868	4,741	6,577	6,577	9,327	41.8%
Equipment Maintenance	447	1,016	670	3,245	5,670	746.3%
Total Operating \$	2,570,266	2,744,228	3,193,591	3,170,303	4,353,959	36.3%
Interfund Charges						
Facility	\$ 123,275	\$ 121,317	\$ 134,738	\$ 134,738	\$ 275,329	104.3%
Information Technology	465,410	533,659	581,724	581,724	613,002	5.4%
Liability Insurance	84,330	206,343	278,562	278,562	334,274	20.0%
Fleet	1,094,819	975,529	1,238,730	1,238,730	1,139,149	-8.0%
Fuel Charges	119,070	149,499	156,453	156,453	172,655	10.4%
Utility Services	8,550	32,286	22,950	22,950	22,950	0.0%
Total Interfund Charges \$	1,895,454	2,018,632	2,413,157	2,413,157	2,557,359	6.0%
Total General Fund \$	8,509,690	8,851,809	10,647,122	10,625,617	12,661,870	18.9%
Funding Source Sales Tax CIP Fund 201						
Revenues						
Charges for Service	\$ 146,808	\$ 168,893	\$ 85,000	\$ 85,000	\$ 85,000	0.0%
Intergovernmental	1,601,761	121,465	1,908,679	558,679	1,558,679	-18.3%
Other	4,599,039	4,915,717	280,000	130,000	430,000	53.6%
Total Revenues \$	6,347,608	5,206,075	2,273,679	773,679	2,073,679	-8.8%
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ 951	\$ -	\$ -	\$ -	0.0%
Benefits	-	263	-	-	-	0.0%
Insurance	-	4	-	-	-	0.0%
Total Labor and Benefits \$	-	1,217	-	-	-	0.0%
Operating						
Contract Services	\$ 40,004	\$ 122,413	\$ -	\$ 16,152	\$ -	0.0%
Equipment	82,705	219,364	-	-	-	0.0%
Operating Supplies	123,697	553	-	-	-	0.0%
Repairs	353,958	9,780	-	-	-	0.0%
Rent	22,841	14,378	-	15,331	-	0.0%
System Maintenance	630,090	731,120	-	804,278	-	0.0%
Total Operating \$	1,253,295	1,097,608	-	835,761	-	0.0%

Funding Source Sales Tax CIP Fund 201	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Capital Outlay						
Facilities	\$ 39,381	\$ -	\$ -	\$ -	-	0.0%
Land	5,779,152	5,017,526	-	664,891	-	0.0%
Other Projects	23,692	-	675,000	825,000	790,000	17.0%
Street Infrastructure	4,181,734	4,371,034	8,745,778	4,823,381	9,646,500	10.3%
Parks	317,516	45,724	1,900,000	2,180,937	500,000	-73.7%
Utility Systems	-	71	-	273	-	0.0%
Total Capital Outlay	\$ 10,341,475	\$ 9,434,354	\$ 11,320,778	\$ 8,494,482	\$ 10,936,500	-3.4%
Total Sales Tax CIP Fund	\$ 11,594,770	\$ 10,553,179	\$ 11,320,778	\$ 9,330,242	\$ 10,936,500	-3.4%
Funding Source Storm Drainage Fund 202						
Revenues						
Charges for Service	\$ 19,982	\$ 18,259	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
Other	-	-	-	-	300,000	100.0%
Transfers In	-	430,082	500,000	500,000	1,500,000	200.0%
Total Revenues	\$ 19,982	\$ 448,341	\$ 515,000	\$ 515,000	\$ 1,815,000	252.4%
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ 106	\$ -	\$ -	-	0.0%
Benefits	-	31	-	-	-	0.0%
Total Labor and Benefits	\$ -	\$ 136	\$ -	\$ -	-	0.0%
Operating						
Contract Services	\$ -	\$ 16,008	\$ -	\$ -	-	0.0%
Operating Supplies	-	29	-	-	-	0.0%
Total Operating	\$ -	\$ 16,037	\$ -	\$ -	-	0.0%
Capital Outlay						
Utility Systems	\$ 5,000	\$ 430,053	\$ 530,000	\$ 530,000	\$ 1,830,000	245.3%
Total Capital Outlay	\$ 5,000	\$ 430,053	\$ 530,000	\$ 530,000	\$ 1,830,000	245.3%
Total Storm Drain Budget	\$ 5,000	\$ 446,226	\$ 530,000	\$ 530,000	\$ 1,830,000	245.3%
Funding Source TCP Fund 207						
Revenues						
Charges for Service	\$ 2,426,485	\$ 3,946,288	\$ 2,700,000	\$ 2,700,000	\$ 3,805,901	41.0%
Capital Proceeds	50,277,796	-	-	-	-	0.0%
Interest	238,193	90,445	55,370	457,336	-	-100.0%
Intergovernmental	-	-	-	400,000	1,300,000	100.0%
Other	-	-	150,000	-	150,000	0.0%
Total Revenues	\$ 52,942,474	\$ 4,036,733	\$ 2,905,370	\$ 3,557,336	\$ 5,255,901	80.9%
Expenditures						
Operating						
Contract Services	\$ 205,442	\$ 38,358	\$ -	\$ 18,500	-	0.0%
Total Operating	\$ 205,442	\$ 38,358	\$ -	\$ 18,500	-	0.0%
Capital Outlay						
Street Infrastructure	\$ 884,177	\$ 3,824,433	\$ 27,738,000	\$ 22,139,990	\$ 25,089,619	-9.5%
Total Capital Outlay	\$ 884,177	\$ 3,824,433	\$ 27,738,000	\$ 22,139,990	\$ 25,089,619	-9.5%
Total TCP Fund	\$ 1,089,619	\$ 3,862,790	\$ 27,738,000	\$ 22,158,490	\$ 25,089,619	-9.5%

Funding Source Water Fund 301	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Expenditures						
Labor and Benefits						
Full Time	\$ 97,249	\$ 85,535	\$ 121,811	\$ 121,811	253,252	107.9%
Seasonal	4,354	-	20,801	20,801	20,802	0.0%
Benefits	30,150	25,509	36,620	36,620	80,177	118.9%
Insurance	1,089	283	600	594	1,444	140.7%
Other Compensation	993	1,207	574	650	966	68.3%
Total Labor and Benefits	\$ 133,835	\$ 112,535	\$ 180,406	\$ 180,476	356,641	97.7%
Operating						
Contract Services	\$ -	\$ -	\$ -	\$ -	-	0.0%
Equipment	87	-	-	-	-	0.0%
Operating Supplies	3,493	-	-	-	-	0.0%
Repairs	13,626	-	-	-	-	0.0%
Total Operating	\$ 17,206	\$ -	\$ -	\$ -	-	0.0%
Capital Outlay						
Utility Systems	\$ 1,592,043	\$ 127,424	\$ -	\$ 23,229	-	0.0%
Total Capital Outlay	\$ 1,592,043	\$ 127,424	\$ -	\$ 23,229	-	0.0%
Total Water Fund	\$ 1,743,084	\$ 239,959	\$ 180,406	\$ 203,704	356,641	97.7%
Funding Source Joint Sewer Fund 900						
Revenues						
Other	\$ 24,810	\$ -	\$ -	\$ -	-	0.0%
Total Revenues	\$ 24,810	\$ -	\$ -	\$ -	-	0.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 79,511	\$ 97,658	\$ 182,014	\$ 182,014	301,061	65.4%
Seasonal	4,559	-	20,801	20,801	20,802	0.0%
Overtime	-	-	5,127	5,127	5,360	4.5%
Benefits	19,057	23,994	40,651	40,651	96,141	136.5%
Insurance	577	357	1,505	1,499	2,190	45.5%
Other Compensation	1,218	1,432	1,012	808	995	-1.7%
Total Labor and Benefits	\$ 104,992	\$ 123,440	\$ 251,110	\$ 250,900	426,549	69.9%
Operating						
Contract Services	\$ 2,827	\$ 3,918	\$ -	\$ -	-	0.0%
Operating Supplies	(3,312)	-	-	-	-	0.0%
Repairs	18,760	-	-	-	-	0.0%
Total Operating	\$ 18,275	\$ 3,918	\$ -	\$ -	-	0.0%
Capital Outlay						
Utility Systems	\$ 1,595,056	\$ -	\$ -	\$ -	-	0.0%
Total Capital Outlay	\$ 1,595,056	\$ -	\$ -	\$ -	-	0.0%
Total Joint Sewer Fund	\$ 1,718,253	\$ 127,358	\$ 251,110	\$ 250,900	426,549	69.9%
Total Public Works Budget	\$ 24,660,414	\$ 24,061,322	\$ 50,667,416	\$ 43,098,953	51,301,179	0.7%

UTILITIES

The Utilities Department is responsible for water and wastewater services, which include delivering high-quality drinking water and irrigation water to customers and collecting and treating wastewater to protect public health and the environment. The Utilities Department is comprised of 79 dedicated employees that are organized into two main divisions, Water Services, and Wastewater Services. The Water Services Division includes the water supply, treatment, distribution, irrigation, and utility billing functions. The Wastewater Services Division provides wastewater collection, treatment, industrial pretreatment, and environmental laboratory functions. Working together, employees maintain and operate Utility Department infrastructure assets to ensure the reliability of the water and wastewater systems:

- 19 water reservoirs
- 40 miles of water supply lines
- 308 miles of water distribution piping
- 9,939 meters
- 4,613 valves
- 1,206 fire hydrants
- Irrigation system for the Ridges Subdivision and the Redlands Mesa Golf Course
- 16 million gallons per day Municipal Water Treatment Plant
- 200 gallons per minute Kannah Creek Water Treatment Plant
- 12.5 million gallons per day Persigo Wastewater Treatment Plant
- 588 miles of sewer lines
- 26 lift stations
- 13,712 sewer manholes

Water Services – The Water Services Division manages the Water Enterprise Fund. Water Services is committed to providing customers with the highest quality and most reliable drinking water at the lowest cost possible. The Water Services Division is proud to provide customers with a pristine water source from snowmelt on the Grand Mesa. To achieve this, Water Services operates and maintains 17 reservoirs on top of the Grand Mesa, along with the Juniata and Purdy Mesa reservoirs that serve as terminal storage at the foot of the Grand Mesa. Two twenty-mile-long raw water flow lines bring water from these sources to the water treatment plant. There are intake and diversion structures on streams and ditches in three drainage basins to ensure an adequate supply of high-quality mountain water for customers.

The Water Services Division is comprised of water supply, water treatment, water distribution, and water laboratory operations. Operations staff stationed at the Kannah Creek water treatment plant oversee the conveyance of water from the watershed to the water treatment plant in the City. Water plant operators are responsible for controlling the flow and operation of the direct filtration and chlorination treatment processes to produce safe drinking water for customers. Laboratory personnel perform compliance testing and provide process control for the plant operators to provide high-quality drinking water that consistently meets or exceeds State and Federal Safe Drinking Water Standards. Pipeline Maintenance is responsible for the integrity of the distribution system by performing preventative maintenance on and making repairs to water mains, valves, and hydrants in the distribution system and raw water flow lines.

Customer Service (Utility Billing) is responsible for billing and maintaining all Water, Solid Waste and Recycling, Irrigation, and Sewer utility accounts within the City and the Persigo 201 Sewer District, as well as cashiering and revenue collection processing for other City departments.

Through the Water Services Division, the City cooperates with many governments and private property owners in the Grand Mesa watersheds to preserve water quality, increase water quantity, eliminate noxious weeds, and protect City water rights. Important partners include the US Forest Service, the State Water Commissioner, Kannah Creek ranchers, Colorado Parks and Wildlife, the US Fish and Wildlife Service, the Bureau of Land Management, Grand Mesa reservoir owners, and the Water Enhancement Authority. Examples of such partnerships include the ongoing

Forest Fuels Reduction Project, where the City and the Forest Service work together to make the watershed less susceptible to catastrophic wildfire.

Ridges Irrigation – The Water Services Division manages the Ridges Irrigation Fund. It is responsible for the irrigation system supplying the Ridges Subdivision and the Redlands Mesa Golf Course with pressurized irrigation water. This system consists of two separate pump stations, seven pumps, a distribution system, and Shadow Lake, all of which are maintained by two plant mechanics.

Joint Sewer – The Wastewater Services Division manages the Joint Sewer Enterprise Fund. Wastewater Services is committed to providing the finest wastewater treatment possible in a fiscally responsible manner that protects public health and the environment. To achieve this, the Division operates and maintains 588 miles of sewer pipe, 26 lift stations, and a 12.5 million gallon per day wastewater treatment plant. Treated water discharged to the Colorado River consistently meets or exceeds permit limits to protect aquatic life and public health.

The Wastewater Services Division comprises wastewater collections, industrial pretreatment, treatment, plant maintenance, and environmental laboratory operations. Collection crews maintain sewer lines to ensure they flow freely to prevent backups that could threaten the community's or the environment's health. Additionally, Industrial Pretreatment staff work with commercial and industrial facilities to ensure pollutants that may upset the wastewater treatment process do not enter the system. At the Persigo wastewater treatment plant, operators optimize conditions for the various treatment processes, mechanics and electricians maintain the inner workings of the plant and lift stations, and laboratory personnel analyzes samples collected at different stages of the treatment process to monitor compliance.

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

Utilities Department Performance Measures		
Activity		
Implementation of Master Plan for future expansion of the Persigo Wastewater Treatment Plant.		
Performance Measure	2022 Actual	2023 Planned
Wastewater Treatment Plant available capacity (Year-end equivalent units (EQUs))	11,505 EQUs available	10,851 EQUs available
Activity		
Develop a long-term water supply and infrastructure plan to meet long-term demands through a feasibility study to convert two gravel pits along the Gunnison River to water reservoirs with total capacity of 1,700 acre-feet an associated pump station and pipeline infrastructure.		
Performance Measure	2022 Actual	2023 Planned
The water supply firm yield (6,200 AF) exceeds the water demand	Demand = 5,205 AF	Demand = 5,400 AF
Activity		
Maintain and replace aging water infrastructure for Purdy Mesa and Kannah Creek flow lines.		
Performance Measure	2022 Actual	2023 Planned
Total miles of flowlines replaced for Purdy Mesa	0.0	7.0
Total miles of flowlines replaced for Kannah Creek	1.75	2.9
Flow capacity of water supply lines (mgd)	9.6 mgd	12.5 mgd

Utilities Department Performance Measures		
Activity		
Develop a sustainable ranch management program for Hallenbeck and other City-owned ranch properties.		
Performance Measure	2022 Actual	2023 Planned
Balance water conservation, public recreation, and environmental and sustainable agriculture in the ranch management plan	149 Animal Unit Month (AUMs) were sustained	150 AUMs
Activity		
Develop a sustainable biosolids management plan that adopts the beneficial reuse of biosolids and eliminates landfill disposal		
Performance Measure	2022 Actual	2023 Planned
Total wet tons per year of biosolids landfilled	12,060	12,250
Activity		
Develop a Graywater Control Plan, including education and incentive programs.		
Performance Measure	2022 Actual	2023 Planned
Total gallons per year of potable water conserved resulting from graywater use	0	500,000

2022 Accomplishments

Water Services

- Exceeded compliance with all State and Federal water quality regulations to ensure safe drinking water.
- Retained status as an American Water Works Association (AWWA) Partnership Director's Plant by achieving the Partnership's turbidity goals for treated water.
- Won first place in the Rocky Mountain section AWWA Taste Test competition.
- Implemented security upgrades recommended in the Risk and Resiliency Assessment completed in 2021.
- Completed inventory of 60% of the target area for lead service lines following EPA regulations.
- Participated in DRIP outreach programs, including the Wyland Mayor's Challenge for Water Conservation pledges.
- Completed integrating the advanced metering infrastructure (AMI) software and rolled out a new customer portal.
- Implemented portions of the asset management program for water infrastructure through preventative maintenance and asset rehabilitation and replacement, including:
 - Completion of the Carson dam rehabilitation project.
 - Began replacement of water distribution mains along Orchard and Bunting Avenues between 15th and 28th Streets.
 - Commence operation of the Juniata Reservoir liquid oxygen system to maintain dissolved oxygen levels and improve water quality.
 - Completed construction of additional drain filter for Grand Mesa #1 Reservoir.
 - Completed alignment study and design to replace a 5-mile section of the Upper Kannah Creek flowline from the intake to Juniata Reservoir to be constructed in 2023.

Ridges Irrigation

- Replaced the motor control center equipment at the Shadow Lake pump station.

Wastewater Services

- Met all local, state, and federal regulatory limits to protect public health and the environment.
- Completed the independent rate and fee study for the Persigo sewer system.
- Implemented portions of the asset management program for wastewater infrastructure through preventative maintenance and asset rehabilitation and replacement, including:
 - Replaced obsolete laboratory instruments with a discrete analyzer for wastewater analysis.
 - Completed concrete reconstruction of the flow equalization basin and put the basin back into service.
 - Began construction of odor control improvements.
 - Substantially completed replacement of Tiara Rado Forcemain sewer.
 - Initiated the procurement of long lead equipment for the replacement of the flow equalization basin aerators.
 - Completed replacement of spur-gear drive mechanisms on both primary clarifiers.
 - Completed concrete rehabilitation and coating system installation on primary clarifier structures.
 - Completed installation of backup power generator on the UV disinfection system.
 - Completed the upgrade and replacement of the raw sewage pump station and flow equalization basin motor control centers.
 - Completed the replacement of the in-plant waste pump station forcemain.

2023 Objectives

Water Services

- Continue to meet or exceed compliance with all State and Federal water quality regulations to ensure safe drinking water.
- Retain status as an American Water Works Association (AWWA) Partnership Director's Plant by achieving Partnership's turbidity goals for treated water.
- Implement security upgrades recommended in the Risk and Resiliency Assessment.
- Install a backup generator at the Kannah Creek water treatment plant to improve reliability.
- Develop additional options identified in the Long-Term Water Supply and Infrastructure Plan.
- Progress the lead service line inventory in accordance with EPA regulations. Continue efforts to replace identified lead service lines.
- Participate in DRIP outreach programs, including the Wyland Mayor's Challenge for Water Conservation pledges.
- Complete the Carson Dam rehabilitation project and early warning system and execute the filling plan as directed by the State Engineer's Office
- Install an additional storage tank in the Kannah Creek system to improve water distribution.
- Replace water distribution mains along Orchard and Bunting Avenues between 15th and 28th Streets.
- Replace motor control center equipment at the water treatment plant.
- Complete installation of 10 miles of flowline.

Ridges Irrigation

- Ongoing replacement of irrigation pipe in the distribution system.
- Design replacement of motor control center for the canal pump station.

Wastewater Services

- Continue to meet or exceed all local, state, and federal regulatory limits to protect public health and the environment.
- Upgrade the internet service to the Persigo plant to fiber optic.
- Complete upgrade of lift stations to cellular telemetry.
- Complete the design and initiate construction of the Lake Road lift station replacement project.
- Complete the design phase and initiate early procurement of long lead equipment and construction phase of Phase 1 plant expansion project.

- Complete installation of new aerators in the Flow Equalization Basin.
- Complete construction of odor control improvements project.
- Complete the SCADA improvement plan.

Utilities Personnel

Utilities Department	2021 FTE	2022 FTE	2023 FTE
Funded by Water Fund 301			
Utilities Director	1.00	1.00	1.00
Utilities Asset Manager	1.00	1.00	1.00
Water Services Manager	1.00	1.00	1.00
Water Supply Supervisor	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Water Conservation Specialist	0.00	0.00	1.00
Lead Water Plant Operator	1.00	1.00	1.00
Water Plant Operator	4.00	4.00	5.00
Cross Connection Coordinator	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00
Utilities Customer Service Specialist	1.00	1.00	1.00
Utilities Locator	3.00	3.00	3.00
Pipeline Maintenance Worker	9.00	9.00	9.00
SCADA Technician	0.00	1.00	1.00
Plant Mechanic	1.00	2.00	2.00
Water Quality Specialist	2.00	1.00	2.00
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Analyst	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00
Total Water Fund FTE	36.00	37.00	40.00
Funded by Joint Sewer Fund 900			
Wastewater Services Manager	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Supervisor	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Industrial Pretreatment Supervisor	1.00	1.00	1.00
SCADA Technician	0.00	2.00	2.00
Project Engineer	0.00	1.00	0.00
Lead Wastewater Plant Operator	1.00	1.00	1.00
Industrial Pretreatment Specialist	2.00	2.00	2.00
Operations Support Engineer	0.00	0.00	1.00
Wastewater Plant Operator	4.00	4.00	6.00
Electronics Specialist	2.00	0.00	0.00
Lead Plant Mechanic	1.00	1.00	1.00
Wastewater Improvement Coordinator	0.00	1.00	0.00
Wastewater Project Manager	0.00	1.00	0.00
Plant Mechanic	5.00	5.00	5.00
Stationary Equipment Operator	2.00	2.00	0.00
Specialty Equipment Operator	3.00	3.00	3.00
TV Equipment Operator	1.00	2.00	2.00
Collections Crew Leader	0.00	0.00	1.00
Plant Electrician	1.00	1.00	1.00
Equipment Operator	4.00	4.00	5.00
Safety Programs Coordinator	1.00	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00
Lab Chemist	3.00	1.00	1.00

Utilities Department	2021 FTE	2022 FTE	2023 FTE
Lab Analyst	0.00	2.00	2.00
Lab Technician	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total Sewer Fund FTE	38.00	42.00	42.00
Total Utilities Department FTE	74.00	79.00	82.00

Utilities Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Water Fund 301						
Water Services	\$ 7,380,137	\$ 10,760,950	\$ 21,701,486	\$ 23,297,360	\$ 10,393,044	-52.1%
Environmental Lab	301,176	259,518	279,893	279,893	329,641	17.8%
Utility Billing	812,430	831,221	874,616	874,616	865,791	-1.0%
Total Fund 301	\$ 8,493,743	\$ 11,851,689	\$ 22,855,995	\$ 24,451,869	\$ 11,588,476	-49.3%
Ridges Irrigation Fund 309						
Water Services	\$ 334,445	\$ 333,735	\$ 538,055	\$ 568,672	\$ 369,940	-31.2%
Total Fund 309	\$ 334,445	\$ 333,735	\$ 538,055	\$ 568,672	\$ 369,940	-31.2%
Joint Sewer Fund 900						
Wastewater	\$ 9,372,695	\$ 13,635,993	\$ 31,138,756	\$ 34,776,980	\$ 27,083,107	-32.3%
Environmental Lab	577,161	502,757	601,628	601,628	809,868	34.6%
Utility Billing	82,135	76,559	79,455	79,455	78,957	-0.6%
Total Fund 900	\$ 10,031,992	\$ 14,215,309	\$ 31,819,839	\$ 35,458,063	\$ 27,971,932	-12.7%
Total Utilities Budget	\$ 18,860,180	\$ 26,400,733	\$ 55,213,889	\$ 60,478,604	\$ 39,930,348	-27.7%

Utilities Budget By Fund, by Classification

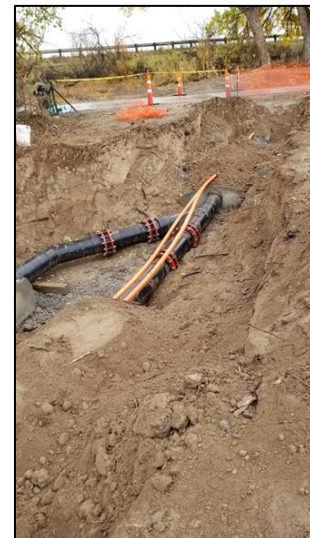
Significant Changes 2023 Adopted vs. 2022 Adopted

- **Revenues:** Decreases in revenues is attributed to the reduction of capital proceeds on loans for capital projects.
- **Labor and Benefits:** Labor costs will increase due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. Additionally, Water services will add two new positions and Sewer services will add three new positions.
- **Non-Personnel Operating:** Operating costs in the Water Fund will increase by 12.7% due to increases in contract services costs, equipment and maintenance costs, utilities, and provisions for inflationary costs. Costs will increase by 151.7% in the Ridges Irrigation Fund due to contract services and repair increases. In the Joint Sewer Fund costs will increase by 32.3% due to increases in contract services, system maintenance, and professional development.
- **Interfund Charges:** Facility, information technology, liability insurance, and fleet charges will increase in 2023 due to rising costs for equipment, increasing utility costs for gas and electricity, and maintenance of fleet equipment and City buildings.
- **Capital Outlay:** Capital outlay will decrease in 2023 due to the number of projects that are being undertaken. Many capital projects are multi-year projects that are started in a prior year and have to be completed in the next year. To maximize completion of projects that are already underway, we have delayed others and have planned for those in the out years.
- **Debt Service:** Debt service will decrease 15.8% in the Water Fund and increase slightly by 1.1% in the sewer fund due to changes in principal and interest payments.

Funding Source Water Fund 301	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Charges for Services	\$ 8,389,811	\$ 8,583,342	\$ 8,692,280	\$ 8,692,280	\$ 9,130,969	5.0%
Capital Proceeds	215,340	409,197	10,714,000	15,214,000	214,000	-98%
Intergovernmental	114,439	1,041,999	37,500	337,500	646,449	1623.9%
Interfund Revenue	784,527	862,307	838,479	838,479	860,628	2.6%
Interest	72,032	40,606	34,800	53,289	153,259	340.4%
Other	50,718	62,561	58,512	58,512	65,462	11.9%
Transfers In	541,345	252,815	-	-	-	0.0%
Total Revenues	\$ 10,168,211	\$ 11,252,827	\$ 20,375,571	\$ 25,194,060	\$ 11,070,767	-45.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,019,569	\$ 2,125,728	\$ 2,303,902	\$ 2,303,902	\$ 2,499,016	8.5%
Seasonal	16,158	-	-	-	-	0.0%
Overtime	101,933	105,849	119,235	119,235	122,362	2.6%
Benefits	764,937	827,356	921,342	921,342	965,296	4.8%
Insurance	57,732	77,660	96,690	96,690	125,413	29.7%
Other Compensation	28,192	20,663	7,037	7,037	21,817	210.0%
Total Labor and Benefits	\$ 2,988,521	\$ 3,157,257	\$ 3,448,206	\$ 3,448,206	\$ 3,733,904	8.3%
Operating						
Charges and Fees	\$ -	\$ 350	\$ 10,449	\$ 10,449	\$ 770	-92.6%
Contract Services	256,434	293,156	229,337	229,337	266,928	16.4%
Equipment	72,705	90,695	98,700	98,700	111,835	13.3%
Grants and Contributions	17,421	18,100	22,650	22,650	22,800	0.7%
Operating Supplies	276,416	262,585	320,515	320,515	374,107	16.7%
Professional Development	17,591	22,991	47,752	47,752	42,607	-10.8%
Repairs	110,700	60,637	74,124	74,124	79,935	7.8%
Utilities	16,159	17,276	14,884	14,884	18,840	26.6%
Rent	15,984	13,751	48,260	48,260	32,180	-33.3%
System Maintenance	277,094	273,334	447,500	447,500	528,300	18.1%
Uniforms and Gear	3,209	3,054	4,386	4,386	7,185	63.8%
Total Operating	\$ 1,063,713	\$ 1,055,928	\$ 1,318,557	\$ 1,318,557	\$ 1,485,487	12.7%
Interfund Charges						
Administrative Overhead	\$ 680,489	\$ 662,578	\$ 670,447	\$ 670,447	\$ 717,277	7.0%
Facility	100,514	112,754	121,902	121,902	82,636	-32.2%
Information Technology	366,441	392,820	427,522	427,522	554,276	29.6%
Liability Insurance	89,727	91,118	95,673	95,673	114,808	20.0%
Fleet	209,874	224,266	276,447	276,447	255,355	-7.6%
Fuel Charges	43,590	75,306	64,935	64,935	90,356	39.1%
Total Interfund Charges	\$ 1,490,635	\$ 1,558,843	\$ 1,656,926	\$ 1,656,926	\$ 1,814,708	9.5%
Capital Outlay						
Capital Equipment	\$ 57,549	\$ 6,049	\$ 31,000	\$ -	\$ -	-100.0%
Utility Systems	2,256,012	5,438,360	15,399,000	17,394,540	3,710,000	-75.9%
Total Capital Outlay	\$ 2,313,561	\$ 5,444,409	\$ 15,430,000	\$ 17,394,540	\$ 3,710,000	-76.0%
Debt Services						
Interest Expense	\$ 128,738	\$ 114,251	\$ 126,689	\$ 92,523	\$ 121,795	-3.9%
Principal	508,575	520,733	875,617	541,117	722,582	-17.5%
Total Debt Service	\$ 637,313	\$ 635,254	\$ 1,002,306	\$ 633,640	\$ 844,377	-15.8%
Total Water Fund	\$ 8,493,743	\$ 11,851,690	\$ 22,855,995	\$ 24,451,869	\$ 11,588,476	-49.3%
Funding Source Ridges Irrigation Fund 309						
Revenues						
Charges for Services	\$ 309,307	\$ 330,755	\$ 336,142	\$ 336,142	\$ 362,398	7.8%
Interest	1,106	764	414	978	1,705	311.8%

Funding Source	2020	2021	2022	2022	2023	% Change
Ridges Irrigation Fund 309	Actual	Actual	Adopted	Projected	Adopted	From 2022
Capital Proceeds	1,560	2,600	176,500	176,500	1,300	-99.3%
Total Revenues	\$ 311,973	\$ 334,120	\$ 513,056	\$ 513,620	\$ 365,403	
Expenditures						
Labor and Benefits						
Full Time	\$ 84,415	\$ 74,587	\$ 89,904	\$ 89,904	90,899	1.1%
Overtime	2,056	3,082	-	1,882	3,216	100.0%
Benefits	29,523	28,659	33,086	31,365	24,140	-27.0%
Insurance	6,987	3,099	4,034	4,034	4,881	21.0%
Other Compensation	314	212	529	529	203	-61.6%
Total Labor and Benefits	\$ 123,295	\$ 109,639	\$ 127,553	\$ 127,714	\$ 123,339	-3.3%
Operating						
Contract Services	\$ 1,925	\$ 2,583	\$ 1,500	\$ 1,500	21,700	1346.7%
Equipment	-	-	2,500	2,500	2,500	0.0%
Operating Supplies	1,039	393	1,000	1,000	1,000	0.0%
Repairs	29,471	38,837	13,300	13,300	26,300	97.7%
Utilities	695	713	626	626	570	-8.9%
System Maintenance	2,998	4,696	4,700	4,700	7,900	-68.1%
Equipment Maintenance	-	-	200	200	-	-100.0
Total Operating	\$ 36,128	\$ 47,222	\$ 23,826	\$ 23,826	\$ 59,970	151.7%
Interfund Charges						
Administrative Overhead	\$ 22,778	\$ 23,592	\$ 24,887	\$ 24,887	27,436	10.2%
Facility	106,782	106,069	127,965	127,965	114,474	-10.5%
Liability Insurance	1,090	1,109	1,164	1,164	1,397	20.0%
Fleet	4,583	4,663	3,960	3,960	3,484	-12.0%
Fuel Charges	1,909	1,913	2,735	2,735	2,738	0.1%
Utility Services	10,018	10,274	10,772	10,772	10,940	1.6%
Total Interfund Charges	\$ 147,160	\$ 147,619	\$ 171,483	\$ 171,483	\$ 160,469	-6.4%
Capital Outlay						
Utility Systems	\$ 27,862	\$ 29,254	\$ 205,000	\$ 245,649	10,000	-95.1%
Total Capital Outlay	\$ 27,862	\$ 29,254	\$ 205,000	\$ 245,649	\$ 10,000	-95.1%
Debt Services						
Interest Expense	\$ -	\$ -	\$ 2,625	\$ -	3,235	23.2%
Principal	-	-	7,568	-	12,927	70.8%
Total Debt Service	\$ -	\$ -	\$ 10,193	\$ -	\$ 16,162	58.6%
Total Ridges Irrigation Fund	\$ 334,445	\$ 333,735	\$ 538,055	\$ 568,672	\$ 369,940	-31.2%
Funding Source						
Joint Sewer Fund 900						
Revenues						
Capital Proceeds	\$ 3,932,766	\$ 5,809,126	\$ 3,392,350	\$ 3,392,350	3,570,336	5.2%
Charges for Service	14,406,309	14,629,231	15,243,668	15,243,668	16,031,547	5.2%
Intergovernmental	540,000	-	-	-	-	0.0%
Fines and Forfeitures	1,250	-	1,000	1,000	1,000	0.0%
Interfund Revenue	137,976	162,777	174,154	174,154	179,686	3.2%
Interest	435,459	279,435	271,700	274,926	539,665	98.6%
Other	2,049	28,122	-	644	-	0.0%
Total Revenues	\$ 19,455,809	\$ 20,908,691	\$ 19,082,872	\$ 19,086,742	\$ 20,322,234	6.5%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,512,956	\$ 2,587,151	\$ 2,844,159	\$ 2,844,159	3,039,355	6.9%
Seasonal	34,641	3,045	29,690	29,690	-	-100.0%
Overtime	45,654	42,979	73,273	73,273	76,019	3.7%
Benefits	867,053	911,080	1,016,605	1,016,605	1,100,295	8.2%

Funding Source Joint Sewer Fund 900	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Insurance	57,082	61,274	76,735	76,735	99,162	29.2%
Other Compensation	21,933	26,466	5,358	5,358	28,863	438.7%
Total Labor and Benefits	\$ 3,539,319	\$ 3,631,994	\$ 4,045,820	\$ 4,045,820	\$ 4,343,694	7.4%
Operating						
Charges and Fees	\$ 320,890	\$ 370,156	\$ 370,550	\$ 370,550	\$ 386,934	4.4%
Contract Services	570,337	107,470	79,193	157,408	360,406	355.1%
Equipment	162,692	57,606	153,718	41,350	37,000	-75.9%
Equipment Maintenance	2,158	2,239	-	-	-	0.0%
Grants and Contributions	1,972	1,207	3,900	3,900	3,400	-12.8%
Operating Supplies	95,363	88,009	94,491	94,491	110,439	16.9%
Professional Development	19,492	30,607	59,010	54,760	61,110	3.6%
Rent	-	-	-	112,368	131,787	100.0%
Repairs	546,526	660,257	432,340	372,590	443,750	2.6%
System Maintenance	184,008	240,599	408,330	472,330	590,010	44.5%
Utilities	7,496	5,704	7,700	7,700	12,015	56.0%
Uniforms and Gear	16,523	16,157	18,680	18,680	16,201	-13.3%
Total Operating	\$ 1,927,457	\$ 1,580,011	\$ 1,627,912	\$ 1,706,127	\$ 2,153,052	32.3%
Interfund Charges						
Administrative Overhead	\$ 692,346	\$ 713,809	\$ 746,644	\$ 746,644	\$ 780,990	4.6%
Facility	576,274	555,115	568,381	568,381	651,284	14.6%
Fleet	312,295	245,974	330,560	330,560	381,422	15.4%
Fuel Charges	37,437	46,242	44,575	44,575	55,886	25.4%
Information Technology	257,572	309,075	357,473	357,473	469,826	31.4%
Liability Insurance	111,814	80,047	84,049	84,049	100,859	20.0%
Utility Services	541,699	607,034	579,176	579,176	577,314	-0.3%
Total Interfund Charges	\$ 2,529,437	\$ 2,557,296	\$ 2,710,858	\$ 2,710,858	\$ 3,017,581	11.3%
Capital Outlay						
Capital Equipment	\$ 49,450	\$ 32,281	\$ 67,500	\$ 67,500	\$ 508,520	653.4%
Utility Systems	1,389,445	5,815,923	22,772,000	26,332,009	17,347,000	-23.8%
Total Capital Outlay	\$ 1,438,895	\$ 5,848,205	\$ 22,839,500	\$ 26,399,509	\$ 17,855,520	-21.8%
Debt Services						
Interest Expense	\$ 131,884	\$ 117,802	\$ 75,749	\$ 75,749	\$ 37,085	-51.0%
Principal	465,000	480,000	520,000	520,000	565,000	8.7%
Total Debt Service	\$ 596,884	\$ 597,802	\$ 595,749	\$ 595,749	\$ 602,085	1.1%
Total Joint Sewer Fund	\$ 10,031,992	\$ 14,215,309	\$ 31,819,839	\$ 35,458,063	\$ 27,971,932	-12.1%
Total Utilities Budget	\$ 18,860,180	\$ 26,400,734	\$ 55,213,889	\$ 60,478,604	\$ 39,930,348	-27.7%





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VISIT GRAND JUNCTION

Established in 1990, Visit Grand Junction (Visit GJ), the City of Grand Junction's Destination Marketing Organization (DMO), manages marketing targeted toward potential visitors outside Mesa County to promote travel and tourism to the area during appropriate times of the year. Destination management principles are the foundation for marketing strategies and is accomplished through collaboration with public land managers, responsible marketing, and partnerships with area businesses and organizations. Destination management includes protecting and enhancing the quality of life for residents, igniting economic development, and supporting the local workforce while educating locals and guests to be responsible stewards of public lands. Visit GJ receives 4.25% of the total 6% lodging tax. The Grand Junction Regional Air Alliance receives 1% for flight subsidies and marketing. The Greater Grand Junction Sports Commission receives 0.75%.

The Travel & Tourism sector is critical to the U.S. Economy. It enables socio-economic development, job creation, and poverty reduction, which drives prosperity and significant positive social impact. The benefits of Travel & Tourism spread far beyond its direct impacts in terms of GDP and employment, with indirect gains extending through the entire travel ecosystem and the supply chain linkages to other sectors. Regardless of natural disasters, recession, or pandemics – tourism rebounds quickly and effectively, unlike challenges other industries face.

Grand Junction's 2021 occupancy was 9.3% above 2019, and ADR was 29.5% above 2019. Grand Junction's 2022 occupancy is projected to be slightly above 2021's occupancy of 65.8%, and ADR is projected to be 8.5% above 2021's ADR of \$99.00. Grand Junction's 2022 occupancy is projected to be 2.0% higher than U.S. and 2.0% higher than Colorado. In addition, leisure and hospitality jobs in Grand Junction for 2022 have increased 2.4% above 2021's job totals and 11% above 2019 (pre-pandemic) job totals. According to the Bureau of Labor & Statistics, the record-high job levels in Grand Junction throughout 2022 have exceeded other sectors, including total nonfarm, government, retail trade, professional & business services, manufacturing, wholesale trade, and information.

Although Visit GJ represents only 2% of the City's budget, travel and tourism contribute a significant economic stimulus, providing 30% of the City's sales tax revenue. This supports a favorable financial position to fund essential services such as public safety, infrastructure, utilities, and other city services, while lowering the tax burden on residents and local businesses. Three different economic impact studies have verified the 30 percent data point: Tucker Hart Adams in 2017 (commissioned by Visit GJ), BBC in 2015 (commissioned by City), and the most recent report by Tourism Economics, an Oxford Economics company, in 2021 (commissioned by Visit GJ). Visit GJ supports the local hospitality industry through advertising campaigns, partnerships, communications, training, co-ops, and press pitching. Visit GJ researches industry benchmarks and monitors internal data to determine actionable insights, thereby adjusting campaigns in real-time to enhance return on investment while providing verifiable results. This strategy results in a very flexible departmental culture that allows the team to maneuver accordingly to make effective decisions in a constantly shifting environment.

The Power of Tourism

- Travel promotion generates a virtuous cycle of economic benefits and creates a "halo effect" by driving future business development and attracting new residents. It enhances the quality of life for residents by creating new jobs, businesses, and attractions to enjoy. Many of the experiences and services that residents enjoy would not exist without the added revenue impact from tourists.
- According to the *Bureau of Labor and Statistics*, in 2019, tourism-related jobs totaled 6,600 people in Mesa County. The *Economic Impact of Tourism in Grand Junction 2021 Report* (2019 data) by Tourism Economics reported 6,253 tourism jobs, representing 6.9% of all jobs in Mesa County. The *Bureau of Labor and Statistics*, in 2022, reported that jobs supported by tourism totaled 8,400 people in Mesa County. A new *Economic Impact of Tourism in Grand Junction 2023 Report* issued by Tourism Economics will report on 2021 tourism workforce data.
- Travel and tourism promotion stimulates visitation, generating tax revenues that support schools, infrastructure, transportation, public safety, and municipal services. The sales tax generated by tourism ultimately lowers the tax burden on households.

- Visitors represent an integral part of the City's economy. According to the *2021 Visitor Profile Study* by Longwoods International, 5.8 million day and overnight visitors generated \$516 million for the City's economy in 2021.
- Visitor spending in 2022 generated \$28 million in local tax receipts, providing approximately \$17.4 million for the City.
- According to U.S. Travel Association, the power of travel to create jobs is much greater than other industries and outpaces the rest of the economy in employment growth. Furthermore, the hospitality industry is one of the most upwardly mobile careers. Americans who began their career in travel earned a maximum average salary of \$82,400 by the time they were 50 years old. Those whose first job was in travel and who obtained a college degree received a maximum salary of \$125,400, which is \$11,800 higher than the \$113,600 achieved for those who began their careers in other industries. Careers in tourism span a variety of interests, promote cultural exchange, and are critical to the communities we live. They are rewarding for the employee and vital to connecting Americans and welcoming people from all countries and backgrounds.
- The outlook of Travel & Tourism is positive. According to World Travel & Tourism Council, Travel & Tourism GDP is set to grow on average by 5.8% annually between 2022 and 2032, outpacing the overall economy's growth (2.7% per year) and is expected to create nearly 126 million new jobs within the next decade.
- TripAdvisor's November 2022 Seasonal Travel Index reveals that despite rising costs associated with inflation, consumer appetite for travel shows no sign of abating. Globally, almost 9 in 10 travelers intend to travel the same number of times or more compared to last year, with this figure highest in the U.S. (93%) and lowest in the U.K. (86%).

Strategic Priorities, Performance Measures, Accomplishments, Objectives, and Financial Summary

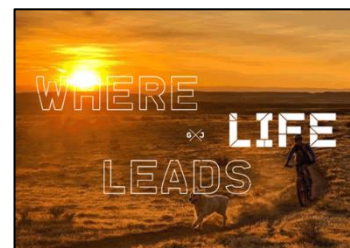
Visit Grand Junction Performance Measures		
Activity		
Implement Grand Junction's Brand Strategy, complementing the destination brand with the local voice while highlighting what makes the Grand Junction area unique and distinct through entryway signage, Lincoln Park entrance, recycling trucks, new website – 50% local use		
Performance Measure	2022 Actual	2023 Planned
Create and update blog content	53 Blogs	66 Blogs
Increase PR value in quality media publications	\$3,837,351	\$4,221,086
Activity		
Educate and encourage responsible recreation to protect public land and enhance the quality of life for residents, while providing exceptional experiences for guests.		
Performance Measure	2022 Actual	2023 Planned
Stewardship content, including Leave No Trace principles.	3 content pieces	Increase 20%
Activity		
Complete an economic impact study to better understand the value and return on investment of the tourism industry. <ul style="list-style-type: none"> • Data Months: 1/1/2021 – 12/31/2021 • Day vs. overnight length of stay and spending • Growth and shifts in data year-over-year 		
Performance Measure	2022 Actual	2023 Planned
Report Completion	In progress	Complete by 2023 year-end

Visit Grand Junction Performance Measures		
Activity		
Economic Development – Commission a 2021/2022 Visitor Profile Study, administered by Longwoods International, which will provide Visit GJ with an updated understanding of current and evolving visitor profiles and behaviors.		
Performance Measure	2022 Actual	2023 Planned
Report Completion	In progress	Complete by 2023 year-end

2022 Accomplishments

Destination Branding – The Grand Junction Destination Brand, “Where Life Leads,” has been phased into marketing initiatives and messaging.

Lodging Tax – Lodging tax collections for 2022 are projected to be 8.0% higher than 2021's collections. Grand Junction's recovery from the pandemic exceeded expectations and surpassed pre-pandemic levels to achieve record collection amounts.



Economic Development – Began Economic Impact and Visitor Profile study to understand and analyze visitor profiles, behavior, and return on investment in the tourism industry.

Average Daily Rate (ADR) – Grand Junction lodging average daily rate (ADR) achieved the highest ADR in history for nine months (each specific month in comparison to the same month in prior years) in 2022. Historically, Grand Junction has had the lowest lodging rates in Colorado; however, this steady year-over-year growth rate is encouraging. Through Visit GJ's monthly Stakeholder eNewsletters, hoteliers received ongoing education and resources for effective revenue management strategies and were encouraged to yield rates during appropriate times of the year.

Hotel Occupancy

- Occupancy above 2021: Hotel occupancy in Grand Junction for 2022 is projected to be even, with 2021's occupancy rate of 65.8%.
- Occupancy above the U.S.: Hotel occupancy in Grand Junction for 2022 is projected to reach 4.1% above U.S. hotel occupancy.
- Occupancy above Colorado: Hotel occupancy in Grand Junction for 2022 is projected to reach 1.0% above Colorado hotel occupancy.

New Marketing Applications

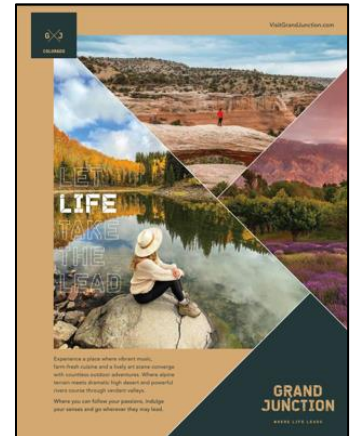
- Designed and built a gamification web-based app and partnered with local tourism businesses for rewards. The app will be publicly released in the first quarter of 2023.

Research

- Commissioned Tourism Economics, an Oxford Economics company, to complete an economic impact of tourism study to understand better the value and return on investment of the tourism industry in Grand Junction for the year 2021. Additionally, the study will report on the economic interdependencies of tourism on Grand Junction's other industries unrelated to tourism.
- Commissioned Longwoods International, a leading firm in tourism marketing research, to design and implement a Visitor Profile Study for 2021 and 2022. The study will update Visit GJ's knowledge of past and potential visitors' demographics, origin markets, behaviors, and psychographics. The study will provide critical information concerning attracting high-value visitors and determining the best experiences to generate longer and more frequent visits during key periods of the year.

Marketing Initiatives

- Grand Junction City Council adopted Resolution No. 35-22 on April 20, 2022, approving the Grand Junction Area Tourism Membership Program. Guided by the Visit GJ Advisory Board, Visit GJ rebuilt, enhanced, and expanded the former marketing services program, “Expand the Tent,” to be more equitable and inclusive so that all tourism-related businesses within Mesa County have an opportunity to partner with Visit GJ, and receive the same marketing services that tourism businesses within the Grand Junction city limits receive.
- Approval by City Council on November 16, 2022, to contract with several data-driven ad tech partners for ad deployment, measurement, and attribution.
- Emailed three monthly eNewsletters – Stakeholder eNews, P.R. eNews, and Marketing eNews.
- Mailed over 2,415 postcards directly to consumers who requested them.
- Increased spending for google search ads to build brand awareness and drive visitation.
- Local businesses and residents were included in marketing campaigns, including social media.
- Launched nine eblasts in partnership with the Colorado Tourism Office (CTO) (four out-of-state, four in-state, and one to both in-state and out-of-state, through CTO's subscriber lists).
- Official Grand Junction Visitor Guide – Distributed 56,528 visitor guides in 2022; the digital guide was downloaded over 11,000 times.
- Grand Junction's "mini visitor guide insert" was distributed worldwide - over 302,000 copies. The insert is mailed with every Colorado guide.
- Increased co-op investment with Colorado Tourism Office, including eBlasts, social media paid posts and Instagram takeovers.
- Collaborated with Dinosaur Diamond National Scenic Byway to create a new brochure map highlighting Grand Junction and other destinations along the Dinosaur Diamond route.



Website Results

- Pageviews: YTD through November 2022, VisitGrandJunction.com experienced an increase of 8.1% compared to 2021.
- Sessions: YTD through November 2022, VisitGrandJunction.com experienced an increase of 13.0% compared to 2021.

Colorado Tourism Office (CTO)

- Visit Grand Junction was awarded the “Outstanding Marketing Program” at the annual Colorado Governor’s Tourism Conference in Snowmass, CO. The award recognizes a Colorado organization for a campaign that executes creativity and excellence in promoting tourism locally and statewide. The award recognized Visit GJ’s Park2Park series broadcast on Outside TV and accompanying GJ commercials.



User Generated Content (UGC)

- Secured thousands of digital creative assets used for marketing the destination. Visit GJ uses the UGC platform to partner with "mini-influencers" who champion the area. Visit GJ continues to develop global partnerships with people who love to share how amazing G.J. is on their social media platforms.

Community Outreach

- Funded co-op opportunities for all Grand Junction area businesses, including Fruita and Palisade, covering 15 percent of their ad cost in the Colorado Official Colorado State Vacation Guide.

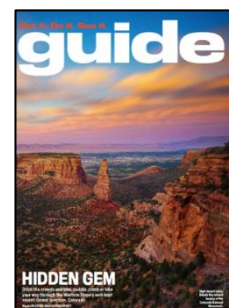
- Contacted (email, phone, and multiple eNewsletters) over 300 tourism-related businesses outside of the Grand Junction city limits to offer the opportunity to participate in the Grand Junction Area Tourism Membership Program.
- Partnered with the Grand junction Regional Airport to provide hotel metric and visitor data to their outside consultants.
- Partnered with the City of Grand Junction's Public Works Department on entryway signage into Grand Junction at the City's three main corridor entrances. Visit GJ designed a unique and timeless entryway sign that captures Grand Junction's railroad and industrial history, the Colorado and Gunnison Rivers confluence, open landscapes, and the spirit of the destination brand and community. The Grand Junction City Council approved the design on August 17, 2022.
- Created over 15 blogs for the City's Human Resources Department highlighting city staff and including why they enjoy working for the City and activities they enjoy in the area.
- Assisted with the collection and organization of images for the 2023 City Calendar.
- Partnered with the City's Parks & Recreation Department to create signage consisting of 12 panels for the remodeled Lincoln Park stadium. The signage welcomes guests to Lincoln Park through local athlete representation from various sports.



- Relaunched Visit GJ's Event Partnership Program. The partnership helps with marketing and collecting relevant data, which assists in future years' marketing initiatives and attendance. Hosted and facilitated nine Special Events Task Force meetings.
- Hosted Visit GJ booth at 12 Market on Main/Farmers Markets, including lawn games, free popsicles, and Enstrom Candy for guests who stopped by.

Public Relations and Press

- Grand Junction was recognized and listed in several prominent and well-respected publications, including:
 - Travel Lemming – “50 Best Places to Travel in 2023”. This is the first time Grand Junction has landed on a world-renowned list; only two Colorado cities were included – Grand Junction and Crested Butte.
 - Forbes – “Best Places to Live in Colorado in 2022”. This is the most significant article Grand Junction has landed in.
 - Kiplinger's Personal Finance – “7 Standout Places to Retire”. Grand Junction was listed second and was featured on the front and back cover of the June 2022 issue.
 - The Red Bulletin (a lifestyle magazine published by Red Bull) – “Hidden Gem.” Grand Junction was featured in a 5-page spread.



- As a result of Visit GJ's direct media efforts, the Grand Junction area was featured in 59 media outlets equating to a readership/viewing of 508,314,463 and generating \$3,837,351 in ad equivalency.
- Grand Junction, Palisade, and Fruita were featured, along with tourism businesses, in many national press articles due to the efforts of Visit GJ's P.R. strategy.

Grand Junction Visitor Center Ambassadors

- Visitor Center Ambassadors volunteered 3,920 hours, 39% above 2021's total volunteer hours.

2023 Objectives

Visit GJ continues to maximize consumers' high intent to travel by optimizing data-driven marketing strategies, allowing for better-informed marketing decisions. This supports a consistent and sustainable science-based approach to destination management. Visit GJ's True North will always be to protect the natural resources, which provide the experiences both locals and guests enjoy. Through proper destination management, initiatives and strategies are focused on enhancing and enriching the quality of life for residents. Visit GJ's destination marketing and management strategies also elevate the brand to attract diversified industries and university students to the Grand Junction area. According to Wikipedia, "Destination Marketing Organizations (DMO) are essential to the economic and social well-being of the communities they represent, driving direct economic impact through the visitor economy and fueling development across the entire economic spectrum by creating familiarity, attracting decision-makers, sustaining air service and improving the quality of life in a place. Destination management is, in fact, a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to the community's future economic and social well-being."

- **Destination Place Branding** – With Grand Junction's destination brand now in focus, Visit GJ will maximize its outreach efforts to organizations and businesses within the community to provide professional insight and awareness into how they can represent and communicate the brand, which will elevate the individual business success, while also supporting a consistent message for Grand Junction, a very important element for the brand initiatives to succeed.
- Creating a brand platform for the community to be inspired The brand strategy will encourage residents and businesses to be Brand Ambassadors by representing our place positively and effectively through similar and complimentary messaging. Brand Ambassadors have significant credibility in conveying positive sentiments that leave a lasting impression on locals and visitors, which is a critical component for a destination brand to succeed.
- Without an influential and recognized destination brand, community ambitions across all industries struggle to establish identity within the brand. It is paramount that the brand continues to evolve and develop to increase the City's visibility worldwide, which will also attract economic development to the area.
- **Destination Management** – Responsible recreation strategies that support destination management and responsible recreation are being deployed through creative content and messaging on Visit GJ's marketing channels, including Leave No Trace principles. Visit GJ's ongoing partnerships with the local public land offices, including the National Park Service, Bureau of Land Management, and U.S. Forest Service offices, continue to promote sustainable use of the public lands.
- Additionally, a new mobile technology platform that creates curated experiences delivered digitally to locals and visitors will be fully implemented in 2023. The application incentivizes residents and guests to enjoy activities and encourages trail disbursement throughout the Grand Junction area. Residents can learn more about their homes and enjoy new activities. Guests will have a convenient resource to help plan their vacation while enhancing their adventures. The digital app allows Visit GJ to present Grand Junction's amenities in an experiential and rewarding way by encouraging visitation to areas off the beaten path, including shops, cafes, art, museums, sculptures, natural attractions, and restaurants. Through gamification, app users will be rewarded based on the places they have checked in. Rewards are provided by area businesses and include free food, gifts, and experiences as recognition for completing specific activities. These efforts will assist in dispersing visitation from popular spots to less-visited areas, especially trails.
- **Economic Impact Study** – Visit GJ has commissioned a 2021 Economic Impact of Tourism in Grand Junction Study administered by Tourism Economics, an Oxford Economics company, to enhance the current impact of the value and return on investment of the tourism industry. These studies also report on the economic

interdependencies of tourism on the City's other industries not directly related to tourism – both indirect and induced.

- **Visitor Profile Study** – Visit GJ has commissioned a 2021 - 2022 Visitor Profile Study, administered by Longwoods International, to provide Visit GJ with an updated understanding of current and evolving visitor profiles and behaviors. The results will provide updated demographic data, origin markets, consumer behaviors, and psychographics of past and potential visitors, which will further develop marketing strategies and initiatives.
- **DMO Website User and Conversion Study** – Visit GJ has joined twelve other destination marketing organizations in the western U.S. to participate in a DMO Website User and Conversion Study conducted by Destination Analysts, on behalf of the DMA West (Destination Marketing Associations of the West) Education & Research Foundation. This year-long research, from January 1 through December 31, 2023, will uncover demographic and psychographic profiles of users who access a destination's website. The study will also estimate the website's return on investment to the community.
- **Local and Regional Partnerships** – Visit GJ will continue to develop and maintain mutually beneficial collaborations with local and regional partners. Regional partnerships include campaigns with Colorado's Mountains & Mesas region, Dinosaur Diamond, Grand Circle Association, projects with other destination marketing associations, and strategic partnership opportunities with the Colorado Tourism Office. Visit GJ's local partnerships, including:
 - **Grand Junction Regional Airport** (receives 1 percent of the new 3 percent lodging tax): Visit GJ will support the Grand Junction Air Service Alliance expansion and retention efforts for leisure and business air travel.
 - **Greater Grand Junction Sports Commission**: Visit GJ continues to support the Greater Grand Junction Sports Commission by incorporating destination marketing strategies and strengthening the community's brand to enhance awareness of regional sporting events and tournaments in the Grand Junction area.
 - **Colorado Mesa University**: Visit GJ will continue to be involved with Colorado Mesa University by assisting Dr. Nathan Perry with data and insights, the guest lecturer for the Hospitality Management and Outdoor Recreation classes, and CMU Hospitality & Business Management Advisory Board.
- **Area Events** – Visit GJ will continue to assist area event managers in their data strategy to enhance attendance for area events in 2023. Events that join the event partnership program receive additional marketing strategy and investment.
- **Advertising Technology (Ad Tech)** – Visit GJ's marketing strategies for 2023 will include engaging with multiple ad tech companies on the same campaigns to triangulate data and achieve enhanced validity, remove bias, and provide improved results.
- **Content Marketing, Search Engine Optimization (SEO), and Paid Search** – Visit GJ's content marketing strategy continues to evolve with the destination brand strategy. The content strategy will also include supporting other city departments, primarily Human Resources, to assist with recruitment efforts. The SEO (Search Engine Optimization) and SEM (Search Engine Marketing) programs focus on quality over quantity in terms of traffic from organic search results and traffic driven to [VisitGrandJunction.com](https://www.visitgrandjunction.com), which generates interest in the destination resulting in more efficient conversions (visits) to the City.
- **Business Intelligence Platform** – Visit Grand Junction continues to maximize consumers' high intent to travel by optimizing data-driven marketing strategies, which allow for better-informed marketing decisions and a consistent and sustainable science-based approach to destination management. Visit GJ continues to enhance its data platform as technology evolves rapidly. With the ongoing challenges of the conference and convention market, it is still essential for Visit GJ to optimize the leisure market in 2023 to overcome the slower recovery in business and conference travel.
- **New Website** – Visit GJ will be designing a new website. The new site will enhance the user experience by providing relevant and dynamic content to highlight and effectively communicate Grand Junction's brand, lifestyle, and experiences. The website will communicate with locals, inspire visitation, encourage companies to relocate to GJ, and educate people about the area who are considering moving.
- **Public Relations** – Public Relations is one of the most trusted forms of content. It enhances a brand's reputation through earned media and editorial coverage. Press releases, high-impact journalists, social media, and influencer connections are some of the tools Visit GJ will continue to utilize to strengthen Grand Junction's brand image and increase visibility to the world. Visit GJ's PR strategy will also create a robust online presence

for its target audiences. When these strategies are deployed effectively, it enhances the reputation and credibility of Grand Junction, resulting in greater awareness of the area. As the brand grows and its reputation strengthens, Grand Junction will attract new businesses looking to expand or relocate.

- **Grand Junction Area Tourism Membership Program** – Guided by the advice of the Visit Grand Junction Advisory Board of Directors, Visit GJ has rebuilt and enhanced the former Expand the Tent marketing services program to a more equitable structure, so that all tourism-related businesses within Mesa County have an opportunity to partner with Visit GJ and receive the same marketing services and benefits as tourism-related businesses within Grand Junction city limits. The new program provides many data and marketing services that help tourism businesses align with Visit Grand Junction’s strategies while increasing their presence in the marketing landscape and furthering their success.
- **Industry Involvement** – Visit GJ will remain involved statewide and nationally in 2023.
 - Colorado: Seat on the Colorado Tourism Office Marketing Committee, Colorado Association of Destination Marketing Organizations Member (CADMO), and Tourism Industry Association of Colorado Board Member (TIAC). Art Center of Western Colorado board member, Colorado Mesa University Davis School of Business and Hospitality Management advisory board member, Dinosaur Diamond Committee, and Grand Mesa Byway Association
 - US: Destinations International Member (DI), U.S. Travel Association, and Destination Marketing Association of the West Member (DMA West).

Visit Grand Junction Personnel

Visit Grand Junction Department	2021 FTE	2022 FTE	2023 FTE
Funded by Visit Grand Junction Fund 102			
Visit Grand Junction Director	1.00	1.00	1.00
Chief Marketing Officer	0.00	1.00	1.00
Marketing & Data Strategy Manager	1.00	0.00	0.00
Data Scientist	0.00	1.00	1.00
Data Analyst	0.00	1.00	1.00
Data Analytics Research Analyst	1.00	0.00	0.00
Business Analyst – VGJ	0.00	1.00	1.00
Administrative Financial Analyst	1.00	0.00	0.00
Business Development	0.00	1.00	0.00
Business Development & Group Sales Specialist	1.00	0.00	0.00
Social Media and Content Creator	0.00	1.00	1.00
Social Media Specialist	1.00	0.00	0.00
Content & Partner Development Coordinator	1.00	0.00	0.00
Visitor Center & Content Coordinator	0.00	1.00	1.00
Visitor Center & Administrative Coordinator	1.00	0.00	1.00
Total Visit GJ Fund FTE	8.00	8.00	8.00

Visit Grand Junction Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Visit GJ Fund 102						
Visitor Services	\$ 2,036,217	\$ 2,465,506	\$ 5,329,055	\$ 5,385,151	\$ 5,864,993	10.1%
Total Fund 102	\$ 2,036,217	\$ 2,465,506	\$ 5,329,055	\$ 5,385,151	\$ 5,864,993	10.1%
Total Visit GJ Budget	\$ 2,036,217	\$ 2,465,506	\$ 5,329,055	\$ 5,385,151	\$ 5,864,993	10.1%

Visit Grand Junction Budget by Fund, by Classification

Significant Changes 2023 Adopted vs. 2022 Adopted

- **Revenues:** Visit GJ revenues come from lodging tax, which correlates directly with the number of hotel rooms rented annually. In 2023, lodging taxes are projected to increase by 15.9% as tourism and travel

continue to rebound from the effects of the pandemic. Transfers in are for the additional 3% lodging tax and will increase by 29.4% in 2023.

- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan, including a 3% step increase (with satisfactory performance evaluation) and a one-time lump sum payment to retain and attract high-quality employees. An intern was added in 2022, which resulted in a 405.6% increase in seasonal wages.
- **Non-Personnel Operating:** Operating costs will increase by 18.5% due to increased contract services and operating costs due to additional programs and campaigns to promote Grand Junction.
- **Interfund Charges:** Interfund charges are increasing by 15.6% in 2023. Administrative Overhead costs are based on total revenues. Other increases include technology charges, liability insurance, fleet and fuel charges.

Funding Source Visit Grand Junction Fund 102	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Taxes	\$ 1,840,178	\$ 2,797,322	\$ 2,999,998	\$ 3,242,530	\$ 3,476,525	15.9%
Charges for Services	5,986	6,397	6,000	6,000	11,500	91.7%
Interest	10,161	12,401	3,211	16,036	21,079	556.5%
Transfers In	484,305	733,332	776,758	1,961,480	1,005,404	29.4%
Total Revenues	\$ 2,340,630	\$ 3,549,453	\$ 3,785,967	\$ 5,226,046	\$ 4,514,508	19.2%
Expenditures						
Labor and Benefits						
Full Time	\$ 332,693	\$ 193,881	\$ 681,252	\$ 296,918	\$ 680,126	-0.2%
Seasonal	7,142	16,726	5,400	24,990	27,300	405.6%
Overtime	255	-	-	-	-	0.0%
Benefits	96,005	59,119	259,401	103,972	242,608	-6.5%
Insurance	6,807	2,869	1,383	612	1,699	22.8%
Other Compensation	7,653	4,110	2,401	2,401	3,153	31.3%
Total Labor and Benefits	\$ 450,555	\$ 276,705	\$ 949,837	\$ 428,893	\$ 954,886	0.5%
Operating						
Contract Services	\$ 1,279,423	\$ 1,579,901	\$ 3,587,767	\$ 4,169,076	\$ 4,255,703	18.6%
Equipment	88,081	96,702	81,709	88,407	87,921	7.6%
Grants and Contributions	916	181	1,290	1,290	850	-34.1%
Operating Supplies	39,853	60,802	45,247	45,247	70,042	54.8%
Professional Development	17,333	25,703	53,234	36,234	54,724	2.8%
Repairs	6,511	26,425	7,100	13,133	7,100	0.0%
Utilities	4,076	4,059	4,890	4,890	4,890	0.0%
Total Operating	\$ 1,436,193	\$ 1,793,772	\$ 3,781,237	\$ 4,358,277	\$ 4,481,230	18.5%
Interfund Charges						
Administrative Overhead	\$ 56,398	\$ 88,391	\$ 90,576	\$ 90,576	\$ 118,310	30.6%
Facility	7,073	8,250	8,750	8,750	7,845	-10.3%
Information Technology	73,722	91,306	90,889	90,889	92,991	2.3%
Liability Insurance	1,879	1,911	2,006	2,006	2,407	20.0%
Fleet	8,207	2,929	4,645	4,645	6,988	50.4%
Fuel Charges	116	169	1,115	1,115	336	-69.9%
Departmental Services	2,074	2,074	-	-	-	0.0%
Total Interfund Charges	\$ 149,469	\$ 195,029	\$ 197,981	\$ 197,981	\$ 228,877	15.6%
Transfers Out						
Transfers out	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.0%
Total Transfers Out	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.0%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	-100.0%
Total Contingency	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	-100.0%
Total Visit Grand Junction Fund	\$ 2,036,217	\$ 2,465,506	\$ 5,329,055	\$ 5,385,151	\$ 5,864,993	10.1%



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CAPITAL IMPROVEMENT

Each year, the City of Grand Junction invests a significant portion of the annual budget in capital improvements in the community. Through the continued assessment of the condition of City assets and a series of long-term capital and financial funding plans, the City ensures that existing infrastructure is adequately maintained and that future infrastructure is constructed in a fiscally responsible manner.

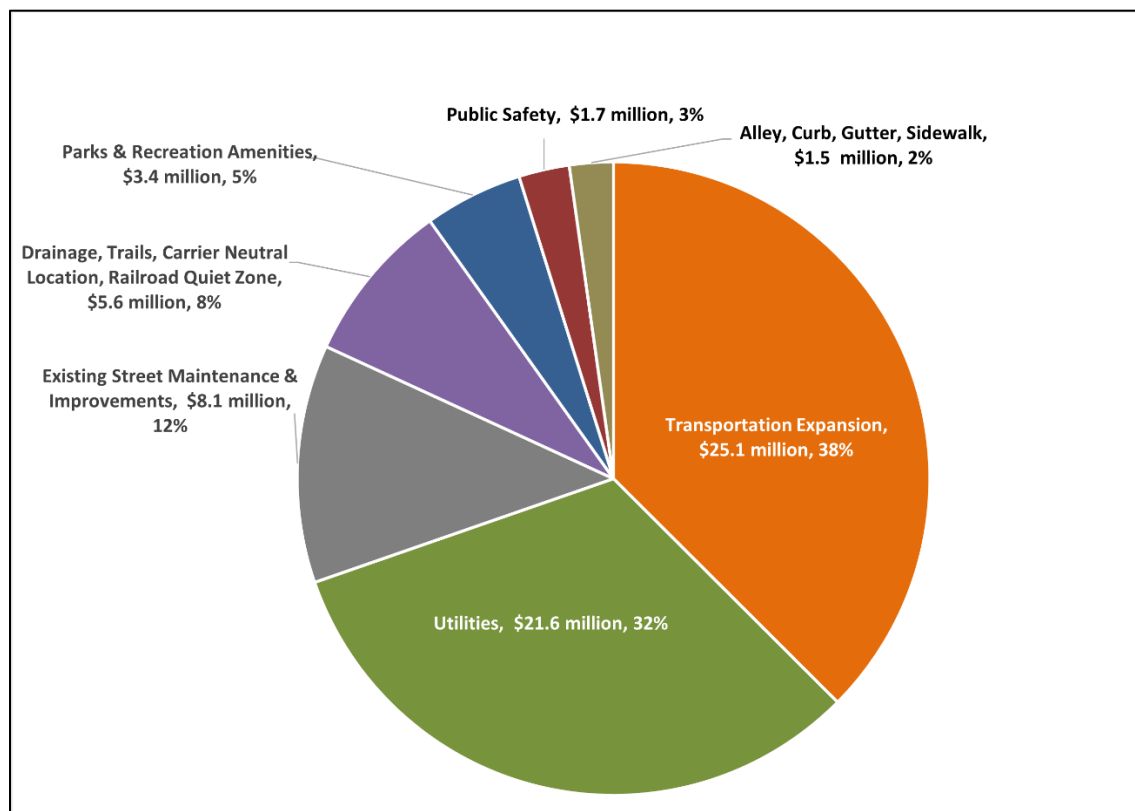
With the authorization from voters for the First Responder Tax and the issuance of debt for transportation expansion projects, the City has used those resources on critical capital projects, including Fire Station 6, Fire Station 8, and transportation projects. With these resources, together with the 0.75% sales tax, and utility enterprise funding, the 2023 Adopted budget plans to invest \$67.0 million in capital improvements in the community.

Ten-Year Capital Improvement Plan

Although the City continues to make significant capital investments annually, the number of resources available in one year is insufficient to fund all identified capital needs. Also, some projects are not needed today. As a result, staff has developed a Capital Improvement Plan (Plan) that identifies and prioritizes projects based on the direction provided by the Council's strategic priorities. The Plan is balanced with projects planned in the next five years, and projects past the five-year mark are identified and listed to be considered for future planning purposes.

Although the City has a multiple-year planning document, City Council approves only the first year of the capital plan in the annual budget adoption. Adopted capital spending by type for 2023 includes \$25.1 million in transportation expansion projects, \$21.6 million in utility infrastructure, \$8.1 million in existing street maintenance and improvements, \$5.6 million in other projects, including drainage, trails, carrier-neutral location, and quiet zone, \$3.4 million in parks and recreation amenities, \$1.7 million in public safety, and \$1.5 million for alley's, curb, gutter, and sidewalks.

2023 Adopted Capital Investment by Type



0.75% Sales Tax Capital and Other Revenues for Capital

The primary source of revenue for general government capital projects is the 0.75% City sales and use tax, projected to generate approximately \$18.3 million in 2023. The City has annual debt service and reoccurring expenses funded from the 0.75% sales tax for debt service for transportation expansion and the lease payment for the public safety buildings, economic development funding, and contributions to the Downtown Development Authority for Las Colonias Park and Grand Junction Convention Center improvements, and annual street maintenance. After these reoccurring expenses, there is \$8.1 million available for new projects from this funding source in 2023.

Another revenue source is funds restricted to specific uses, including Parkland Expansion (from impact fees) and Conservation Trust Funds (lottery funds disbursed through the State). Parkland expansion fees generate approximately \$990,000 annually for those park development projects. Some Conservation Trust Funds are dedicated annually for the Suplizio Field/Stocker Stadium lease payments and the Golf Course irrigation loan. After these expenses, the parks and lottery revenues provide another \$380,000 each year for dedication to park projects. Finally, the City has historically been successful at leveraging limited resources to obtain significant grant funding for capital projects. In the last five years and into 2022, the City has been awarded approximately \$19.5 million in grant funds for use on general government capital projects.

Voter-authorized taxes and revenues will also contribute significantly toward furthering the City's general government capital plan. The First Responder Tax (FRT) has funded the capital construction of two additional fire stations and associated fleet and equipment for response vehicles. A third fire station is slated to open in 2024. The First Responder Tax also has funded capital expansion improvements to the Police Department by adding patrol vehicles. In 2023, the FRT will be used for capital projects to fund land acquisition and the third station's ladder truck equipment and ambulance.

2023 Adopted Budget 0.75% Capital Fund Highlights

The 2023 capital investment plan for 0.75% sales tax fund totals \$30.6 million, which includes debt service for already completed projects and reoccurring expenses as well as new projects. New projects total \$17.8 million invested in diverse projects across the community. Improvements include streets, public safety, outdoor recreation, trails, safe routes to schools, and curb, gutter, and sidewalks. Below are highlights of 2023 projects:

- \$3.5 million – Street maintenance
- \$2.2 million – North Avenue Enhanced Transit Corridor (\$1.35M CDOT funding)
- \$1.2 million – Canyon View Parking Lot Renovations
- \$900,000 – Major alley improvements (\$430,000 alley assessment revenue)
- \$700,000 – 4th & 5th Street Design and Improvements (year 1 of 5, \$4.1M total project)
- \$620,000 – Union Pacific Railroad Downtown Quiet Zone
- \$500,000 – Asphalt Trail Replacements (Parkland Fund; year 2 of 4, \$1.5M total project)

Transportation Capacity

Moving around the community with relative ease is essential to maintaining the quality of life. Expanding the existing transportation system is needed to address the influx of people moving to the community and the growth in residential developments. The Transportation Capacity Fund is designed to fund the expansion of the transportation infrastructure; however, the needs have significantly outpaced the resources.

The source of revenue for the transportation capacity fund is primarily Transportation Capacity Payment impact fees (TCP Fees). In 2019 City Council adopted 75% of the recommended impact fee with a 4-year, bi-annual implementation period. 2023 is the final year of implementation, and according to the adopted ordinance, beginning January 1, 2023, an inflationary calculation is added to the fee. In addition to the change in TCP fees, the voter authorization in November of 2019 to issue \$70 million in debt for specific transportation expansion projects will allow the City to complete much-needed expansion over the next five years. The \$70 million debt will be paid with

0.75% sales tax revenues. \$50 million of the authorized debt was issued in 2020, and the proceeds are still being used for expansion projects. The additional \$20 million in debt is expected to be issued in 2024.

The 2023 Adopted Budget for the Transportation Capacity Fund totals \$25.1 million in projects, highlighted by the following projects:

- \$9.0 million – F 1/2 Parkway, Market to Patterson (\$17M total)
- \$2.9 million – B 1/2 Road, 29 Road to 29 1/2 Road
- \$2.9 million – D 1/2 Road, 29 Road to 30 Road
- \$2.6 million – F 1/2 Parkway, 23 1/2 Road to 24 Road
- \$2.5 million – Crosby Avenue, 25 1/2 Road to Main Street

2023 Drainage Fund Adopted Budget Highlights

The Drainage Fund receives approximately \$15,000 each year from development activity fees. Most drainage projects require a transfer from the 0.75% Capital funds to complete a project. \$1.5 million will be transferred to replace an aging and undersized facility before the Three Arrows development, and a signalized intersection is built.

2023 Grand Junction Regional Communications Center Fund Adopted Budget Highlights

Communications Center capital is funded by the E911 Surcharge charged on phone lines addressed within Mesa County. In 2023 \$530,000 is planned for microwave replacements at tower sites and 800 MHZ system improvements. Between 2024 and 2027, \$5.9 million is planned in capital improvements for a backup communication center and training center, a 9-1-1 telephone upgrade, and workstation and console replacements.

2023 Enterprise Funds Adopted Budget Highlights

Each year the City makes a significant capital investment in utility infrastructure in its water and sewer enterprise operations. Capital improvements and replacements to the treatment plants and collection systems are funded by user fees, debt issuance, or funds accumulated in the reserves. The capital improvement plan for the utility funds is included in the long-term financial plans developed with the assistance of outside industry consultants through a rate study every few years.

In 2023, the Water Services Division has \$3.7 million planned for service line replacements, watershed ranch improvements, and beginning a Gunnison River infrastructure improvement plan. Between 2024 and 2027, another five years, \$20 million will be invested in the water system, including service and flow line replacements, as well as significant infrastructure improvements along the Gunnison River, converting two gravel pits to water storage impoundments.

The Joint Sewer Fund will invest \$17.9 million in 2023 for lift station elimination and rehabilitation, sewer line replacements, and treatment plant expansion projects. From 2024 to 2027, another \$109.2 million is planned primarily for sewer capacity projects, sewer line replacement, and significant treatment plant expansion, improvement, and asset replacement.

In preparation for constructing a Materials Recovery Facility for the recycling operation, the Solid Waste Fund will invest \$100,000 in 2023 for a site evaluation and conceptual design study. In 2024 and 2026, it is planned to purchase a hopper refuse truck for dual stream pickup, one each year.

Capital Investment Summary

The continued investment in the City's public infrastructure is vital to ensuring our residents a high quality of life. These are the highlights of the City's \$67.0 million planned capital projects for 2023. The City of Grand Junction will continue to ensure that existing infrastructure is adequately maintained and that future infrastructure is constructed in a fiscally responsible manner.

Department	Project	2023 Adopted Capital
0.75% Sales Tax Capital Projects		
Fire Department	Fire Safety Training Center Props (FRT)	\$ 115,000
Fire Department	Fire Station No. 7 Aerial Truck (Ladder) Equipment (FRT)	228,373
Fire Department	Fire Station No. 7 Ambulance (FRT)	260,273
Fire Department	Fire Station No. 7 Land Acquisition (FRT)	500,000
Fire Department	Rescue Boat	100,000
Total Fire		\$ 1,203,646
General Services	Property Acquisition	\$ 1,500,000
Total General Services		\$ 1,500,000
Information Technology	Carrier Neutral Location for Broadband (DOLA Grant \$250K)	500,000
Total Information Technology		\$ 500,000
Parks and Recreation	5th Street Plaza Restrooms (DDA \$200K)	\$ 400,000
Parks and Recreation	Canyon View Park Asphalt Parking Lot Renovations	1,200,000
Parks and Recreation	Chipeta Playground Renovations	245,000
Parks and Recreation	Downtown Electrical Outlet Replacements (DDA \$10,000)	50,000
Parks and Recreation	Emerson Park Destination Skate Park Design	100,000
Parks and Recreation	Las Colonias Shade Shelters for River and Dog Park (Parkland Funds))	130,000
Parks and Recreation	Lincoln Park Pool Boiler (CTF Funds 50%)	50,000
Parks and Recreation	Lincoln Park Pool Replaster (CTF Funds)	325,000
Parks and Recreation	Pine Ridge Restroom Enclosure	25,000
Parks and Recreation	Playground Repair and Replacement (CTF Funds)	100,000
Parks and Recreation	Riverfront Trail Widening at Broadway & Colorado River	400,000
Parks and Recreation	Skate Park Improvements – Eagle Rim Park	60,000
Parks and Recreation	Tour of the Moon/Jurassic Flats Restroom Vault, Grading	80,000
Parks and Recreation	Trails-Asphalt Trail Replacement (Parkland Funds)	500,000
Parks and Recreation	Water Conservation Projects – Turf to Native	75,000
Parks and Recreation	Watson Island Disc Golf Revegetation	30,000
Total Parks and Recreation		\$ 3,770,000
Public Works	23 3/4 Road Mosaic Factory Development	80,000
Public Works	4th & 5th Street Design and Improvements (\$150K CDOT)	700,000
Public Works	6th & Rood Pedestrian Improvements	70,000
Public Works	Alley Improvement Districts (\$300,000 Assessment Revenues)	900,000
Public Works	Bridge Repairs (guardrails, lighting, paint, etc.)	95,000
Public Works	Colorado River Levee Renovations	100,000
Public Works	Contract Street Maintenance, Chip Seal, Crackfill	3,525,000
Public Works	Curb, Gutter, and Sidewalk Safety Repairs	420,000
Public Works	Downtown - Main to Trains Connector - 2nd Street Promenade	100,000
Public Works	North Avenue Enhanced Transit Corridor (study 2021, project 2022 CDOT \$1.35 million)	2,150,500
Public Works	Ranchman's Ditch Trail	100,000
Public Works	Rapid Flash Beacon Crosswalk Equipment (3 crosswalks)	70,000
Public Works	Riverfront Trail Bank Stabilization-Ice Rink Phase II	400,000
Public Works	Riverside Parkway at Highway 50 Retaining Wall Improvements	1,000,000
Public Works	SRTS - 27 Road South of Highway 50 to B 1/2 Road (CDBG \$99,501)	140,000
Public Works	SRTS - Rocket Park Crosswalk (CDBG Funded)	40,000
Public Works	Streetlights	80,000

Department	Project	2023 Adopted Capital
Public Works	Traffic Signal Upgrade	271,000
Public Works	Union Pacific Railroad Downtown Quiet Zone	620,000
Total Public Works		\$ 10,861,500
Total 0.75% Sales Tax Capital Fund Projects		\$ 17,835,146
Storm Drainage Fund		
Public Works	Drainage System Improvements	\$ 30,000
Public Works	Three Arrows/Halandras Development Drainage Replacement and Upgrades (GVDD \$300K)	1,800,000
Total Storm Drainage Fund Projects		\$ 1,830,000
Transportation Capacity Fund		
Transportation Capacity	31 Road N/O Orchard along Lewis Wash	\$ 200,000
Transportation Capacity	Broadway at Reed Mesa Left Turn Lane (Mesa County \$75K, Magnus Development \$75K)	400,000
Transportation Capacity	Crosby Avenue 25 1/2 Road to Main Street (\$1M CDOT)	2,500,000
Transportation Capacity	F 1/2 Parkway, 23 1/2 Road to 24 Road	2,550,000
Transportation Capacity	G Road at 26 Road Intersection Improvements	70,000
Transportation Capacity	Highway 50 at Palmer Street Intersection Improvements	461,500
Transportation Capacity	I-70 Interchange @ 29 Road 1601 and Environmental Assessment (City Share\$1.2M, \$2.4 M total project)	418,119
Transportation Capacity	Patterson Road Access Control Plan Implementation	200,000
Transportation Capacity	Riverside Parkway at Deseo Drive (Dos Rios) Intersection Improve.	550,000
Transportation Capacity	Tour of Moon/S. Broadway Improvements (MOU with County)	300,000
Total Transportation Capacity Projects		\$ 7,649,619
Roadway Expansion	24 1/2 Road, Patterson Road to G 1/4 Road (\$5.25M 2024)	\$ 500,000
Roadway Expansion	24 Road and Riverside Parkway Interchange (\$5.3M 2024)	240,000
Roadway Expansion	26 1/2 Road, Horizon to Summerhill Way (\$12M 2024-2026)	1,000,000
Roadway Expansion	B 1/2 Road, 29 Road to 29 1/2 Road	2,900,000
Roadway Expansion	D 1/2 Road, 29 to 30 Road	2,900,000
Roadway Expansion	F 1/2 Parkway, Market Street to Patterson Road (\$7.3M in 2024)	9,000,000
Roadway Expansion	F 1/2 Road, 30 Road to Persigo Boundary (\$2.9M in 2024)	400,000
Roadway Expansion	Horizon Drive at G Road and 27 1/2 Road (Hwy Safety Imp Funds)	300,000
Roadway Expansion	Patterson Road Capacity Improvements (5 intersections)	200,000
Total Roadway Expansion Projects		\$ 17,440,000
Total Transportation Capacity Fund Projects		\$ 25,089,619
Water Fund		
Water Utilities	Condition Inspection of Lower Kannah Creek Line (7 miles)	\$ 150,000
Water Utilities	Grand Mesa Reservoir Improvements	50,000
Water Utilities	Gunnison River Infrastructure	350,000
Water Utilities	Historic Water Treatment Plant Preservation (SHF grant 75%)	200,000
Water Utilities	Kannah Creek Flowline - Reeder Mesa to Whitewater Creek	150,000
Water Utilities	Lead Water Line Replacements	100,000
Water Utilities	Ranch Improvements/Sustainable Agriculture	250,000
Water Utilities	SCADA Technician Vehicle	60,000
Water Utilities	Water Line Replacements (W. Main, Chipeta, White)	2,200,000
Water Utilities	Water Meter Replacement	50,000
Water Utilities	Water Rights Infrastructure Development	100,000
Water Utilities	Water Treatment Plant Modifications	50,000
Total Water Fund Projects		\$ 3,710,000
Solid Waste Fund		
General Services	Conceptual Design & Site Location Study-Material Recycling Facility	\$ 100,000
Total Ridges Irrigation Fund Projects		\$ 100,000

Department	Project	2023 Adopted Capital
Ridges Irrigation Fund		
Ridges Irrigation	Distribution System Replacement	\$ 10,000
Total Ridges Irrigation Fund Projects		\$ 10,000
Communication Center Fund		
Communications Center	800 MHz Capital Improvements	\$ 70,000
Communications Center	Air Hanger Vehicle Storage Building Upgrades	50,000
Communications Center	Microwave Replacement at Radio Sites	315,000
Communications Center	Radio Analyst Service Monitor Replacement	65,000
Communications Center	Radio Bi Direction Amplifier (BDA)	30,000
Total Communication Center Fund Projects		\$ 530,000
Joint Sewer Fund		
Joint Sewer Fund	Collection System Equipment	\$ 50,000
Joint Sewer Fund	Jetter Truck	283,520
Joint Sewer Fund	Laboratory Equipment	225,000
Joint Sewer Fund	Lift Station Elimination/Rehabilitation	5,842,000
Joint Sewer Fund	Sewer Capacity Projects - Central Grand Valley Basin	814,000
Joint Sewer Fund	Sewer Improvement Districts	1,000,000
Joint Sewer Fund	Sewer Line Replacements/Rehabilitation	3,696,000
Joint Sewer Fund	Wastewater Treatment Plant Expansion Projects	5,245,000
Joint Sewer Fund	Wastewater Treatment Plant Improvements and Asset Replace	700,000
Total Joint Sewer Fund Projects		\$ 17,855,520
Total 2023 Adopted Capital Projects		\$ 66,960,285

2023 Capital Project Descriptions

(Note: all photos are for example purposes only and may not reflect the completed project.)

Fire Department

Fire Safety Training Center Props

- **2023 Project Budget:** \$115,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** First Responder Tax Funded \$115,000
- **Project Description:** The Fire Department will add propane props for required State fire certifications. These propane props will include the ability to simulate a liquid fuel fire and a vapor fuel fire. These propane props will complement the live-fire activities for fire academies and annual proficiency training for current firefighters.
- **Ongoing Operational Costs:** The propane props at the Fire Training Center will run off the sizeable external propane tank for the live fire facility. The use of propane will be based on the annual charge to fill the tank. The cost to fill the tank annually for fire props will be approximately \$3,000 and is budgeted in our department's operating budget.



Fire Station No. 7 Aerial Truck (ladder) Equipment

- **2023 Project Budget:** \$228,373
- **Future Year Planned Budget:** None
- **2023 Funding Source:** First Responder Tax Funded \$228,373
- **Project Description:** In anticipation of Fire Station 7, the aerial ladder truck was ordered in 2022 due to the time necessary to build the unit. The equipment for this truck which includes a firehose, self-contained breathing apparatus, and medical equipment, will be purchased in 2023.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets for equipment repairs.



Fire Station No. 7 Ambulance

- **2023 Project Budget:** \$260,273
- **Future Year Planned Budget:** None
- **2023 Funding Source:** First Responder Tax Funded \$260,273
- **Project Description:** This new ambulance purchase is part of the Fire Station 7 project. This apparatus is a medical response and transport vehicle identical to the other ambulances in the fleet.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets for equipment repairs.



Fire Station No. 7 Land Acquisition

- **2023 Project Budget:** \$500,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** First Responder Tax Funded \$500,000
- **Project Description:** With the passage of the First Responder Tax in 2019, the third of three fire stations will be built in the northwest area of the response district. Capital funds for the land purchase are in the 2023 budget, and funds for construction are planned for 2024.
- **Ongoing Operational Costs:** There will be no operational costs to the land acquisition for Fire Station 7. There will be infrastructure and construction costs in future budgets for this station.

Rescue Boat

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** First Responder Tax Funded \$100,000
- **Project Description:** This boat replaces an older boat that can no longer operate on the river. This new boat will be a jet boat capable of operating in shallow water, deploying rapidly, and transporting up to six personnel.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets for repairs, fuel, and accruals.



General Services

Property Acquisition

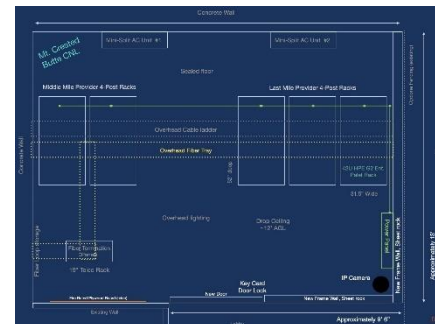
- **2023 Project Budget:** \$1,500,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$1.5 million **Project Description:** Property acquisition for additional office space for City Staff.
- **Ongoing Operational Costs:** This is for the purchase of building space only. Any other associated costs will be budgeted for in departmental budgets as appropriate.



Information Technology

Carrier Neutral Location for Broadband

- **2023 Project Budget:** \$500,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$250,000, DOLA Contribution - \$250,000
- **Project Description:** The State of Colorado Broadband Office and Grand Valley regional governments are collaborating to bring high-quality, resilient, cost-effective broadband to our region via middle-mile fiber networks and strategically located Carrier Neutral Location (CNL) Broadband Facilities. The Grand Valley regional broadband plan calls for a CNL in Grand Junction. Working with Corey Bryndal, Colorado Regional Broadband Director, the IT team has identified appropriate facility space in City Hall to construct and implement a CNL at approximately \$500,000. IT anticipates a high likelihood of receiving DOLA EIAF grant funding (requiring 50% match) for implementing a CNL. The CNL will provide the City of Grand Junction with high-quality, resilient, cost-effective broadband for City operations and facilitate local Internet Service Providers (ISPs) in delivering better broadband to our community and region. Mesa County summarizes: “The goals of these middle-mile upgrades would be to increase capacity, reduce cost and improve the reliability of Internet and data services for all homes, businesses, and government entities within the Count.”
- **Ongoing Operational Costs:** The GJ Carrier Neutral Location (CNL) middle-mile broadband project is being constructed and implemented in 2023 with minimal operational costs expected. Operational costs will include equipment replacement accruals and apportioned (data center) electricity, generator, and fire suppression costs beginning in 2024. Broadband service revenues will offset these costs.



Parks and Recreation

5th Street Plaza Restrooms

- **2023 Project Budget:** \$400,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$200,000, Downtown Development Authority - \$200,000
- **Project Description:** The 5th Street Bathroom off Main Street is highly problematic. It is subjected to repeated instances of vandalism and high volumes of trash. Despite efforts to keep it clean, it is generally an unpleasant place to visit and consequently sees limited use from downtown shoppers and diners. Staff proposes a solution that has succeeded in communities like Colorado Springs: a minimalist, self-cleaning bathroom. On August 11th, the Downtown Development Authority approved a \$200,000 contribution from its capital budget to provide half of the cost for this facility. The new facility is expected to serve the public shopping and dining downtown better and reduce maintenance issues plaguing the antiquated 5th



street bathroom, including repeated plumbing issues when items are flushed in the toilets, including used needles, towels, etc.

- **Ongoing Operational Costs:** No ongoing operational costs are projected beyond the services we currently provide the existing facility. The new restroom will require less maintenance staff since the facility is self-cleaning, although staff will still complete regular cleanings. The time to clean is projected to be less than half. Additionally, the facility is much smaller, more durable, and more secure. Currently, staff spends significant time cleaning up and fixing vandalism.

Canyon View Park Asphalt Parking Lot Renovations

- **2023 Project Budget:** \$1,200,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$1,200,000
- **Project Description:** Aside from some patching, the Canyon View parking lot has been original since the 1997 construction. This project repairs the deteriorating roadway's interior to the park on all sides. Significant construction and resident traffic have caused additional wear and tear, with G road closed. This renovation provides a full overlay to support the heavy traffic and high year-round utilization at Canyon View Park.
- **Ongoing Operational Costs:** There should be a consideration for adding this lot to the City's overall chip-seal and striping program, which will be explored with public works.



Chipeta Playground Renovations

- **2023 Project Budget:** \$245,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$245,000
- **Project Description:** One of the six intergovernmental agreement schools, the City maintains these grounds, doubling as a public park. The City also uses this site for a summer campsite and youth basketball. The limited field space for this large school causes the field to be beaten down and turned into mud within the first few months of the school year. The field is then reseeded each summer and is unavailable for use by the City's summer camp. The plan would be to install an artificial turf field to ensure year-round use and shade trees and shade shelters for two playgrounds.
- **Ongoing Operational Costs:** This project would result in a decrease in expenses annually. Currently, City staff seed and reestablish the turf every summer. With the conversion to artificial turf, this maintenance-intensive task would end, and additional time would be saved in not mowing, irrigation, and maintaining this current turf area. The City should expect to regularly inspect the artificial turf and include replacement and installation every 7-10 years.



Downtown Electrical Outlet Replacements

- **2023 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$40,000, Downtown Development Authority - \$10,000
- **Project Description:** The original design of the electrical system downtown makes many electrical outlets available simultaneously, with minimal ability to limit access, which has been problematic when attempting

to manage positive use and deter unwanted activity. Holiday lights, for example, make power available all day through the holiday season and creates loitering issues and camping situations. The conversion of outlets eliminates the need for staff to be on-site to manage power for different events and uses. The DDA will cover \$10,000 of this cost making the City's share \$40,000.

- **Ongoing Operational Costs:** There will be some contracted services dollars associated with the upkeep of this installation, replacements of outlets, fixtures, and wiring, which will be captured in operational budgets, as in the 2023 budget.

Emerson Park Destination Skate Park Design

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$100,000
- **Project Description:** Leaders of the skate parks community meet quarterly with Parks & Recreation, meetings that have revealed an increasing need for an advanced skate park. The community has two skate parks over 20 years old, which only provide beginner and intermediate features, which means advanced middle school, high school, and beyond. Skaters lose interest once they are at an advanced level. The project involves completing a Master Plan for Emerson Park, the site of this advanced skate park per the 2021 PROS Master Plan. The site was selected due to limited access and the need to reinvent this park, which is increasingly taken over by the unhoused in the community. The design will include cost estimates for construction.
- **Ongoing Operational Costs:** None anticipated for design. Once the renovation is pursued in a future budget year, the operating costs for maintaining the site will change.



Las Colonias Shade Shelters for River and Dog Parks

- **2023 Project Budget:** \$130,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Parkland Funded – \$130,000
- **Project Description:** Along with Canyon View and Lincoln Park, Las Colonias has emerged as a regional park. The park sees heavy traffic from concertgoers, river park users, dog park users, bikers, boaters, and walkers. The trees are not yet mature, with this being a newly developed park. Therefore, there is a shortage of shade, especially in the River Park and the dog parks. This capital project builds shelters in these two popular park destinations.
- **Ongoing Operational Costs:** There will be costs associated with upkeep, but they cannot be determined until selection and installation.



Lincoln Park Pool Boiler

- **2023 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Conservation Trust Funds – \$25,000, 0.75% Sales Tax Capital Fund – \$25,000
- **Project Description:** The current boiler has had significant issues; therefore, the Lincoln Park Pool struggles to maintain comfortable temperatures. Replacing the boiler and the pool plaster project will elevate the often too-cold temperatures for users, especially younger children.
- **Ongoing Operational Costs:** Gas costs are projected to increase by approximately 25%.



Lincoln Park Pool Replaster

- **2023 Project Budget:** \$325,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Conservation Trust Funds – \$325,000
- **Project Description:** With the Community Recreation Center (CRC) planning centered at Matchett, Lincoln Park pool will continue serving in its current configuration for the foreseeable future and requires additional investment to ensure functionality and longevity. Making these improvements now also sends the message that the City is committed to maintaining what it has when new facilities are being pursued. Along these lines, the most urgent needs at Lincoln Park pool are included in the 2023 budget. At the top of the list is the re-plaster of the pool shell. Thousands of gallons of treated and heated water are lost due to leaks in the pool shell caused by the deteriorating plaster at the end of its useable life. The replaster fixes the remaining leaks, saving water, chemical, and utility costs.
- **Ongoing Operational Costs:** Staff time spent cleaning the plaster to maintain it will be the same as was spent on the previous plaster maintenance.



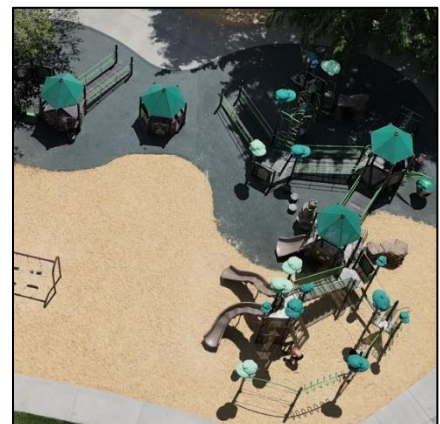
Pine Ridge Restroom Enclosure

- **2023 Project Budget:** \$25,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$25,000
- **Project Description:** The four dedicated and two shared pickleball courts (painted on one tennis court) makes for a high level of regular traffic at Pine Ridge, which makes a portable toilet necessary. Complaints from an adjacent residential development caused the location of this to move. Staff plans to improve the aesthetic by providing this restroom enclosure, given the need for near year-round service, which will balance the need for maintaining a beautiful landscape while also providing needed restroom facilities.
- **Ongoing Operational Costs:** If the enclosure experiences vandalism, staff time and operational budget will be devoted to fixing any issue. This staff time and material budget are already provided using the existing budget.



Playground Repair and Replacement

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Conservation Trust Funds – \$100,000
- **Project Description:** The 25 playgrounds in the system were audited internally, and the list of repairs and replacements has grown. Consequently, the parts and repair budget increases in the short term to ensure user safety.
- **Ongoing Operational Costs:** This is an annually budgeted item to address, fix, and update playgrounds. There are no operational costs anticipated.



Riverfront Trail Widening at Broadway & Colorado River

- **2023 Project Budget:** \$400,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$400,000
- **Project Description:** The Riverfront Trail segment over the Broadway Bridge is very narrow, only 5 1/2 feet between the concrete barrier and the 6-foot chain link fence, which makes it very difficult for two bikes to pass going opposite directions without slowing down significantly or stopping. The popularity of bike trailers for kids/dogs and recumbent tricycles makes using this long narrow corridor challenging. This project proposes reconstructing the concrete barrier 24 inches to the south and then reconstructing the chain link fence to attach to the side of the bridge deck instead of the top, gaining 6-8 inches more. This project will be subject to CDOT approval.
- **Ongoing Operational Costs:** Aside from regular maintenance already performed on the current trail, none is anticipated.



Skate Park Improvements at Eagle Rim Park

- **2023 Project Budget:** \$60,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$60,000
- **Project Description:** Eagle Rim is one of the two skate parks in Grand Junction, and it has seen tremendous usage in its two-plus decades of service. There are many "trip hazards," and modifications are needed to improve users' safety and the park's usability. This replacement will coincide with other area improvements, including the Zipline projected to be complete by the end of 2022. In the Fall of 2022, a new mural program will address the increased graffiti issue. The murals will be tightly packed together to discourage any graffiti. Murals produced by artists who earn compensation for their work are much less likely to be tagged by others, which preserves the art and avoids offensive messaging. The skate community will continue to advise so that the new features provided by this renovation are their priorities are included. This visible and immediate improvement will complement the design and planning of Emerson Skate Park, the construction of which will be in a future budget cycle.
- **Ongoing Operational Costs:** None anticipated, as several of the fixes funded by this budget will reduce maintenance costs.



Tour of the Moon/Jurassic Flats Restroom Vault, Grading

- **2023 Project Budget:** \$80,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$80,000
- **Project Description:** The Tour of the Moon is one of the Grand Junction Area's signature road bike rides. This project develops a more formal trailhead for the Tour of the Moon on the route. The trailhead at the northwest corner of South Camp and Monument Road will also be at the end of the Monument Trail Phase II. This final link in the 10-mile Redlands Loop will be constructed in 2023. The project entails installing a vault toilet, grading the parking lot, and placing asphalt millings supplied by the City and post and cable fencing around the perimeter. This will provide parking for road bikers and reduce congestion at the Lunch Loop trailhead, an increasing issue that will continue with the construction of Monument Trail Phase II.
- **Ongoing Operational Costs:** Regular floor painting, annually. Restroom pumping ~ 3 times per year, est. \$3,000. These budget increases were approved in the 2023 budget.



Trails – Asphalt Trail Replacements

- **2023 Project Budget:** \$500,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Parkland Funded – \$500,000
- **Project Description:** The City has over 9.2 miles of asphalt trails, all over 25 years old and in various states of disrepair, which includes various trail locations along the Ridges, South Camp, Redlands Parkway, Junior Service League, Riverfront, and the South Rim access to State Park. This program will utilize Project Team staff for replacing trails with concrete over a four-year period (which began in 2022) for a total of \$1.5 million for materials. Performing in-house provides an estimated 60% savings on the project compared to contracting out.
- **Ongoing Operational Costs:** None anticipated. The occasional patching required now will no longer be necessary with the rebuilt trail.



Water Conservation Projects – Turf to Native

- **2023 Project Budget:** \$75,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$75,000
- **Project Description:** Several areas in our parks system have turf with low utilization. To conserve water and save on maintenance resources while still preserving an attractive aesthetic, the parks department uses this funding to cover manicured turf in native areas. The native areas employ local florae, including shrubs, trees, and other attractive landscaping elements.
- **Ongoing Operational Costs:** The department is budgeted annually to support landscape conversions. Landscapes converted can expect to be renovated every 10-15 years.



Watson Island Disc Golf Revegetation

- **2023 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$30,000
- **Project Description:** Watson Island is another critical area linking Las Colonias and Dos Rios. Improvement and protection of this natural space for recreation is one goal in the 2021 PROS Master Plan. As part of the continued effort to revitalize the riverfront, native plantings will occur around Watson Island, which is important to out-compete invasive tree species such as Tamarisk and Russian Olive. It will also improve the aesthetic of the popular disc golf course. This segment of open space is visible from and adjacent to the town-run route for kayaks, rafts, and other type of watercraft. This highly accessible town run goes from the Las Colonias Boat Ramp to the Blue Heron Boat Ramp.
- **Ongoing Operational Costs:** This increases labor and maintenance expenses each year and will require regular reseeded for the next few years, repair and maintenance of systems, and an increase in the water budget. The estimated expense will be determined at design.



Public Works

23 3/4 Road Mosaic Factory Development

- **2023 Project Budget:** \$80,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$80,000
- **Project Description:** As part of the Mosaic Factory construction at Three Arrows development, the developer must construct the west side of 23 3/4 Road. This project will reimburse the developer to construct the east half of the street between Leland Avenue and F 1/2 Road.
- **Ongoing Operational Costs:** The project adds 1,733 square yards of asphalt, 467 square yards of sidewalk, 600 feet of curb and gutter, and two streetlights. Street sweeping is anticipated quarterly, no snow removal as this is a local street, two streetlights are included, and minimal striping/signage is anticipated. The estimated additional operating cost per year is estimated at \$3,020.



4th and 5th Street Design and Improvements

- **2023 Project Budget:** \$700,000
- **Future Year Planned Budget:** \$3.35 million 2024-2027
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$550,000, CDOT Contribution - \$150,000
- **Project Description:** The 4th and 5th Street One-way to Two-way Feasibility study included alternatives for an enhanced one-way design and a two-way configuration. City Council and DDA concurred with moving forward with improvements that will maintain the one-way configuration, enhance safety, improve walkability and bike-ability, activate economic development, and optimize traffic circulation. 2023 will have pop-up elements such as bollards and striping to “set” both corridors into the final configuration. For 2024 through 2027, permanent improvements are proposed to approximately two blocks annually.
- **Ongoing Operational Costs:** The project is primarily within the existing footprint of both streets, adding just bollards and street sweeping. Anticipate street sweeping every three weeks along striping/bollard repair at an estimated cost of \$3,400 annually.



6th and Rood Pedestrian Improvements

- **2023 Project Budget:** \$70,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$70,000
- **Project Description:** This intersection has been a concern for downtown users for years. Diagonal parking on all four corners limits sight distance for motorists and pedestrians. The current wide lanes allow for higher speeds for east-west movement. This project will construct bulb-outs on all four corners to help narrow the street and provide pedestrians with a safer place to view oncoming traffic for drivers to see the pedestrians intending to cross.
- **Ongoing Operational Costs:** This project is set within the existing footprint of 6th Street and Rood Avenue, adding approximately 320 feet of curb and gutter split evenly between the four corners. Street sweeping, snow removal, and striping maintenance are anticipated at \$75/year.



Alley Improvement Districts

- **2023 Project Budget:** \$900,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$900,000 offset with Assessment Revenue of \$300K
- **Project Description:** The funding in 2023 will replace two alleys. This program is a partnership with adjacent property owners where residential properties pay 10% of the cost, multifamily 15%, and commercial 50%. Alleys will be reviewed and selected based on previous interests. The first alley planned for 2023 is the Grand Junction High School (GJHS) Alley (\$650,000 with \$250,000 revenue), which coincides with the new Grand Junction High School construction project. The second alley planned for 2023 is located between Pinyon Avenue and Walnut Avenue from 13th Street to 15th Street, with an estimated cost of \$250,000 and an estimated \$50,000 in contribution revenue.
- **Ongoing Operational Costs:** Concrete alleys have a design life of 80 years; therefore, approximately \$4,500/year should be set aside to replace the alley in 80 years.



Bridge Repairs (guardrails, lighting, paint, etc.)

- **2023 Project Budget:** \$95,000
- **Future Year Planned Budget:** \$105,000 planned for 2024
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$95,000
- **Project Description:** The City has 43 major (>20 ft. span) bridges and 46 minor (<20 ft. span) bridges to maintain. This item pays for materials for City crews to address maintenance items on some of the bridges to ensure they remain in a state of good repair. These include crack filling, abutment repairs, expansion joint gland replacements, and debris removal from around bridge piers.
- **Ongoing Operational Costs:** Maintenance of existing infrastructure and no additional operations costs are anticipated.



Colorado River Levee Renovations

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$100,000
- **Project Description:** The City of Grand Junction's levee was constructed in 1996 by the Army Corp of Engineers. It extends from the Union Pacific Railroad (UPRR) Railroad Bridge to the Las Colonias Amphitheater and protects most of the lower downtown. The Army Corp of Engineers deactivated the levee until several encroachments and culverts/discharge pipes could be corrected to meet current standards. City crews can complete the work, so the budget is for materials only, except for the relief/toe drains, which will be contracted out.
- **Ongoing Operational Costs:** Maintenance of existing infrastructure and no additional operations costs are anticipated.



Contract Street Maintenance, Chip Seal, Crackfill

- **2023 Project Budget:** \$3,525,000
- **Future Year Planned Budget:** \$18.4 million planned 2024-2027
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$3,525,000
- **Project Description:** Street Maintenance requires an ongoing annual commitment to maintaining the City's \$266 million of street assets. A pavement management system evaluates pavement quality and prioritizes street maintenance needs. Parameters used to determine the pavement condition for major streets include ride quality, structural adequacy, and surface distress. The City is divided into 12 Street Maintenance Areas (SMAs) and is scheduled to receive a chip seal each year. However, each street in an SMA is analyzed for the proper treatment, whether a fog seal, chip seal, micro surface, overlay, or total reconstruction. In 2023, the City's street maintenance efforts will focus on the following:
 - Contract Street Maintenance – The annual program includes contracting for street maintenance using treatments such as hot mix asphalt overlays, asphalt patching, high-density mineral bonds (HA5), and street reconstructions.
 - Chip Seal/Crackfill – The City's crack fill program aims to fill cracks in all the road surfaces planned for chip seal, microsurface, or other light maintenance activity. Chipseal enhances safety by providing good skid resistance. They provide an effective moisture barrier for the underlying pavement against water intrusion and prevent deterioration of the asphalt surface from the effects of aging and oxidation due to water and sun.
- **Ongoing Operational Costs:** Maintenance of existing infrastructure and no additional operations costs are anticipated.



Curb, Gutter, and Sidewalk Safety Repairs

- **2023 Project Budget:** \$420,000
- **Future Year Planned Budget:** \$441K planned for 2024
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$420,000
- **Project Description:** This program includes replacing or repairing deteriorated or hazardous curbs, gutters, and sidewalks on city streets. It also includes the replacement of curbs and gutters that do not properly drain. Tripping hazards on sidewalks are given the highest priority. Concrete replacement locations are determined from field surveys and citizen complaints. Each location is rated and prioritized according to the type of problem and degree of hazard. The benefits include keeping curbs, gutters, and sidewalks in a state of good repair, providing a reliable surface for non-motorized users, and conveying stormwater without standing water.
- **Ongoing Operational Costs:** Replacement of existing infrastructure; therefore, no additional operational costs are anticipated.



Downtown – Main to Trains Connector – 2nd Street Promenade

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$900K planned for 2024
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$100,000
- **Project Description:** The Downtown Development Authority's Plan of Development identified 2nd Street as a critical connection between the Entertainment and Hotels District on Main Street, the train depot, and ultimately to Dos Rios. The vision of the corridor is a corridor that still allows for vehicles but emphasizes wide pedestrian-friendly spaces. Design is scheduled for 2023 with construction as part of CDOT's I-70B corridor improvements.
- **Ongoing Operational Costs:** The project is primarily within the existing footprint of 2nd Street, reconstructing the street, replacing existing sidewalks, and adding landscaping and ten streetlights. The additional maintenance associated with this project is estimated at \$3,800 annually.



North Avenue Enhanced Transit Corridor

- **2023 Project Budget:** \$2,150,500
- **Future Year Planned Budget:** \$900K planned for 2024
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$800,500; CDOT \$1,350,000 Contribution
- **Project Description:** In 2022, the City provided the matching funds for the Grand Valley Regional Transportation Planning Office's North Avenue Enhanced Transit Corridor Study. The study evaluated pedestrian access analysis, traffic safety analysis, bus stop amenities analysis, transit speed, and reliability analysis, a detailed review of transit signal prioritization, and multi-modal path analysis. The study helped identify and prioritize a series of projects. The highest priority project is to provide detached multi-modal sidewalks along the north side of North Avenue between 28 1/2 Road and 29 Road. The second highest priority was the segment along the south side of North Avenue between 29 Road and 29 1/2 Road. This project will design both segments and construct the highest priority segment and as much of the second priority segment as the budget allows. Mesa County has secured transit funds through CDOT subject to the City providing the matching funds as confirmed by City Council on September 1, 2021, Memorandum of Understanding.
- **Ongoing Operational Costs:** The project adds 5280 feet of 8-foot sidewalks, detached by 8-foot landscape strips, and approximately 44 streetlights. Anticipate snow removal of the sidewalks four times per year. Total annual operating cost estimated at \$22,800.



Ranchman's Ditch Trail

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$1.4 million planned for 2024
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$100,000
- **Project Description:** The City has been working with Grand Valley Irrigation Company on a section of the canal that could be used as a pilot project for trails on the canals. The selected reach is on Ranchman's Ditch which runs in large pipes along the south side of Patterson between 24 1/2 Road and 25 1/2 Road. Design in 2023, with construction slated for 2024.
- **Ongoing Operational Costs:** This project is for design only in 2023, and no operational costs are anticipated.



Rapid Flash Beacon Crosswalk Equipment

- **2023 Project Budget:** \$70,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$70,000
- **Project Description:** To enhance pedestrian conspicuity and increase driver awareness at uncontrolled, marked crosswalks, transportation agencies can install a pedestrian-actuated Rectangular Rapid Flashing Beacon (RRFB) to accompany a pedestrian warning sign. RRFBs have two rectangular-shaped yellow indications, each with a light-emitting diode (LED)-array-based light source. RRFBs flash with an alternating high frequency when activated to enhance the conspicuity of pedestrians at the crossing to drivers. This project will provide the materials for rectangular rapid flash beacons (RRFB) to be constructed at Orchard Avenue near the CMU track, West Main Street at Spruce Street, and Horizon Drive on the north side of the northern roundabout.
- **Ongoing Operational Costs:** Anticipated to be less than \$300/year.



Riverfront Trail Bank Stabilization – Ice Rink Phase II

- **2023 Project Budget:** \$400,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$400,000
- **Project Description:** In 2020, city crews restored a segment of the riverbank and riverfront trail that had washed away in 2018. Another 600-foot section, just south of this repair, is in jeopardy of washing out with erosion encroaching near the trail. Emergency repairs were made to a small section of this reach in 2022, and this project will stabilize the remainder of the bank at risk.
- **Ongoing Operational Costs:** Stabilization of existing shoreline infrastructure. Minimal additional operational costs are anticipated.



Riverside Parkway at Highway 50 Retaining Wall Improvements

- **2023 Project Budget:** \$1,000,000
- **Future Year Planned Budget:** \$1 million planned for 2024
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$1,000,000
- **Project Description:** The Riverside Parkway interchange was constructed with tall mechanically stabilized earth (MSE) walls. These walls have settled and moved over the last 15 years since construction. While the walls are still safe, this project will stabilize the walls with geotechnical soil nails in 2023, ensuring the longevity of the structures. In 2024, reconstruction of much of the curb, gutter, sidewalks, medians, and road surface is proposed to repair the infrastructure damaged by the differential settlement.
- **Ongoing Operational Costs:** Stabilization and strengthening of existing shoreline infrastructure. Minimal additional operational costs are anticipated.



Safe Routes to School – 27 Road South of Highway 50 to B 1/2 Road

- **2023 Project Budget:** \$140,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$40,499; CDBG \$99,501
- **Project Description:** This project will add 620 feet of sidewalk to the west side of 27 Road between Highway 50 and B 1/2 Road, tying sidewalks on B 1/2 Road into the signalized crossing of Highway 50. The Urban Trail Committee recommended the project.
- **Ongoing Operational Costs:** 620 linear feet of curb and gutter, 480 square yards of concrete, and two streetlights are included for the corridor with an anticipated additional annual operating cost of \$1,165.



Safe Routes to School – Rocket Park Crosswalk

- **2023 Project Budget:** \$40,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** CDBG \$40,000
- **Project Description:** Orchard Avenue is a busy east-west collector road. This project will construct ramps and a crosswalk across Orchard Avenue at Rocket Park near N. 26th Street. The Urban Trails Committee recommended this project to provide a safer crossing of Orchard for residents north of Orchard to Rocket Park.
- **Ongoing Operational Costs:** Anticipated to be less than \$300/year.



Streetlights

- **2023 Project Budget:** \$80,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund - \$80,000
- **Project Description:** This project relocates and replaces the often-hit streetlights at the 12th Street and Horizon Driver Roundabout.
- **Ongoing Operational Costs:** Replacement of existing infrastructure; therefore, no additional operational costs are anticipated.



Traffic Signal Upgrades

- **2023 Project Budget:** \$271,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund - \$271,000
- **Project Description:** The City currently owns 52 traffic signals with electronic controllers of varying age and functionality and operates the 46 state highway signals inside the City limits under a maintenance contract. Upgrades to signal equipment are required for safety and compliance with Federal requirements. This project is an ongoing replacement/upgrade program for traffic signal controllers and other equipment. Maintaining a replacement cycle for signal controllers and equipment is



necessary, primarily because of the limited-service life of the equipment, which is exposed to in-the-field conditions. It is also necessary to keep pace with current technology supporting traffic signal coordination, vehicle detection, and emergency pre-emption systems, all of which contribute to safer and less congested roadways.

- **Ongoing Operational Costs:** Replacement of existing infrastructure; therefore, no additional operational costs are anticipated.

Union Pacific Railroad (UPRR) Downtown Quiet Zone

- **2023 Project Budget:** \$620,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund - \$620,000
- **Project Description:** Currently, trains must sound horns at the 7th Street and 9th Street crossings through downtown. The DDA and The City hired a consultant to evaluate the feasibility of developing a quiet zone. With the construction of additional safety measures, including improved signal circuitry, additional arms, and median work, UPRR would not be required to sound horns at each crossing, increasing the quality of life for all downtown residents, businesses, and visitors. Design for \$100,000 is planned for late 2022 with construction slated for 2023.
- **Ongoing Operational Costs:** Most of the new infrastructure will be UPRRs to maintain. The City will maintain only the additional medians at an estimated cost of less than \$100 annually.



Storm Drainage Fund Capital Projects

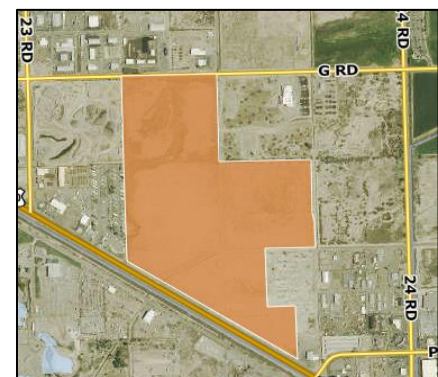
Drainage System Improvements

- **2023 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Drainage Fund - \$30,000
- **Project Description:** City crews construct many minor drainage improvements. This funding buys materials for Public Works Stormwater Division to install
- **Ongoing Operational Costs:** Replacement of existing infrastructure; therefore, no additional operational costs are anticipated.



Three Arrows/Halandras Development Drainage Replacement and Upgrades

- **2023 Project Budget:** \$1,800,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Drainage Fund - \$1,500,000; Grand Valley Drainage District Contribution - \$300,000
- **Project Description:** As part of the Three Arrows development, a new signalized intersection will be constructed at I-70B and F 1/2 Parkway. Grand Valley Drainage District (GVDD) has an aging, undersized facility under I-70B, UPRR, and River Road that needs to be replaced before the intersection improvements.
- **Ongoing Operational Costs:** Replacement of existing Grand Valley Drainage District infrastructure; therefore, no additional operational costs are anticipated.



Transportation Capacity Fund Capital Projects

Transportation Capacity Payment Projects

31 Road North of Orchard along Lewis Wash

- **2023 Project Budget:** \$200,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$200,000
- **Project Description:** As part of the development of Grand Valley Estates west of Central High School, this project will reimburse the developer to construct the western 16 feet of 1200 feet of 31 Road.
- **Ongoing Operational Costs:** Additional 2,130 square yards of asphalt, 900 square yards of sidewalk, 1200 feet of curb and gutter, and five streetlights will add \$4,800/year to operating costs.



Broadway at Reed Mesa Left Turn Lane

- **2023 Project Budget:** \$400,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$250,000; Mesa County - \$75,000; Magnus Developer contribution- \$75,000
- **Project Description:** As part of the Magnus Court Subdivision State Highway 340 (Broadway) access approval from CDOT, a left turn lane is needed at Reed Mesa. This project will widen Broadway to accommodate a westbound left turn lane and relocate the existing pedestrian signal west of the intersection. The work is planned for the summer of 2023 to avoid school. Mesa County contributes \$75,000 for the project as the turn lane benefits existing subdivisions. The developer is participating in \$75,000 in addition to payment of transportation impact fees. Initially budgeted for 2022 construction, the development was postponed until 2023, and therefore the City similarly postponed the turn lane construction
- **Ongoing Operational Costs:** This project is within State Highway 340 (Broadway) right of way, and therefore CDOT will maintain the signalized crosswalk and additional asphalt. The city will be responsible for approximately 400 feet of new curb and gutter and one additional streetlight at an estimated annual cost of \$750/year.



Crosby Avenue, 24 1/2 Road to Main Street

- **2023 Project Budget:** \$2,500,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$1,500,000; CDOT Revitalizing Main Streets Grant - \$1,000,000
- **Project Description:** Crosby Avenue extends Main Street to significant retail shopping and existing and burgeoning residential areas. The high-return, the timely project will substantially improve safety, economic opportunity, and active transportation access in the heart of the community. Crosby Avenue would transform from a narrow local street with no bicycle or pedestrian facilities to a robust multi-modal corridor with safer facilities, landscaping, and lighting tying into the existing bicycle-pedestrian bridge over the Union Pacific Railroad tracks between the Riverside neighborhood and the rest of Downtown. The City received a CDOT Revitalizing Main Street grant for \$1.0 million for the project
- **Ongoing Operational Costs:** The project adds 2816 square yards of asphalt, 3500 square yards of sidewalk, 6,340 feet of curb and gutter, 25 streetlights, and 2,800 square yards of landscaping. Anticipate



snow removal four times yearly and street sweeping four times yearly. Total annual operating cost estimated at \$18,400.

F 1/2 Parkway, 23 1/2 Road to 24 Road (Halandras)

- **2023 Project Budget:** \$2,550,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$2,550,000
- **Project Description:** The metro district for the Three Arrows development will be constructing F 1/2 Parkway from I-70B to 23 3/4 Road. This project will design and build the balance of the quarter-mile section of Parkway to connect to 24 Road. This 5-lane, multi-modal arterial will provide an alternative route around congested Patterson Road and serve the developing area.
- **Ongoing Operational Costs:** The project will be under construction in 2023, so operating costs are not anticipated until 2024.



G Road at 26 Road Intersection Improvements (Roundabout)

- **2023 Project Budget:** \$70,000
- **Future Year Planned Budget:** \$320K planned for 2024 and \$1.6 million planned for 2025
- **2023 Funding Source:** TCP Funds - \$70,000
- **Project Description:** The G Road at the 26 Road Intersection will be reconstructed. The existing four-way stop-controlled intersection will be replaced with a single-lane roundabout for capacity and safety improvement. 2023 is slated for design, 2024 for right-of-way acquisition, and 2025 for construction.
- **Ongoing Operational Costs:** Design only in 2023, so no additional operational costs are currently associated with this project.



Highway 50 at Palmer Street Intersection Improvements

- **2023 Project Budget:** \$461,500
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$461,500
- **Project Description:** As part of Tracy Village Subdivision development, per TCP policy, the City will fund intersection improvements at Highway 50 and Palmer Street, Highway 50 at Linden Avenue to complete CDOT subdivision requirements.
- **Ongoing Operational Costs:** As this project is on State Hwy 50, the operating costs of the signalized intersection will be the responsibility of CDOT.



I-70 Interchange 1601 @ 29 Road and Environmental Assessment

- **2023 Project Budget:** \$418,119
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$418,119
- **Project Description:** In 2019, the City and County partnered with Mesa County on a Planning and Environmental Linkages (PEL) study that was the first environmental documentation phase for constructing a new interchange on I-70 at 29 Road. Completion of the documentation for CDOT's policy directive 1601 and the accompanying environmental assessment for a total of \$2.4 million which began in 2021, is being split evenly with Mesa County and is planned to be completed in 2023.
- **Ongoing Operational Costs:** Design only for 2023-2024; therefore, no ongoing operating costs until the construction is budgeted and completed.



Patterson Road Access Control Plan Implementation

- **2023 Project Budget:** \$200,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$200,000
- **Project Description:** Implementation of the Patterson Road Access Control Plan will require that adjacent properties, as they develop, construct median improvements to limit the access to that proposed in the plan to maintain corridor volumes and increase safety. The City agreed to partner on these improvements for 50%. Four projects working through Community Development will require median improvements: Burkey Park, Panda Express, 28 1/4 Road car wash, and Rivertown Center.
- **Ongoing Operational Costs:** Medians are planned with low-maintenance rock mulch leaving primary maintenance to weed abatement or approximately \$0.15 per square yard per year. Each median is anticipated at approximately 200 feet long by 10 feet wide or approximately 220 square yards, equating to approximately \$35 /year per median.



Riverside Parkway at Deseo Drive (Dos Rios) Intersection Improvements

- **2023 Project Budget:** \$550,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$550,000
- **Project Description:** As part of the Riverfront at Dos Rios buildout, a new signal is warranted at the intersection of Riverside Parkway and Deseo Drive, which will serve as the primary entrance in and out of the development as well as serve 2600 Riverside Parkway on the east side. The project will construct the signal and create a median break and left-turn lane.
- **Ongoing Operational Costs:** The signalized intersection will add approximately \$6,000 per year in electrical and street lighting costs, controller and cabinet replacements, and accruals for uninterruptable power sources.



Tour of the Moon/South Broadway Improvements (MOU with Mesa County)

- **2023 Project Budget:** \$300,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** TCP Funds - \$300,000
- **Project Description:** Mesa County and the City of Grand Junction staff have been working together on improving infrastructure as a follow-up to citizen concerns for the famous Tour of the Moon bike route through much of the Redlands. Mesa County has agreed to match the City's investments in widening key segments of South Broadway to improve safety for motorists and bicyclists. Planned for late 2022-2023 are the westbound climbing lane and trail improvements on South Broadway just east of Tiara Rado.
- **Ongoing Operational Costs:** Primary infrastructure for the City of Grand Junction is the 780 square yards of concrete trail. Concrete has a service life of 80 years, so approximately \$975/year should be set aside for future replacement. Snow removal is the responsibility of the adjacent homeowners' associations.



Roadway Expansion Projects

24 1/2 Road, Patterson to G 1/4 Road

- **2023 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$5.25 million planned for 2024
- **2023 Funding Source:** Transportation Bond Funds - \$500,000
- **Project Description:** 24 1/2 Road will be widened to a three-lane collector, including a center turn lane, curb, gutter, sidewalks, and streetlights from Patterson Road to G 1/4 Road. Design in 2023, with construction in 2024.
- **Ongoing Operational Costs:** Design and right of way are anticipated in 2023. Operating costs are not envisioned to be incurred until after construction is completed in 2024-2025.



24 Road and Riverside Parkway Interchange

- **2023 Project Budget:** \$240,000
- **Future Year Planned Budget:** \$5.3 million planned for 2024
- **2023 Funding Source:** Transportation Bond Funds - \$240,000
- **Project Description:** Intersection improvements are planned to improve circulation and make interchange more intuitive. This project also constructs a bike path connecting Riverfront Trail to Mesa Mall and Canyon View Park. For 2023, the funding will design the intersection improvements.
- **Ongoing Operational Costs:** The funds for 2023 are for design only. Operating costs are not envisioned to be incurred until after construction is completed in 2024.



26 1/2 Road, Horizon Drive to Summerhill Way

- **2023 Project Budget:** \$1,000,000
- **Future Year Planned Budget:** \$12 million planned for 2024 through 2026
- **2023 Funding Source:** Transportation Bond Funds - \$1,000,000
- **Project Description:** 26 1/2 Road will be widened to a three-lane collector road, including a center turn lane, curb, gutter, sidewalks, and streetlights from Horizon Drive to Summerhill Way, including a new pedestrian bridge over I-70. The design is planned for 2023, with ROW acquisition in 2024, followed by two phases of construction in 2025 and 2026.
- **Ongoing Operational Costs:** Design and right of way are anticipated in 2023. Operating costs are not envisioned to be incurred until after construction is completed in 2024-2026.



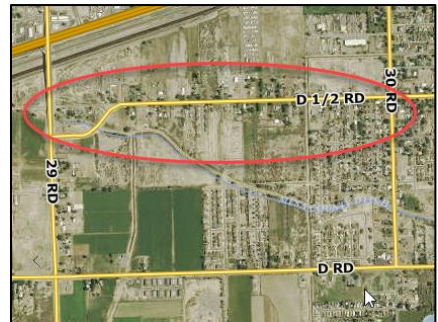
B 1/2 Road, 29 Road to 29 1/2 Road

- **2023 Project Budget:** \$2,900,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Transportation Bond Funds - \$2,900,000
- **Project Description:** B 1/2 Road will be widened to a three-lane collector road, including a turn lane, curb, gutter, sidewalk, and streetlights from 29 Road to 29 3/4 Road providing safer routes for kids to get to and from school at Lincoln Orchard Mesa Elementary.
- **Ongoing Operational Costs:** Completion of design and right of way, along with the start of construction, is anticipated in 2023. Operating costs are not envisioned to be incurred until after construction is completed in 2024.



D 1/2 Parkway, 29 1/4 to 30 Road

- **2023 Project Budget:** \$2,900,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Transportation Bond Funds - \$2,900,000
- **Project Description:** D 1/2 Road will be widened to a three-lane collector, including a center turn lane, curb, gutter, sidewalk, and streetlights from 29 1/4 Road to 30 Road providing safer routes for kids to get to school at Pear Park Elementary.
- **Ongoing Operational Costs:** Completion of design and right of way, along with the start of construction, is anticipated in 2023. Operating costs are not envisioned to be incurred until after construction is completed in 2024.



F 1/2 Parkway, Market to Patterson

- **2023 Project Budget:** \$9,000,000
- **Future Year Planned Budget:** \$7.3 million planned for 2024
- **2023 Funding Source:** Transportation Bond Funds - \$9,000,000
- **Project Description:** Creating the F 1/2 Parkway from 24 Road to Patterson Road. This 5-lane, multi-modal arterial will provide an alternative route around congested Patterson Road and serve a rapidly developing area. Split into two construction phases between 2023 and 2024.



- **Ongoing Operational Costs:** The project will be under construction in 2023, so operating costs are not anticipated until 2024.

F 1/2 Road, 30 Road to Persigo Boundary

- **2023 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$2.9 million planned for 2024
- **2023 Funding Source:** Transportation Bond Funds - \$400,000
- **Project Description:** F 1/2 Road will be widened to a three-lane collector road including a center turn lane, curb, gutter, sidewalk, and streetlights from 30 Road to east of Thunder Mountain Elementary providing safer routes for kids to get to and from school. Right-of-way acquisition in 2023, with construction planned for 2024.
- **Ongoing Operational Costs:** Completion of design and right of way, along with the start of construction, is anticipated in 2023. Operating costs are not envisioned to be incurred until after construction is completed in 2024.



Horizon Drive at G Road and 27 1/2 Road

- **2023 Project Budget:** \$300,000
- **Future Year Planned Budget:** \$4.0 million planned for 2024
- **2023 Funding Source:** Transportation Bond Funds - \$300,000
- **Project Description:** The Horizon Drive and G Road Intersection will be reconstructed, and the existing signalized intersection will be replaced with a two-lane roundabout as a safety improvement. Roundabouts have been proven nationally, statewide, and locally to improve safety. The roundabout will help set the context for the corridor as the transition from a more rural Horizon Drive into a dense commercial space. The City has received a \$1.5M grant from CDOT's Highway Safety Improvement Program for State FY2023. \$300,000 for ROW acquisition and final design in 2023, with construction in 2024.
- **Ongoing Operational Costs:** Design only for 2023. Operating costs are not envisioned to be incurred until after construction is completed in 2024.



Patterson Road Capacity Improvements (5 Intersections)

- **2023 Project Budget:** \$200,000
- **Future Year Planned Budget:** \$300K planned for 2024
- **2023 Funding Source:** Transportation Bond Funds - \$200,000
- **Project Description:** With the volume of cars using Patterson Road higher now than ever, there has been an observed degradation in the level of service and vehicle delays experienced at critical intersections along the corridor due to traffic volume growth. The increases in vehicle delay and degradation in the level of service cannot be solved with traffic signal timing optimization; it requires roadway expansion. One way to expand roadway capacity is by adding turn lanes at signalized intersections. An analysis of all the traffic signals on Patterson Road was performed to identify which intersections, specifically which intersection approaches, would benefit the most from adding right-turn lanes. In some instances, adding turn lanes to side streets and reducing the time required for north-south travel can provide more time for east-west travel on Patterson Road and thus increase capacity. The following represents the "Top 5": 25 Road eastbound to southbound; 12th Street southbound to westbound; 28 1/4 Road eastbound to southbound; 29 Road eastbound to southbound, and 29 Road southbound to westbound.



- **Ongoing Operational Costs:** New curb, gutter, and sidewalk replace existing infrastructure; therefore, additional ongoing operational costs are limited to the additional pavement at each turn lane.

Communications Center Fund Capital Projects

800MHz Capital Improvements

- **2023 Project Budget:** \$70,000
- **Future Year Planned Budget:** \$70K planned annually
- **2023 Funding Source:** Communications Center Fund - \$70,000
- **Project Description:** This item is budgeted annually and covers emergency repairs for the 800MHz radio infrastructure unanticipated in the budgeting cycle (such as a lightning strike to a tower).
- **Ongoing Operational Costs:** No additional operating costs are associated with this project.



Air Hanger Vehicles Storage Building Upgrades

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Communications Center Fund - \$50,000; General Fund - \$50,000
- **Project Description:** This item addresses anticipated upgrades to the building in which the Mobile Communications Vehicle is housed when the location is moved.
- **Ongoing Operational Costs:** No additional operating costs are associated with this project.

Microwave Replacements at Radio Sites

- **2023 Project Budget:** \$315,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Communications Center Fund - \$315,000
- **Project Description:** This item addresses needed upgrades to equipment at several radio sites to maintain compatibility with the statewide 800MHz radio network.
- **Ongoing Operational Costs:** No additional operating costs are associated with this project.



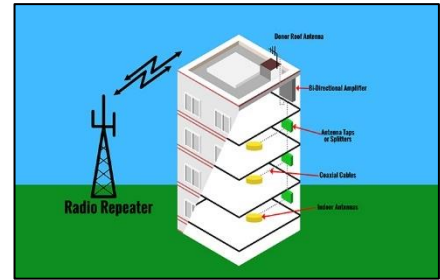
Radio Analyst Service Monitor Replacement

- **2023 Project Budget:** \$65,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Communications Center Fund - \$65,000
- **Project Description:** This item is to cover the replacement cost for a necessary piece of equipment to maintain the functionality of the radios and the radio system. The current service monitor is at end-of-life.
- **Ongoing Operational Costs:** No additional operating costs are associated with this project.



Radio Bi-Direction Amplifier (BDA)

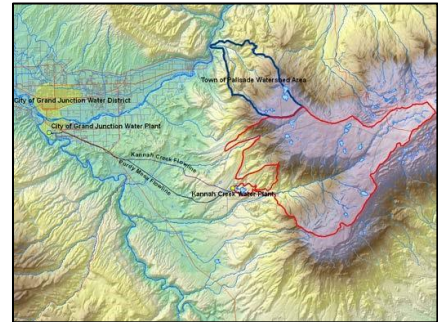
- **2023 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Communications Center Fund - \$30,000
- **Project Description:** The bi-direction amplifier is needed to address communication challenges for officers within the police department building.
- **Ongoing Operational Costs:** No additional operating costs are associated with this project.



Water Fund Capital Projects

Condition Inspection of Lower Kannah Creek Line (7 miles)

- **2023 Project Budget:** \$150,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Water Fund - \$150,000
- **Project Description:** The lower 7 miles of the Kannah Creek Flowline will be tested for pipe integrity and wall thickness to determine the remaining useful life.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Grand Mesa Reservoir Improvements

- **2023 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50K per year planned.
- **2023 Funding Source:** Water Fund - \$50,000
- **Project Description:** These funds will be utilized to replace the spillway on Raber-Click Reservoir, and other minor improvements at the City's reservoirs on the Grand Mesa recommended by the State Dam Safety Engineer based on annual inspections.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Gunnison River Infrastructure

- **2023 Project Budget:** \$350,000
- **Future Year Planned Budget:** \$600K planned for 2024.
- **2023 Funding Source:** Water Fund - \$85,000; Colorado Water Plan Grant - \$265,000
- **Project Description:** Feasibility study and preliminary engineering design for converting two gravel pits along the Gunnison River into water storage impoundments to supplement the City's water supply. In addition to the gravel pit conversion, work will also involve the replacement of the existing Gunnison River Pump station, connection to the existing pipeline to the water treatment plant, a new pipeline to the Orchard Mesa Irrigation District to supplement irrigation supplies, and solar technology to offset pump station energy demands.
- **Ongoing Operational Costs:** Operational costs will be determined by the feasibility study results and will be budgeted accordingly.



Historic Water Treatment Plant Preservation

- **2023 Project Budget:** \$200,000
- **Future Year Planned Budget:** \$450K planned for 2024
- **2023 Funding Source:** Water Fund - \$50,000; State Historical Fund Grant - \$150,000
- **Project Description:** Design work for the stabilization, rehabilitation, and adaptive reuse of the Historic Water Treatment Plant based on the Historic Structure Assessment and Preservation Plan developed in 2019. The City listed this building and associated structures on its Register of Historic Sites, Structures, and Districts in early 2019 to preserve the building for future generations.
- **Ongoing Operational Costs:** Operational costs will be determined by the design work results and future use plans and will be budgeted accordingly.



Kannah Creek Flowline – Reeder Mesa to Whitewater Creek

- **2023 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$2.75 million planned for 2024
- **2023 Funding Source:** Water Fund - \$150,000
- **Project Description:** Design work for replacement of the segment of Kannah Creek Flowline from Reeder Mesa to Whitewater Creek.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Lead Water Line Replacements

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100K planned for 2024.
- **2023 Funding Source:** Water Fund - \$100,000
- **Project Description:** Funding will be utilized to continue a lead service line replacement program. This program includes replacing municipal and private service lines for properties that qualify for Community Development Block Grant (CDBG) funding.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Ranch Improvements/Sustainable Agriculture

- **2023 Project Budget:** \$250,000
- **Future Year Planned Budget:** \$100K planned for 2024.
- **2023 Funding Source:** Water Fund - \$55,000; GOCO Grant - \$95,000; NRCS - \$100,000
- **Project Description:** City Lessee plans to install gated pipe on the Anderson Ranch to improve irrigation for cattle ranching. Also, in partnership with City Lessee, a master plan will be developed for the Hallenbeck to present plans for a public access trail, fishing, wildlife viewing, and sustainable agriculture education.
- **Ongoing Operational Costs:** The tenant rancher will incur additional operating costs for the irrigation system and will be determined for public access to Hallenbeck Ranch.



SCADA Technician Vehicle

- **2023 Project Budget:** \$60,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Water Fund - \$60,000
- **Project Description:** Purchase of work truck for the new SCADA Technician.
- **Ongoing Operational Costs:** Fuel and Maintenance costs are budgeted in the Fleet fund and are charged back to the department through interfund charges. Costs are expected to include a minimal increase.

Water Line Replacements

- **2023 Project Budget:** \$2,200,000
- **Future Year Planned Budget:** \$1.35 million planned in 2024.
- **2023 Funding Source:** Water Fund - \$2,200,000
- **Project Description:** Water Line Replacements in the distribution system. Most lines to be replaced are 4" to 12" cast iron lines that have been in service for more than 50 years, have a recent history of breaks, or are in areas targeted to increase flow capacity to meet fire protection requirements. All lines will be replaced with Polyvinyl Chloride (PVC) pipe, eliminating the possibility of external corrosion. The existing cast iron pipe materials are highly susceptible to external corrosion. The selection of project areas is based on pipe condition, street overlay, and reconstruction schedules. The 2023 project area will include lines between Orchard and Bunting Avenues east of 21st Street. In addition, water line replacements are planned to improve flow capacity to the Riverfront at Dos Rios development.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Water Meter Replacements

- **2023 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50K per year planned.
- **2023 Funding Source:** Water Fund - \$50,000
- **Project Description:** Replacing manual read meters with radio read meters was completed in 2022. Funding will be used to upgrade meter pits and replace previously retrofitted meters with connectivity issues with our advanced metering infrastructure (AMI) system starting in 2023,
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Water Rights Infrastructure Development

- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100K per year planned.
- **2023 Funding Source:** Water Fund - \$100,000
- **Project Description:** Funding will facilitate the acquisition of agricultural irrigation water rights as they become available.
- **Ongoing Operational Costs:** Operational costs will be determined based on specific available water rights and will be budgeted accordingly in future years.

Water Treatment Plant Modifications

- **2023 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$100K per year planned
- **2023 Funding Source:** Water Fund - \$50,000
- **Project Description:** These funds are used to replace equipment and upgrades at the water treatment plant. In 2023, expenditures will address recommendations from the Risk and Resilience Assessment in areas of improving security
- **Ongoing Operational Costs:** Additional IT interfund costs associated with maintaining security systems will be budgeted in future years once they are determined.



Solid Waste Fund Capital Projects

Conceptual Design and Site Location Study for Material Recycling Facility

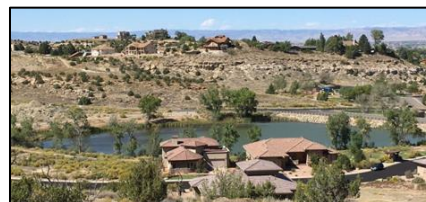
- **2023 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Water Fund - \$100,000
- **Project Description:** A Materials Recovery Facility (MRF) is a facility that uses both machines and people to remove and sort recyclables from the waste stream. In anticipation of building an MRF for the expanding recycling program, a site evaluation will be conducted to ensure that the structure is located on a property that will accommodate the building, as well as parking, loading docks, and future building expansion. A conceptual design will also be completed that will broadly establish the framework/concept of the building before engaging in a final design phase.
- **Ongoing Operational Costs:** There are no operational costs associated with this project. If a building is constructed in the future, operational costs will be budgeted accordingly.



Ridges Irrigation Fund Capital Projects

Ridges Distribution System Replacement

- **2023 Project Budget:** \$10,000
- **Future Year Planned Budget:** \$30K per year planned.
- **2023 Funding Source:** Water Fund - \$10,000
- **Project Description:** This will continue an incremental replacement plan for the distribution system at the Ridges Subdivision.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Joint Sewer Fund Capital Projects

Collection System Equipment

- **2023 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50K planned for 2024
- **2023 Funding Source:** Joint Sewer Fund - \$50,000
- **Project Description:** These funds are to purchase specialty equipment to operate and maintain the sewer collection system efficiently. Funds in 2023-2024 are planned for upgrading to cellular telemetry across all 26 lift stations.



- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.

Jetter Truck

- **2023 Project Budget:** \$238,520
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Joint Sewer Fund - \$238,520
- **Project Description:** The Jetter Truck will be used for sewer cleaning maintenance and will be an addition to the existing sewer cleaning truck fleet. A new two-person crew will operate it. Combining the new equipment and personnel will improve the frequency of sewer system cleaning to align with the targeted maintenance frequency.
- **Ongoing Operational Costs:** Fuel and Maintenance costs are budgeted in the Fleet fund and are charged back to the department through interfund charges. Costs are expected to include a minimal increase.



Laboratory Equipment

- **2023 Project Budget:** \$225,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** Joint Sewer Fund - \$225,000
- **Project Description:** Replacement of ICP-MS laboratory equipment to perform inorganics analysis. The Environmental Laboratory previously performed inorganics analysis in-house, but when the equipment was past its useful life, it was not replaced, and the analysis was outsourced. Due to increased costs of contract services, the lack of a local laboratory to perform regulatory analysis on a quick turnaround, and a decline in shipping reliability, replacing the equipment so inorganics analysis can be performed in-house is planned. The current workload for inorganics analysis is expected to increase for biosolids, watershed monitoring, industrial pretreatment, and lead and copper regulations. In addition, several smaller western slope wastewater utilities also need this service.
- **Ongoing Operational Costs:** Ongoing costs include a \$10,000/year maintenance contract.



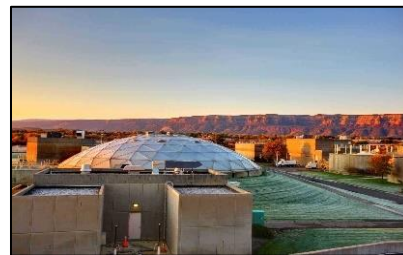
Lift Station Elimination/Rehabilitation

- **2023 Project Budget:** \$5,842,000
- **Future Year Planned Budget:** \$92K per year planned.
- **2023 Funding Source:** Joint Sewer Fund - \$5,842,000
- **Project Description:** 2023 requested funds will be used to replace the Ridges #1 Lift Station. This lift station has surpassed its design life and needs to be replaced due to deficiencies in its condition, capacity, and long-term reliability. Design and easement acquisition for the new Power Road Lift station and associated sewer pipelines will be completed in 2022, and construction will be completed in 2023. Funding for 2023 also includes rehabilitating lift stations identified in poor condition during a condition inspection conducted in 2022.
- **Ongoing Operational Costs:** This project requires additional chemical costs each year, which are expected to be \$38,000 in 2023.



Sewer Capacity Projects – Central Grand Valley Basin

- **2023 Project Budget:** \$814,000
- **Future Year Planned Budget:** \$2.98 million planned for 2024.
- **2023 Funding Source:** Joint Sewer Fund - \$814,000
- **Project Description:** The Wastewater Basin Masterplan identified several capacity deficiencies in the sewer collection system under current and future flows. Funds budgeted in 2023 will construct a flow balance structure on the Riverside interceptors.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Sewer Improvement Districts

- **2023 Project Budget:** \$1,000,000
- **Future Year Planned Budget:** \$1.0 million planned for 2024.
- **2023 Funding Source:** Joint Sewer Fund - \$1,000,000
- **Project Description:** In 2000, the City and the County passed a joint resolution establishing the septic system elimination program to incentivize property owners to eliminate septic systems. There are still approximately 1,550 properties that remain on septic systems within the Persigo 201 sewer boundary. Funding for 2023 is to revitalize the incentive program by targeting the completion of existing and new sewer improvement districts over the next 17 years, as recommended in the 2020 Wastewater Basin Study Update. There are several planned sewer improvements that homeowners have requested to be initiated in 2023, including Bookcliffs Ranch SID, Rosevale South SID, Connect Lakes SID, and Canary Lane/Red Mesa Heights SID.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



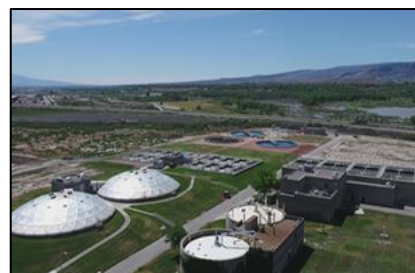
Sewer Line Replacements/Rehabilitation

- **2023 Project Budget:** \$3,696,000
- **Future Year Planned Budget:** \$3.69 million planned for 2024
- **2023 Funding Source:** Joint Sewer Fund - \$3,696,000
- **Project Description:** Funds are budgeted to replace/rehabilitate existing sewer mains within the Persigo 201 service area collection system. The collection system comprises approximately 577 miles of pipe, of which approximately 200 miles are scheduled for replacement over the next 30 years. Since 2015, 30 miles of pipe have been replaced, and 170 miles of pipe have been identified for replacement based on pipe materials. Annual condition assessments are conducted to prioritize replacements based on condition.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



Wastewater Treatment Plant Rehabilitation/Expansion Projects

- **2023 Project Budget:** \$5,245,000
- **Future Year Planned Budget:** \$28.5 million planned for 2024
- **2023 Funding Source:** Joint Sewer Fund - \$5,245,000
- **Project Description:** 2023 funding will be used for the construction manager/general contractor (GM/GC) fee during the design phase and early procurement of blowers, UV system, extensive bubble mixing system, centrifuge, screens, washer/compactor, and grit classifier.



- **Ongoing Operational Costs:** Operational costs are expected to decrease due to energy efficiency savings that will offset.

Wastewater Treatment Plant Improvements and Asset Replacements

- **2023 Project Budget:** \$700,000
- **Future Year Planned Budget:** \$700K planned for 2024.
- **2023 Funding Source:** Joint Sewer Fund - \$700,000
- **Project Description:** These expenditures are associated with wastewater treatment plant improvements and the replacement of aging infrastructure. The funds planned for 2023 will rehabilitate the medium voltage electrical loop at the plant and replace the force main on the in-plant waste pump station.
- **Ongoing Operational Costs:** No ongoing operational costs are associated with this project.



24 Road and G Road Bridge Construction

SPECIAL REVENUE FUNDS

Downtown Development Authority

The Downtown Development Authority (DDA) was established in 1981 by the City of Grand Junction after receiving approval through a special election of the downtown property owners and businesses. The Authority was the first such organization in the State of Colorado. This private-sector initiative exemplifies the dedication and support that helped shape Downtown Grand Junction. The primary responsibility of the DDA is to support and facilitate economic development efforts to enhance the vitality of the downtown community through capital investment and construction.

2022 Downtown Development Authority Highlights

- Funded \$1.167 million in Catalyst projects:
 - Leveraged \$44.8 million in private investment
 - Business expansion, new business, new lodging, and 174 new residential units
- Joint Development agreement with the City and Richmark to create 256 new housing units and spur \$65 million in private investment at blighted former City Market site
- Corridor improvements to 4th/5th Street in partnership with the City
- Selected as a CO Space to Create Project
 - Feasibility/needs assessment with Artspace
 - 400 survey responses (study concludes in November)
- Sales tax numbers continue to trend upward
 - Increase in sales tax TIF
 - Low vacancy rates in the downtown core
 - Sales tax numbers have increased from \$4.7 million in 2018 to \$6.3 million in total monthly revenues

2023 Downtown Development Authority Strategic Priorities

- Implementation of improvements to 4th and 5th Street and a new restroom facility in partnership with the City
- Continued pursuit of connectivity and placemaking enhancements downtown in partnership with the City and others, including opportunities for public art, more bicycle parking, and enhanced signage.
- Beginning the pre-development stage for “The Terminal” project to secure state funding opportunities to move the project forward.
- Launch of three new grant programs: Upper-Level Activation Grant, Restaurant Conversion/Expansion Grant, and Alleyway Activation Grant.
- TIF legislation to extend TIF on a rolling basis in partnership with Longmont and Ft. Collins DDAs.

Downtown Development Authority Personnel

Downtown Development Authority	2021 FTE	2022 FTE	2023 FTE
Funded by DDA Fund 103			
DDA Director	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Total Downtown Development Authority FTE	2.00	2.00	2.00

Downtown Development Authority Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Downtown Development Authority (DDA)						
Downtown Development Authority \$	484,112	\$ 2,114,669	\$ 1,673,020	\$ 1,298,020	\$ 1,469,922	-12.1%
DDA Capital Improvement Fund	1,144,976	-	-	-	-	0.0%
DDA TIF Debt Service Fund	1,705,151	1,662,499	1,679,625	3,541,453	2,784,942	65.8%
Total DDA Budget \$	3,334,239	\$ 3,777,168	\$ 3,352,645	\$ 4,839,473	\$ 4,254,864	26.9%

Downtown Development Authority Budget By Fund, by Classification

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
DDA Fund 103						
Revenues						
Taxes \$	288,757	\$ 289,368	\$ 392,836	\$ 288,340	\$ 295,534	-24.8%
Charges for Services	1,954	5,038	11,500	11,500	10,000	-13.0%
Intergovernmental	52,990	2,000	-	11,000	-	0.0%
Interest	30,467	14,279	14,364	11,065	22,985	-60.0%
Other	1,012,993	1,025,065	1,017,381	1,017,381	1,000,921	-1.6%
Transfers In	-	-	-	702,289	-	0.0%
Total Fund 103 Revenues \$	1,387,161	\$ 1,335,750	\$ 1,436,081	\$ 2,041,575	\$ 1,329,440	-7.4%
Expenditures						
Labor and Benefits \$	204,852	\$ 138,466	\$ 276,964	\$ 276,964	\$ 249,557	-9.9%
Operating	104,371	1,234,031	1,100,988	975,988	927,703	-15.7%
Interfund Charges	39,899	39,882	45,068	45,068	42,662	-5.3
Capital Outlay	134,990	702,289	-	-	-	0.0%
Contingency and Reserves	-	-	250,000	-	250,000	0.0%
Total Fund 103 Expenditures \$	484,112	\$ 2,114,669	\$ 1,673,020	\$ 1,298,020	\$ 1,469,922	-12.1%
Funding Source						
DDA Capital Improve Fund 203						
Revenues						
Charges for Service \$	250	\$ -	\$ -	\$ -	\$ -	0.0%
Interest	117,905	-	-	-	-	0.0%
Transfers In	-	-	-	-	-	0.0%
Total Fund 203 Revenues \$	118,155	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures						
Labor and Benefits \$	9,846	\$ -	\$ -	\$ -	\$ -	0.0%
Operating	1,135,130	-	-	-	-	0.0%
Total Fund 203 Expenditures \$	1,144,976	\$ -	\$ -	\$ -	\$ -	0.0%
Funding Source						
DDA TIFF Debt Service Fund 203						
Revenues						
Taxes \$	1,502,221	\$ 1,465,159	\$ 1,561,113	\$ 1,503,200	\$ 1,387,948	-11.1%
Intergovernmental	381,533	261,087	589,783	795,374	876,257	48.6%
Interest	16,654	9,492	10,894	21,491	36,532	235.3%
Capital Proceeds	-	-	-	927,289	550,000	100.0%
Total Fund 203 Revenues \$	1,900,408	\$ 1,735,738	\$ 2,161,790	\$ 3,247,354	\$ 2,850,737	31.9%
Expenditures						
Operating \$	26,214	\$ 11,089	\$ 28,350	\$ 258,600	\$ 581,650	1951.7%
Debt Service	1,678,937	1,651,410	1,651,275	2,580,564	2,203,292	33.4%
Transfers Out	-	-	-	702,289	-	0.0%
Total Fund 203 Expenditures \$	1,678,937	\$ 1,662,499	\$ 1,679,625	\$ 3,541,453	\$ 2,784,942	65.8%
Total DDA Budget \$	3,334,239	\$ 3,777,167	\$ 3,352,645	\$ 4,839,473	\$ 4,254,864	25.8%

Downtown Business Improvement District

In late 2005, business and property owners within the Business Improvement District (BID) voted to impose a special assessment to fund marketing, promotions, public relations, advertising, and special events. The BID only affects Downtown Grand Junction commercial property owners and excludes residential properties. The BID is roughly within the following boundaries: the railroad tracks on the west to 8th Street on the east, and from Ouray Avenue on the north to Ute Avenue on the south.

2022 Accomplishments

- Successful Relaunch for Rides and Vibes with 629 riders and 29,000 visitors through the weekend
- New event/partnership with CMU Mav Classic and Beer Festival
- Launch of new Downtown Website
- Implementation of data into event/marketing efforts
- Added more video and reel content
- New mural/placemaking efforts
- New branding and outreach for First Friday
- Presented to regional and national audiences
- New marketing opportunities, including Airbnb welcome basket promo and the return of the Downtown show on KAFM
- Restaurant Week
 - 300+ passports distributed
 - 19 businesses participated
- Market on Main
 - 110+ vendors
 - \$4,921 to local farms
 - 5,240 average attendances
 - 35+ local shows (entertainment)
- 4th of July
 - 30+ floats
 - 7,700+ spectators and participants
- Downtown Car Show
 - 120+ vehicles
 - 10,000+ visitors
- Art Festival
 - 70+ Local Artists
 - 19 AOTC Sculptures
 - 30+ Films Shown

2023 Objectives

- Grow new events like Rides and Vibes by increasing rider participation and attendance at the music festival.
- Increase sponsorships and create multi-year agreements when appropriate.
- Bring back the Rhythm and Brews Concert Series.
- More digital marketing and video content highlighting the district.
- Find growth and expansion opportunities for existing Downtown events, including Market on Main and First Friday.
- Classes for downtown businesses, including marketing, retail display, and business planning.
- Apply for grant opportunities to grow marketing and enhance events like Market on Main.

Downtown Business Improvement District Personnel

Downtown Business Improvement District	2021 FTE	2022 FTE	2023 FTE
Funded by Downtown BID 711			
Community Engagement Manager	1.00	1.00	1.00
Downtown Event Coordinator	1.00	1.00	1.00
Total Downtown BID FTE	2.00	2.00	2.00

Downtown Business Improvement District Expenditure Summary by Fund

Expenditure Summary by Fund	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Downtown BID Fund 711						
Downtown Development Authority \$	285,332 \$	290,230 \$	354,223 \$	354,223, \$	416,770	17.7%
Total Downtown BID Budget \$	285,332 \$	290,230 \$	354,223 \$	354,223 \$	416,770	17.7%

Downtown Business Improvement District Budget By Fund, by Classification

Funding Source	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Downtown BID Fund 711						
Revenues						
Licenses and Permits \$	7,982 \$	8,309 \$	8,000 \$	10,664 \$	8,000	0.0%
Charges for Services	56,721	98,785	151,000	151,000	150,800	-0.1%
Intergovernmental	3,490	6,400	2,400	2,400	-	-100.0%
Interest	1,278	900	660	1,139	2,951	347.1%
Other	199,214	216,205	226,839	226,839	276,489	21.9%
Total Fund 711 Revenues \$	268,685 \$	330,599 \$	388,899 \$	354,223 \$	438,240	12.7%
Expenditures						
Labor \$	127,742 \$	125,320 \$	138,611 \$	138,611 \$	183,176	32.2%
Operating	157,572	164,910	215,612	215,612	233,594	8.3%
Interfund Charges	18	20	-	-	-	
Total Downtown BID Budget \$	285,332 \$	290,230 \$	354,223 \$	354,223 \$	416,770	17.7%



Downtown Grand Junction at 7th and Main Streets

Enhanced 911 Fund

The Enhanced 911 Fund was established to account for the resources from municipal telephone charges, as established by section 29-11-103 of the Colorado Revised Statutes. These funds enhance the Grand Junction Regional Communications Center (GJRCC). Funds are housed in the E911 fund and transferred to the Communications Center Fund 405 to cover operating expenditures not covered by fees charged to each agency; and capital projects that include radio site improvements, technology improvements, etc. Additionally, there is an annual transfer to the Debt Service Fund 610 to cover the Certificate of Participation for the relocation of the Communication Center to the new police facility in 2012.

The GJRCC is a 24-hour, 365-day-a-year operation responsible for answering 911 and non-emergency calls. The GJRCC is in the Police Department and has a staff of 53 telecommunicators and supervisors who dispatch for 9 law enforcement and 12 fire/EMS agencies in Mesa County.

Enhanced 911 Fund Budget

Funding Source	2020	2021	2022	2022	2023	% Change
Enhanced 911 Fund 101	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Charges for Service	\$ 2,431,984	\$ 3,210,134	\$ 2,900,000	\$ 3,400,000	\$ 3,600,000	24.1%
Interest	42,032	19,780	19,400	28,338	66,172	241.1%
Total Revenues	\$ 2,474,016	\$ 3,229,914	\$ 2,919,400	\$ 3,428,338	\$ 3,666,172	25.6%
Expenditures						
Transfers Out	\$ 2,853,445	\$ 2,194,167	\$ 2,581,222	\$ 2,581,222	\$ 2,908,700	12.7%
Total E911 Budget	\$ 2,853,445	\$ 2,194,167	\$ 2,581,222	\$ 2,581,222	\$ 2,908,700	12.7%



Grand Junction Police Department and 9-1-1 Communications Center Building

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) is a U.S. Department of Housing and Urban Development (HUD) program providing federal dollars to our community. Its purpose is to develop viable communities by providing decent housing, a suitable living environment and expanding economic opportunities for persons of low and moderate incomes. In 1996, Grand Junction qualified as an entitlement community, eligible to receive CDBG funds directly from HUD annually. The CDBG program furthers the Planning and Infrastructure Directive of the Strategic Plan in that the Federal funds are expended by the City and community entities to improve the facilities and programs that serve the most vulnerable populations.

2022 Accomplishments

- Completed five activities funded in the 2021 CDBG program year: HomewardBound of the Grand Valley community homeless shelter remodel; Mesa County Partners WCCC vehicle purchase; CEC Low Income Counseling; Riverside Educational Center Chipeta Elementary after school program transportation; and STRiVE repair accessible bus.
- Completed six activities funded in prior CDBG program years: Westlake Park Improvements; HRWC emergency repair for mobile homes; GJHA Linden Pointe housing rehabilitation; HomewardBound of the Grand Valley community homeless shelter remodel; HopeWest child grief program; and HomewardBound of the Grand Valley community homeless shelter services improvements.
- Completed four CDBG-CV activities: Hilltop Community Resources and Riverside Educational Center subsistence payments; Karis quarantine resources for the homeless; and HomewardBound COVID patient case management.

2023 Strategic Priorities

- Continue to expend CDBG-CV funds as needed for community assistance in pandemic recovery.
- Support the need for affordable housing.
- Support needs of the houseless and special needs populations.
- Support needs for other human services.
- Support need for non-housing community development infrastructure

Community Development Block Grant Fund Budget

Funding Source CDBG Fund 104	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Intergovernmental	\$ 717,326	\$ 642,223	\$ 469,557	\$ 469,557	\$ 441,451	-6.0%
Total Revenues	\$ 717,326	\$ 642,223	\$ 469,557	\$ 469,557	\$ 441,451	-6.0%
Expenditures						
Operating	\$ 326,035	\$ 577,792	\$ 289,198	\$ 289,198	\$ 276,950	-4.2%
Transfers Out	391,291	64,431	180,359	180,359	164,501	-8.7%
Total CDBG Fund	\$ 717,326	\$ 642,223	\$ 469,557	\$ 469,557	\$ 441,451	-6.0%

Parkland Expansion Fund

Parkland Expansion funds are paid by land developers within the City and are used to acquire, develop, and maintain parks and green space throughout the City. Total expenses for 2023 capital projects partially funded by the Parkland Expansion Funds is \$630,000 and include:

- Asphalt Trail Replacements - \$500,000
- Las Colonias Shade Shelters for the Riverpark and Dog Park - \$130,000

Parkland Expansion Fund Budget

Funding Source	2020	2021	2022	2022	2023	% Change
Parkland Expansion Fund 105	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Fines and Forfeitures	\$ 1,835	\$ 2,258	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Interest	11,054	4,659	6,173	3,959	11,349	83.8%
Other	388,764	804,741	950,000	950,000	991,467	4.4%
Total Revenues	\$ 401,653	\$ 811,658	\$ 958,673	\$ 956,459	\$ 1,005,316	4.9%
Expenditures						
Transfers Out	\$ 838,477	\$ 449,767	\$ 1,464,792	\$ 1,364,792	\$ 689,792	-52.9%
Total Transfers	\$ 838,477	\$ 449,767	\$ 1,464,792	\$ 1,364,792	\$ 689,792	-52.9%
Total Parkland Expansion Budget	\$ 838,477	\$ 449,767	\$ 1,464,792	\$ 1,364,792	\$ 689,792	-52.9%



Canyon View Park on a Winter's Day

Lodger's Tax Fund

On November 6, 2018, the Citizens passed Measure 2A, which increased the City's Lodging Tax by an additional 3%. Pursuant to Resolution No. 45-18, which set the ballot question, the new lodging tax generated is to be split among Visit GJ (1.25%), Grand Junction Air Alliance (1%), and the Greater Grand Junction Sports Commission (0.75%). Resolution No. 45-18 states that the revenue generated from the Lodging Tax Increase will be used for the following purposes:

- Marketing, promoting, soliciting, and sponsoring, in whole or in part, travel and tourism-related activities, including but not limited to tourism-generating sporting activities, events, tournaments, and competitions; and,
- Marketing, promoting, purchasing, and contracting for additional direct airline route(s) and airline service from existing or new carriers to and from the City; and,
- Destination marketing and destination management services such as branding, marketing, and support of the products and services that draw people to the area.

The Lodger's Tax Increase Fund has been established as a Special Revenue Fund according to applicable accounting principles and standards to account for all revenues generated by the 3% increase in Lodging Tax within the City and the allocation of expenses pursuant to Resolution No. 45-18 as stated above.

Lodger's Tax Fund Budget

Funding Source	2020	2021	2022	2022	2023	% Change
Lodgers Tax Fund 106	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Taxes	\$ 1,072,214	\$ 1,886,959	\$ 1,864,218	\$ 2,213,733	\$ 2,412,969	29.4%
Interest	-	1,881	-	627	-	0.0%
Total Revenues	\$ 1,072,214	\$ 1,888,840	\$ 1,864,218	\$ 2,214,360	\$ 2,412,969	29.4%
Expenditures						
Operating	\$ 705,812	\$ 1,026,665	\$ 1,087,461	\$ 1,378,746	\$ 1,407,565	29.4%
Transfers Out	\$ 484,305	\$ 733,332	\$ 776,758	\$ 984,819	\$ 1,005,404	29.4%
Total Lodgers Tax Fund	\$ 1,190,117	\$ 1,759,997	\$ 1,864,219	\$ 2,363,565	\$ 2,412,969	29.4%



Entrance to the Colorado National Monument

First Responder Tax Fund

On April 2, 2019, the City voters authorized a 0.5% increase in the City's sales and use tax rate, effective January 1, 2020. Pursuant to Resolution No. 16-19, it states that the revenue generated from the First Responder Tax will be used for the following purposes:

- Build, equip, and staff new fire stations to improve response times/delivery of emergency medical, fire, and rescue services; and,
- Hire, employ, train, and equip police officers, firefighters, and EMS personnel (collectively First Responders) and employees such as 9-1-1 emergency dispatch, code enforcement, and the forensic laboratory personnel that support First Responders and delivery of First Responder services.

First Responder Tax Fund Budget

Funding Source	2020	2021	2022	2022	2023	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Taxes	\$ 7,927,408	\$ 10,850,494	\$ 11,192,539	\$ 11,735,249	\$ 12,339,235	10.2%
Intergovernmental	-	-	1,750,804	1,606,650	2,306,610	31.7%
Interest	-	42,299	-	23,728	79,953	100.0%
Total Revenues	\$ 7,927,408	\$ 10,892,793	\$ 12,943,343	\$ 13,365,627	\$ 14,725,798	13.8%
Expenditures						
Labor and Benefits	\$ 734,664	\$ 2,571,412	\$ 8,068,979	\$ 8,068,979	\$ 7,913,894	-1.9%
Operating	317,945	74,187	1,074,524	1,288,692	1,867,094	73.8%
Interfund Charges	(25,102)	135,369	447,329	447,329	921,353	106.0%
Capital Outlay	628,288	(3,386)	180,900	1,900,423	-	-100.0%
Transfers Out	4,674,546	6,852,083	1,108,982	1,667,572	2,639,692	138.0
Total First Responder Tax Budget	\$ 6,330,341	\$ 9,629,664	\$ 10,880,714	\$ 13,372,995	\$ 13,342,033	22.6%



Fire Station 8 Uncoupling Ceremony

Conservation Trust Fund

Conservation Trust (or Open Space) Funds account for lottery proceeds received from the State of Colorado and used for developing and improving City parks. These funds have ongoing commitments that help pay for the Stadium debt payments (\$300,000), funding for Tiara Rado Golf Course (\$120,000), and Las Colonias Park's annual contribution (\$78,982).

Total Expenses for 2023 capital partially funded by Conservation Trust Funds are \$450,000 and include:

- Lincoln Park Pool Replaster - \$325,000
- Playground Repairs - \$100,000
- Lincoln Park Pool Boiler - \$25,000

Conservation Trust Fund Budget

Funding Source	2020	2021	2022	2022	2023	% Change
Conservation Trust Fund 110	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Intergovernmental	\$ 662,347	\$ 788,497	\$ 880,000	\$ 880,000	\$ 906,400	3.0%
Interest	2,237	2,155	2,096	908	1,649	-21.3%
Total Revenues	\$ 664,584	\$ 790,652	\$ 882,096	\$ 880,908	\$ 908,049	2.9%
Expenditures						
Transfers Out	\$ 715,052	\$ 777,985	\$ 879,061	\$ 879,061	\$ 942,564	7.2%
Total Conservation Trust Budget	\$ 715,052	\$ 777,985	\$ 879,061	\$ 879,061	\$ 942,564	7.2%



Kindred Reserve Open Space Park

Cannabis Sales Tax Fund

In April of 2021, voters approved the retail sale of cannabis in the City of Grand Junction with a special tax rate authorized between 5% and 15%. This year City Council passed a 6% special sales tax on the retail sale of cannabis and the licensing and regulatory rules and procedures. The licensing is expected to be completed in early 2023, with ten licensed businesses beginning sales in the second quarter of 2023.

To remain conservative, staff budgeted an estimated nine months of retail activity resulting in total cannabis tax revenue, including the State share of \$1.88 million. The City will also receive the regular city sales tax of 3.25% on all retail sales of cannabis. The 2% portion of the City's sales tax rate on cannabis sales will go to the General Fund and be earmarked for affordable housing.

Cannabis taxes will fund a Police Officer in the Police Department which will focus on enforcement of cannabis sales within the City. All other funds received in 2023 will be set aside for future capital projects in accordance with the Parks, Recreation, and Open Space plan.

Cannabis Sales Tax Budget

Funding Source Cannabis Sales Tax Fund 111	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Taxes	\$ -	\$ -	\$ 1,015,000	\$ -	\$ 1,884,375	85.7%
Licenses and Permits	-	-	-	167,500	75,000	100.0%
Interest	-	-	-	261	18,094	100.0%
Total Revenues	\$ -	\$ -	\$ 1,015,000	\$ 167,761	\$ 1,977,469	94.8%
Expenditures						
Transfers Out	\$ -	\$ -	\$ 1,000,000	\$ 105,000	\$ 113,364	88.7%
Total Cannabis Sales Tax Budget	\$ -	\$ -	\$ 1,000,000	\$ 105,000	\$ 113,364	88.7%



Lincoln Park West Pickleball Courts



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DEBT SERVICE FUNDS

General Debt Service Fund

The General Debt Service fund is used to account for all resources which are being accumulated for general long-term debt principal and interest payments maturing in future years, other than long-term debt accounted for in enterprise and internal service funds or where a separate debt service fund is legally mandated.

General Debt Service Fund

Funding Source General Debt Service Fund 610	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Intergovernmental	\$ 16,932	\$ -	\$ -	\$ -	-	0.0%
Interest	233	-	-	-	-	0.0%
Capital Proceeds	14,740,000	-	-	-	-	0.0%
Transfers In	6,442,344	6,794,876	6,799,688	6,799,688	6,294,386	-7.4%
Total Revenues	\$ 21,199,508	\$ 6,794,876	\$ 6,799,688	\$ 6,799,688	\$ 6,294,386	-7.4%
Expenditures						
Operating	\$ 86,612	\$ 3,500	\$ 4,500	\$ 4,500	\$ 4,000	-11.1%
Debt Service	21,476,766	6,790,376	6,795,188	6,795,188	6,291,928	-7.4%
Total Gen Debt Svc. Fund Budget	\$ 21,563,378	\$ 6,793,876	\$ 6,799,688	\$ 6,799,688	\$ 6,295,928	-7.4%

Grand Junction Public Finance Corporation

This fund accounts for the debt service payments incurred in the finance of open space land.

Grand Junction Public Finance Corporation

Funding Source GJ Public Finance Corp 614	2020 Actual	2021 Actual	2022 Adopted	2022 Projected	2023 Adopted	% Change From 2022
Revenues						
Interest	\$ 12,721	\$ -	\$ -	\$ -	-	0.0%
Other	300,000	400,000	400,000	400,000	400,000	0.0%
Capital Proceeds	-	5,086,873	-	-	-	0.0%
Transfers In	204,427	848,430	300,879	300,879	293,582	-2.4%
Total Revenues	\$ 517,148	\$ 6,335,303	\$ 700,879	\$ 700,879	\$ 693,582	-1.0%
Expenditures						
Operating	\$ -	\$ 67,393	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Debt Service	530,406	6,261,691	713,600	713,600	698,300	-2.1%
Total GJ Public Finance Corp Budget	\$ 530,406	\$ 6,239,084	\$ 715,100	\$ 715,100	\$ 699,800	2.1%

Riverside Parkway Debt Fund

This fund is used to account for all resources which are being accumulated for the early retirement of the Riverside Parkway project long-term debt principal and interest payments maturing in future years.

Riverside Parkway Debt Fund

Funding Source	2020	2021	2022	2022	2023	% Change
Riverside Parkway Debt Fund 615	Actual	Actual	Adopted	Projected	Adopted	From 2022
Revenues						
Interest	\$ 69,725	\$ 22,413	\$ 35,042	\$ 35,042	-	-100.0%
Transfers In	632,922	1,305,444	-	-	-	-100.0%
Total Revenues	\$ 702,647	\$ 1,327,857	\$ 35,042	\$ 35,042	-	-100.0%
Expenditures						
Transfers Out	\$ 3,156,000	\$ 3,000,000	\$ 1,052,447	\$ 1,013,281	-	-100.0%
Total Riverside Pkwy Debt Budget	\$ 3,156,000	\$ 3,000,000	\$ 1,052,447	\$ 1,013,281	-	-100.0%



Spring in Downtown Grand Junction

APPENDIX

2023 Budget Appropriation Ordinance

ORDINANCE NO. 5112

AN ORDINANCE APPROPRIATING CERTAIN SUMS OF MONEY TO DEFRAY THE NECESSARY EXPENSES AND LIABILITIES OF THE CITY OF GRAND JUNCTION, COLORADO AND THE DOWNTOWN DEVELOPMENT AUTHORITY FOR THE YEAR BEGINNING JANUARY 1, 2023, AND ENDING DECEMBER 31, 2023

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION:

SECTION 1. That the following sums of money, or so much therefore as may be necessary, be and the same are hereby appropriated for the purpose of defraying the necessary expenses and liabilities, and for the purpose of establishing emergency reserves of the City of Grand Junction, for the fiscal year beginning January 1, 2023, and ending December 31, 2023, said sums to be derived from the various funds as indicated for the expenditures of:

Fund Name	Fund #	Appropriation
General Fund	100	\$ 100,786,377
Enhanced 911 Fund	101	\$ 2,908,700
Visit Grand Junction Fund	102	\$ 5,864,993
D.D.A. Operations	103	\$ 1,469,922
CDBG Fund	104	\$ 441,451
Parkland Expansion Fund	105	\$ 689,792
Lodgers Tax Increase Fund	106	\$ 2,412,969
First Responder Tax Fund	107	\$ 13,342,033
Conservation Trust Fund	110	\$ 942,564
Cannabis Sales Tax Fund	111	\$ 113,364
Sales Tax CIP Fund	201	\$ 30,594,070
Storm Drainage Fund	202	\$ 1,830,000
Transportation Capacity Fund	207	\$ 25,289,619
Water Fund	301	\$ 11,945,117
Solid Waste Removal Fund	302	\$ 6,359,754
Grand Junction Convention Center Fund	303	\$ 452,884
Golf Courses Fund	305	\$ 2,669,696
Parking Authority Fund	308	\$ 850,320
Ridges Irrigation Fund	309	\$ 369,940
Information Technology Fund	401	\$ 11,392,447
Fleet and Equipment Fund	402	\$ 9,083,028
Insurance Fund	404	\$ 18,655,474
Communication Center Fund	405	\$ 8,438,951
Facilities Management Fund	406	\$ 3,736,806
General Debt Service Fund	610	\$ 6,295,928
D.D.A. T.I.F. Debt Service	611	\$ 2,784,942
GJ Public Finance Corp Fund	614	\$ 699,800
Cemetery Perpetual Care Fund	704	\$ 11,409
Joint Sewer Operations Fund	900	\$ 28,398,481

SECTION 2. The documentation of the proposed revenue and expenses prepared and maintained by the Finance Director in support of the budget and appropriation

ordinance, including and pursuant to Article VII, Paragraph 57 regarding the setting of the City Manager's salary with Ordinance 5083 are incorporated by and made part of this ordinance by this reference as if fully set forth. Furthermore, Ordinance 5085 setting the salaries of the Municipal Judge and the City Attorney are incorporated by and made part of this ordinance by this reference as if fully set forth.

INTRODUCED AND ORDERED PUBLISHED IN PAMPHLET FORM this 2nd day of November 2022.

TO BE PASSED AND ADOPTED AND ORDERED PUBLISHED IN PAMPHLET FORM this 7th day of December, 2022



President of the Council

Attest:



City Clerk

I HEREBY CERTIFY THAT the foregoing Ordinance, being Ordinance No. 5112 was introduced by the City Council of the City of Grand Junction, Colorado at a regular meeting of said body held on the 2nd day of November 2022 and the same was published in The Daily Sentinel, a newspaper published and in general circulation in said City, in pamphlet form, at least ten days before its final passage.

I FURTHER CERTIFY THAT a Public Hearing was held on the 7th day of December 2022, at which Ordinance No. 5112 was read, considered, adopted and ordered published in pamphlet form by the Grand Junction City Council.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of said City this 9th day of December 2022.


Deputy City Clerk

Published: November 04, 2022
Published: December 9, 2022
Effective: January 8, 2023



Certificate Of Participation (COP)



Certificate of Participation (“COP”)-Lease Purchase Supplemental Information

The City of Grand Junction has two COP issuances. One for the improvements of the stadium at Lincoln Park/Suplizio Field (“Stadium COP”) and the other for public safety facilities (“Public Safety COP”) located primarily at 6th and Ute. The useful life of the assets that were improved by the COP’s extend past the term of the lease agreements.

The Stadium COP is through the Grand Junction Public Finance Corporation with an original issuance of \$7.77 million in COPs in 2010. In the early part of 2021, they were refinanced increasing the principal to \$11.03 million, generating proceeds for Stadium improvements, and extending the term to 2045. The lease payment budgeted in Fund 614 for 2023 is \$698,300. Grand Junction Baseball Inc. partnered in the project and participates in the payment of the lease at \$300,000 per year, and Mesa County School District No. 51 participates in the payment of the lease at \$100,000 per year beginning in 2021. The lease term is through 2045, and the total remaining lease obligations including the 2023 payment referenced above is \$16,041,700.

The Public Safety COP is through Zions First National Bank with an original issuance of \$34.9 million in COPs in 2010. In 2019, the outstanding COPs were re-financed at a lower interest rate with no change in the lease term resulting in significant savings in future total lease obligations. The lease payment budgeted in Fund 610 for 2023 is \$1,995,450. The E911 Regional Communication Center participates in the payment of the lease at \$500,000 per year through the Enhanced 911 Fund. The lease term is through 2040 and the total remaining lease obligation including the 2023 including the payment referenced above is \$35,966,750.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Grand Junction
Colorado**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director

2023 Classification And Pay Plan

Grand Junction is currently facing a tight labor market, and the City is challenged to find and retain qualified talent to fill the City's extensive range of job openings. This pressure and increased cost of living is expected to continue. To ensure the City remains competitive in attracting and retaining talent, a market analysis and pay adjustment for all city positions was completed to align pay rates and steps with similar positions in the market. The result is a wage increase between 3% and 6%, with an average wage increase of 5.6% predominantly due to increases warranted in public safety positions. Some positions received a higher percentage increase if their current wage fell below the new pay range. The total cost of wage adjustments is \$4.6 million (\$3.5 million General Fund).

Classification and Pay Plan (By position classification) 2023 Adopted Budget

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Customer Service	13	
Parking Services Technician	1	\$3,267 - \$4,248
Leisure Services Representative	2	\$3,267 - \$4,248
Customer Service Representative	5	\$3,609 - \$4,691
Customer Service Analyst	1	\$3,987 - \$5,183
Court Clerk	1	\$3,987 - \$5,183
Utilities Customer Service Specialist	1	\$3,987 - \$5,183
Court Administrator	1	\$5,645 - \$7,338
Customer Service Supervisor	1	\$5,934 - \$7,714
Financial	19	
Taxpayer Support Specialist	0	\$4,138 - \$5,380
Licensing Compliance Officer	1	\$4,138 - \$5,380
Administrative/Financial Analyst	0	\$4,803 - \$6,244
Parking Coordinator/Admin	1	\$4,803 - \$6,244
Accountant/Analyst I	4	\$4,803 - \$6,244
Tax Compliance Officer	0	\$4,803 - \$6,244
Grant Administrator	2	\$5,506 - \$7,158
Auditor	2	\$5,506 - \$7,158
Accountant/Analyst II	4	\$5,506 - \$7,158
Budget Coordinator	1	\$5,787 - \$7,523
Business Analyst	1	\$6,158 - \$8,005
Finance Supervisor	1	\$6,799 - \$8,838
General Services Supervisor	0	\$6,799 - \$8,838
Controller	1	\$7,892 - \$10,260
Deputy Finance Director	1	\$9,161 - \$11,910
Procurement	5	
Warehouse Specialist	1	\$3,477 - \$4,520
Buyer	1	\$4,924 - \$6,401
Senior Buyer	2	\$5,438 - \$7,069
Contract Administrator	1	\$6,632 - \$8,621
Human Resources	13	
Human Resources Technician	1	\$3,700 - \$4,810
Safety Programs Coordinator	1	\$4,985 - \$6,481
Recruiting Coordinator	1	\$4,985 - \$6,481
Wellness Coordinator	0	\$4,985 - \$6,481
Claims Specialist	1	\$4,985 - \$6,481
Benefits Specialist	1	\$5,787 - \$7,523

**Classification and Pay Plan
(By position classification)
2023 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Human Resources (Continued)		
Organizational Development & Training Coordinator	1	\$5,787 - \$7,523
City Recruiter	1	\$5,787 - \$7,523
Human Resources Analyst	3	\$5,787 - \$7,523
Human Resources Supervisor	1	\$7,795 - \$10,133
Risk Manager	1	\$8,609 - \$11,192
Human Resources Manager	1	\$8,609 - \$11,192
City Clerk	4	
Best & Brightest Fellowship (2 Yr.)	1	\$3,521 - \$4,577
Deputy City Clerk	2	\$4,685 - \$6,091
City Records Manager	1	\$5,715 - \$7,430
Management Analyst	0	\$5,715 - \$7,430
Chief Deputy City Clerk	0	\$5,715 - \$7,430
Information Technology (IT)	24	
IT Support Specialist	3	\$4,627 - \$6,015
GIS Technician	1	\$4,627 - \$6,015
Lead IT Support Specialist	1	\$5,110 - \$6,643
Information Technology Analyst	0	\$5,645 - \$7,338
GIS Analyst	2	\$5,645 - \$7,338
Systems/Network Analyst	13	\$6,550 - \$8,516
IT Business Operations Supervisor	1	\$7,604 - \$9,885
Information Technology Supervisor	2	\$7,604 - \$9,885
Information Technology Product Owner	0	\$7,604 - \$9,885
Information Security Officer	1	\$8,826 - \$11,474
Chief Technology Officer	0	\$10,246 - \$13,319
Legal	4	
Staff Attorney	3	\$6,632 - \$8,621
Senior Staff Attorney	0	\$8,503 - \$11,054
Senior Staff Attorney – Public Safety	1	\$8,503 - \$11,054
Administrative Support	20	
Administrative Assistant	9	\$3,392 - \$4,409
Senior Administrative Assistant	7	\$3,747 - \$4,871
Administrative Specialist	4	\$4,138 - \$5,380
Marketing and Communications	13	
Visitor Center & Administrative Coordinator	1	\$4,296 - \$5,584
Digital Communications Specialist	1	\$4,514 - \$5,868
Content Specialist	1	\$4,514 - \$5,868
Department Information Coordinator	0	\$4,514 - \$5,868
Social Media and Content Creator	1	\$4,985 - \$6,481
Community Outreach Specialist	4	\$5,239 - \$6,811
Business Development Coordinator	0	\$5,239 - \$6,811
Community Engagement Coordinator	1	\$5,239 - \$6,811
Communications Project Coordinator	1	\$5,787 - \$7,523
Data Analyst	1	\$6,390 - \$8,308
Data Scientist	1	\$7,058 - \$9,175
Chief Marketing Officer	1	\$7,795 - \$10,133
Facilities	12	
Custodian	7	\$2,957 - \$3,844
Lead Custodian	1	\$3,267 - \$4,248
Facilities Maintenance Crew Leader	2	\$4,403 - \$5,724
Night Maintenance Supervisor	1	\$4,627 - \$6,015
Facilities Supervisor	1	\$6,234 - \$8,105

**Classification and Pay Plan
(By position classification)
2023 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Parks Maintenance	43	
Parks Equipment Operator	25	\$3,700 - \$4,810
Golf Equipment Operator	1	\$3,700 - \$4,810
Parks Crew Leader	9	\$4,924 - \$6,401
Plant Health Specialist	1	\$4,924 - \$6,401
Parks Maintenance Supervisor	5	\$6,390 - \$8,308
Golf Superintendent	1	\$6,390 - \$8,308
Parks Superintendent	1	\$7,417 - \$9,641
Public Works and Utilities Maintenance and Operations	72	
Apprentice Equipment Operator	15	\$3,227 - \$4,195
Equipment Operator	16	\$3,747 - \$4,871
Pipeline Maintenance Worker	0	\$3,938 - \$5,119
Specialty Equipment Operator	22	\$4,138 - \$5,380
TV Equipment Operator	0	\$4,138 - \$5,380
Public Works/Utilities/Project/Storm Water/Recycling Team	11	\$4,570 - \$5,941
Crew Leader		
Operations and Maintenance Supervisor	7	\$6,470 - \$8,411
Recycling Program Supervisor	1	\$6,470 - \$8,411
Traffic Signal Technician	8	
Traffic Technician	4	\$3,938 - \$5,119
Traffic Signal Technician	1	\$4,349 - \$5,653
Traffic Crew Leader	2	\$5,047 - \$6,561
Traffic Supervisor	1	\$6,799 - \$8,838
Fleet	18	
Fleet Support Technician	1	\$3,654 - \$4,751
Fleet Services Coordinator	1	\$3,841 - \$4,993
Fleet Parts Coordinator	1	\$3,841 - \$4,993
Automotive and Equipment Technician	12	\$4,242 - \$5,515
Automotive and Equipment Crew Leader	1	\$4,924 - \$6,401
Automotive and Equipment Supervisor	1	\$5,715 - \$7,430
Automotive and Equipment Manager	1	\$6,970 - \$9,061
Community Development	20	
Planning Technician	4	\$4,242 - \$5,515
Associate Planner	2	\$5,715 - \$7,430
Development Coordinator	1	\$5,715 - \$7,430
Senior Planner	3	\$6,312 - \$8,205
Mobility Planner	1	\$6,312 - \$8,205
Housing Specialist	2	\$6,312 - \$8,205
Sustainability Coordinator	1	\$6,312 - \$8,205
Assistant to the City Manager	1	\$6,312 - \$8,205
Principal Planner	2	\$6,632 - \$8,621
Planning Supervisor	1	\$7,325 - \$9,523
Housing Supervisor	1	\$7,325 - \$9,523
Senior Assistant to the City Manager	0	\$8,091 - \$10,518
Planning Manager	1	\$8,503 - \$11,054
Engineering Support	7	
Engineering Technician	3	\$4,803 - \$6,244
Survey Technician	1	\$5,047 - \$6,561
Senior Engineering Technician	1	\$5,305 - \$6,897
Transportation Systems Analyst II	1	\$6,158 - \$8,005
City Surveyor	1	\$6,470 - \$8,411

**Classification and Pay Plan
(By position classification)
2023 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Engineering Support	18	
Engineering Specialist	2	\$6,007 - \$7,809
Utilities Asset Management Specialist	1	\$6,312 - \$8,205
Project Engineer	7	\$7,325 - \$9,523
Operations Support Engineer	1	\$7,325 - \$9,523
Wastewater Project Manager	1	\$7,325 - \$9,523
Development Engineer	3	\$8,091 - \$10,518
Real Estate Manager	1	\$8,503 - \$11,054
Engineering Program Supervisor (Transportation)	1	\$8,937 - \$11,618
Engineering Manager	1	\$9,871 - \$12,832
Police Records	9	
Police Records Specialist	7	\$3,521 - \$4,577
Lead Police Records Specialist	1	\$3,889 - \$5,056
Police Records Supervisor	1	\$5,239 - \$6,811
Communications Center Non-Exempt	53	
Emergency Communications Specialist	42	\$4,349 - \$5,653
Quality Assurance Analyst	1	\$4,803 - \$6,244
Administrative/QA Supervisor	1	\$6,158 - \$8,005
Dispatch Shift Supervisor	8	\$6,158 - \$8,005
Communications Center Manager	1	\$8,294 - \$10,783
Police Civilian – Operations	31	
Audio Clerk	0	\$3,392 - \$4,409
Parking Compliance Officer	6	\$3,392 - \$4,409
Code Compliance Officer	4	\$4,138 - \$5,380
Evidence Technician	4	\$4,138 - \$5,380
Lead Evidence Technician	1	\$4,570 - \$5,941
Police Services Technician	8	\$4,570 - \$5,941
Civilian Investigator	4	\$4,570 - \$5,941
Digital Forensic Analyst	2	\$6,312 - \$8,205
Criminalist	2	\$6,312 - \$8,205
Crime Lab Supervisor	0	\$7,699 - \$10,008
Police Civilian – Services	9	
Victim Advocate Specialist	1	\$4,985 - \$6,481
Volunteer Coordinator	1	\$4,985 - \$6,481
Victim Services Coordinator	1	\$5,506 - \$7,158
Co-Responder Clinician	3	\$5,506 - \$7,158
Crime Analyst	1	\$5,506 - \$7,158
Police Civilian Manager	2	\$8,294 - \$10,783
Police Sworn	129	
Police Officer	93	\$6,595 - \$7,618
Police Corporal	10	\$7,999 - \$8,486
Police Sergeant	17	\$8,911 - \$9,454
Police Commander (LT)	7	\$10,871 - \$11,534
Deputy Police Chief (Captain)	2	\$13,263 - \$14,071
EMS	11	
EMT – 2080	1	\$3,521 - \$4,577
EMT – 2912	3	\$4,924 - \$6,401
Paramedic – 2080	3	\$4,296 - \$5,584
Paramedic – 2912	1	\$6,007 - \$7,809
EMS Officer	1	\$6,632 - \$8,621
SAM Officer	2	\$7,699 - \$10,008

**Classification and Pay Plan
(By position classification)
2023 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Fire Sworn	150	
Firefighter	45	\$5,715 - \$7,430
Fire Engineer	21	\$6,312 - \$8,205
Firefighter/Paramedic	60	\$6,632 - \$8,621
Fire Unit Supervisor (Captain)	21	\$7,699 - \$10,008
Training Officer/Fire & EMS	3	\$8,091 - \$10,518
Fire Administration/Management	14	
Fire Apparatus and Equipment Coordinator	1	\$4,924 - \$6,401
Fire Inspector	2	\$6,007 - \$7,809
Fire Prevention Specialist	3	\$6,632 - \$8,621
Fire Marshal	1	\$10,102 - \$11,618
Administrative Fire Officer (Battalion Chief – 2912)	3	\$10,102 - \$11,618
Administrative Fire Officer (Battalion Chief – 2080)	1	\$10,102 - \$11,618
Emergency Medical Services Chief (2080)	1	\$10,102 - \$11,618
Deputy Fire Chief (Operations and Administration)	2	\$11,727 - \$13,486
Recreation	15	
Early Childhood Education Teacher	5	\$3,841 - \$4,993
Recreation Specialist	1	\$3,841 - \$4,993
Daycare Director	1	\$4,458 - \$5,796
Recreation Coordinator	5	\$4,458 - \$5,796
Recreation Supervisor	2	\$6,007 - \$7,809
Recreation Superintendent	1	\$7,325 - \$9,523
Golf	4	
Golf Shop Assistant	1	\$3,987 - \$5,183
1st Assistant Golf Professional	2	\$3,987 - \$5,183
Director of Golf	1	\$5,934 - \$7,714
Water and Wastewater Operations (Plant Maintenance)	14	
Plant Mechanic	7	\$4,514 - \$5,868
Plant Electrician	1	\$4,514 - \$5,868
Lead Plant Mechanic	2	\$4,985 - \$6,481
SCADA Technician	3	\$5,506 - \$7,158
Wastewater Plant Maintenance Supervisor	1	\$6,714 - \$8,729
Utility Operations	33	
Utilities Maintenance Technician	16	\$4,138 - \$5,380
Wastewater Plant Operator	6	\$4,803 - \$6,244
Water Plant Operator	5	\$4,803 - \$6,244
Water Quality Specialist	2	\$5,047 - \$6,561
Lead Wastewater Plant Operator	1	\$5,305 - \$6,897
Lead Water Plant Operator	1	\$5,305 - \$6,897
Wastewater Improvement Coordinator	0	\$5,860 - \$7,618
Utility Operations		
Wastewater Operations Supervisor	1	\$6,799 - \$8,838
Water Operations Supervisor	0	\$6,799 - \$8,838
Water Supply Supervisor	1	\$6,799 - \$8,838
Laboratory (Water and Wastewater Operations)	9	
Water Conservation Specialist	1	\$4,138 - \$5,380
Laboratory Technician	1	\$4,138 - \$5,380
Laboratory Analyst	2	\$5,047 - \$6,561
Industrial Pretreatment Specialist	2	\$5,305 - \$6,897
Laboratory Chemist	1	\$5,575 - \$7,247
Industrial Pretreatment Supervisor	1	\$6,799 - \$8,838
Laboratory Supervisor	1	\$6,799 - \$8,838

**Classification and Pay Plan
(By position classification)
2023 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Public Works & Utilities Management	4	
Wastewater Services Manager	1	\$8,192 - \$10,650
General Services Manager	1	\$8,192 - \$10,650
Water Services Manager	1	\$8,192 - \$10,650
Deputy General Services Director	1	\$9,048 - \$11,763
Executive Staff	16	
City Manager	1	\$19,795
City Attorney	1	\$17,053
Fire Chief	1	\$12,199 - \$15,917
Police Chief	1	\$12,199 - \$15,917
Finance Director	1	\$11,141 - \$14,536
Parks and Recreation Director	1	\$11,141 - \$14,536
Utilities Director	1	\$11,141 - \$14,536
Public Works Director	1	\$11,141 - \$14,536
General Services Director	1	\$11,141 - \$14,536
Human Resources Director	1	\$11,141 - \$14,536
Community Development Director	1	\$11,141 - \$14,536
Visit Grant Junction Director	1	\$11,141 - \$14,536
Communication and Engagement Director	1	\$11,141 - \$14,536
Information Technology Director	1	\$11,141 - \$14,536
Assistant City Attorney	1	\$8,850 - \$11,547
City Clerk	1	\$8,850 - \$11,547
Total 2023 Approved Positions	824	



Fire Station #3 Uncoupling with Pomona Elementary School Students Help

2023 Adopted Positions By Department

The table below shows all full-time adopted positions included in 2023 Adopted Budget with the exceptions below:

1. All positions are shown in their home department; however, a percentage of the total costs may be allocated to other funds and/or departments. Total Salary and Benefits include wages, city paid taxes, retirement, insurance, and worker's compensation.
2. All lines highlighted in pink are regular part-time positions and are not included in the total FTE count adopted by City Council of 824 full time positions but are shown here because they are part of the full-time salary and benefits budget within that department.
3. The DDA and BID positions are not part of the City's FTE Count of 824 Positions.

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-110 – City Manager	100	100001	City Manager	\$ 307,128
01-110 – City Manager	100	102275	Asst. to the City Manager	96,689
01-110 – City Manager	100	100678	Administrative Specialist	76,462
01-110 – City Manager	100	100882	Best & Brightest	49,226
Total City Manager Total				\$ 529,505
01-120 – City Attorney	100	100006	City Attorney	\$ 260,189
01-120 – City Attorney	100	100005	Assistant City Attorney	171,171
01-120 – City Attorney	107	102306	Senior Staff Attorney - Public Safety	154,645
01-120 – City Attorney	100	102024	Staff Attorney	134,850
01-120 – City Attorney	100	102324	Staff Attorney	106,873
01-120 – City Attorney	100	100561	Staff Attorney	84,808
01-120 – City Attorney	100	100663	Sr. Administrative Assistant	76,794
01-120 – City Attorney	100	100669	Administrative Specialist	58,443
Total City Attorney Total				\$ 1,047,773
01-125 – Communications and Engagement	100	102102	Communications & Engagement Director	\$ 168,706
01-125 – Communications and Engagement	100	102332	Communications Project Coordinator	90,176
01-125 – Communications and Engagement	100	100583	Community Engagement Coordinator	83,091
01-125 – Communications and Engagement	100	100467	Digital Communications Specialist	89,572
Total Communications and Engagement Total				\$ 431,545
01-130 – City Clerk	100	100010	City Clerk	\$ 151,477
01-130 – City Clerk	100	102141	Deputy City Clerk	133,331
01-130 – City Clerk	401	102130	City Records Manager	130,905
01-130 – City Clerk	100	100009	Deputy City Clerk	81,150
01-130 – City Clerk	100	102148	Administrative Assistant	69,658
Total City Clerk Total				\$ 566,521
01-140 – Human Resources	100	100028	Human Resources Director	\$ 192,649
01-140 – Human Resources	100	102389	Human Resources Manager	149,360
01-140 – Human Resources	100	102091	Human Resources Supervisor	128,065
01-140 – Human Resources	100	100825	Professional Development Coord	100,448
01-140 – Human Resources	100	100033	Human Resources Analyst	99,372
01-140 – Human Resources	100	100865	Human Resources Analyst	99,106
01-140 – Human Resources	100	102352	Human Resources Analyst	87,624
01-140 – Human Resources	100	102025	Accountant/Analyst I	84,418
01-140 – Human Resources	100	100790	Human Resources Technician	66,486
01-140 – Human Resources/First Responder	107	102291	City Recruiter	101,410
01-140 – Human Resources/Insurance	404	100383	Risk Manager	138,379
01-140 – Human Resources/Insurance	404	100671	Benefits Specialist	94,709
01-140 – Human Resources/Insurance	404	100792	Claims Specialist	77,480
Total Human Resource Total				\$ 1,419,506
01-150-010 – Information Technology	401	100363	Information Technology Director	\$ 185,838
01-150-015 – IT Application Support	401	100518	Systems/Network Analyst	136,403
01-150-015 – IT Application Support	401	102084	Systems/Network Analyst	133,022
01-150-015 – IT Application Support	401	102105	Systems/Network Analyst	109,589
01-150-015 – IT Application Support	401	100785	Systems/Network Analyst	101,729
01-150-020 – IT Infrastructure Support	401	100494	Information Systems Security Officer	146,776
01-150-020 – IT Infrastructure Support	401	100517	Systems/Network Analyst	138,956
01-150-020 – IT Infrastructure Support	401	100779	Systems/Network Analyst	133,140
01-150-020 – IT Infrastructure Support	401	100824	Systems/Network Analyst	132,434
01-150-021 – Public Safety Support	401	100398	Information Technology Supervisor	145,137

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-150-021 – Public Safety Support	401	100519	Systems/Network Analyst	\$ 131,879
01-150-021 – Public Safety Support	401	102099	Systems/Network Analyst	119,496
01-150-021 – Public Safety Support	401	102055	Systems/Network Analyst	115,004
01-150-022 – Business Operations	401	102232	IT Business Operations Supervisor	140,469
01-150-022 – Business Operations	401	102167	Systems/Network Analyst	133,444
01-150-022 – Business Operations	401	102142	Systems/Network Analyst	104,702
01-150-022 – Business Operations	401	100542	Lead IT Support Specialist	103,549
01-150-022 – Business Operations	401	100495	Information Tech Support Specialist	99,925
01-150-022 – Business Operations	401	100486	Information Tech Support Specialist	74,939
01-150-022 – Business Operations	401	100528	Information Tech Support Specialist	74,939
01-150-025 – GIS	401	100737	Information Technology Supervisor	140,037
01-150-025 – GIS	401	100732	GIS Analyst	105,548
01-150-025 – GIS	401	100733	GIS Analyst	101,894
01-150-025 – GIS	401	100778	GIS Analyst	101,894
01-150-025 – GIS	401	102168	GIS Technician	95,191
Total Information Technology				\$ 2,461,370
01-160 – General Services	100	100012	General Services Director	\$ 187,761
01-160 – General Services	100	102323	Deputy General Services Director	147,794
01-160 – General Services	100	100496	General Services Manager	132,162
01-160 – General Services	100	100233	Operations and Maintenance Supervisor	117,212
01-160 – General Services	100	100650	Project Team Crew Leader	101,380
01-160 – General Services	100	102280	Project Team Crew Leader	86,790
01-160 – General Services	100	102277	Project Team Crew Leader	85,848
01-160 – General Services	100	100607	Specialty Equipment Operator	83,593
01-160 – General Services	100	100683	Administrative Assistant	77,085
01-160 – General Services	100	100602	Apprentice Equipment Operator	76,286
01-160 – General Services	100	100274	Equipment Operator	75,691
01-160 – General Services	100	100529	Equipment Operator	75,691
01-160 – General Services	100	100271	Apprentice Equipment Operator	71,759
01-160 – General Services	100	100604	Apprentice Equipment Operator	71,608
01-160 – General Services	100	102136	Specialty Equipment Operator	70,975
01-160 – General Services	100	100606	Specialty Equipment Operator	70,501
01-160 – General Services	100	102278	Equipment Operator	64,181
01-160 – General Services	100	102279	Apprentice Equipment Operator	58,030
01-160 – General Services	100	100600	Apprentice Equipment Operator	57,151
01-160 – General Services	100	100639	Apprentice Equipment Operator	56,841
01-160 – General Services	100	100652	Apprentice Equipment Operator	56,841
01-160 – General Services	100	100601	Apprentice Equipment Operator	56,549
Total General Services				\$ 1,881,729
01-220 – General Services/Purchasing	100	100027	Contract Administrator/Manager	\$ 117,249
01-220 – General Services/Purchasing	100	100515	Senior Buyer	101,677
01-220 – General Services/Purchasing	100	100883	Senior Buyer	96,393
01-220 – General Services/Purchasing	100	100360	Parking Services Technician	77,543
01-220 – General Services/Purchasing	100	102187	Buyer	69,292
01-220 – General Services/Purchasing	100	102395	Parking Coordinator/Admin	65,465
01-220-035 – General Services/Warehouse	100	100757	Warehouse Specialist	64,024
Total Gen. Services/Purchasing/Warehouse				\$ 591,643
01-230 – General Services/Fleet	402	102065	Automotive and Equip Manager	\$ 129,483
01-230 – General Services/Fleet	402	102145	Automotive and Equip Supervisor	114,001
01-230 – General Services/Fleet	402	100727	Automotive and Equip Crew Leader	103,547
01-230 – General Services/Fleet	402	100728	Automotive and Equip Technician	102,490
01-230 – General Services/Fleet	402	102211	Automotive and Equip Technician	93,801
01-230 – General Services/Fleet	402	100726	Automotive and Equip Technician	92,849
01-230 – General Services/Fleet	402	102189	Automotive and Equip Technician	91,604
01-230 – General Services/Fleet	402	100730	Automotive and Equip Technician	88,827
01-230 – General Services/Fleet	402	102066	Automotive and Equip Technician	88,484
01-230 – General Services/Fleet	402	100776	Automotive and Equip Technician	85,564
01-230 – General Services/Fleet	402	102249	Automotive and Equip Technician	85,324
01-230 – General Services/Fleet	107	102281	FR - Automotive and Equip Tech	81,654
01-230 – General Services/Fleet	402	102204	Automotive and Equip Technician	81,601
01-230 – General Services/Fleet	402	102368	Automotive and Equip Technician	77,744
01-230 – General Services/Fleet	402	100738	Automotive and Equip Technician	72,804
01-230 – General Services/Fleet	402	102203	Fleet Services Coordinator	65,617

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-230 – General Services/Fleet	402	102330	Fleet Parts Coordinator	\$ 59,283
01-230 – General Services/Fleet	402	102399	Fleet Support Technician	54,129
Total General Services/Fleet				\$ 1,568,806
01-730 – General Services/Facilities	406	102040	Facilities Supervisor	\$ 122,995
01-730 – General Services/Facilities	406	100787	Facilities Maintenance Technician	93,224
01-730 – General Services/Facilities	406	102387	Night Maintenance Supervisor	79,913
01-730 – General Services/Facilities	406	100799	Custodian	69,893
01-730 – General Services/Facilities	406	100797	Custodian	63,201
01-730 – General Services/Facilities	406	100839	Custodian	63,201
01-730 – General Services/Facilities	406	102190	Custodian	62,591
01-730 – General Services/Facilities	406	102132	Facilities Maintenance Technician	62,400
01-730 – General Services/Facilities	406	102098	Custodian	61,560
01-730 – General Services/Facilities	406	100798	Custodian	55,940
01-730 – General Services/Facilities	406	100800	Custodian	47,775
Total General Services/Facilities				\$ 782,693
01-830-280 – General Services/LP Golf	305	100804	Director of Golf	\$ 117,639
01-830-280 – General Services/LP Golf	305	100806	1 st Assistant Golf Pro	73,589
01-830-280 – General Services/LP Golf	305	100807	1 st Assistant Golf Pro	73,579
01-830-280 – General Services/LP Golf	305	100805	Golf Shop Associated	69,960
01-830-290 – General Services/LP Golf	305	100654	Golf Equipment Operator	65,759
01-830-295 – General Services/TR Golf	305	100353	Parks Maintenance Supervisor	120,691
01-830-295 – General Services/TR Golf	305	102304	Golf Superintendent	111,511
Total General Services/Golf				\$ 632,728
07-740-160 – General Services/Solid Waste	302	100336	Operations and Maint. Supervisor	\$ 123,377
07-740-160 – General Services/Solid Waste	302	102050	Specialty Equipment Operator	98,493
07-740-160 – General Services/Solid Waste	302	100751	Specialty Equipment Operator	96,570
07-740-160 – General Services/Solid Waste	302	100754	Specialty Equipment Operator	93,994
07-740-160 – General Services/Solid Waste	302	100641	Crew Leader	91,283
07-740-160 – General Services/Solid Waste	302	100752	Specialty Equipment Operator	86,208
07-740-160 – General Services/Solid Waste	302	100756	Specialty Equipment Operator	86,208
07-740-160 – General Services/Solid Waste	302	100753	Specialty Equipment Operator	85,586
07-740-160 – General Services/Solid Waste	302	100755	Specialty Equipment Operator	82,222
07-740-160 – General Services/Solid Waste	302	100749	Specialty Equipment Operator	73,646
07-740-160 – General Services/Solid Waste	302	100748	Specialty Equipment Operator	71,478
07-740-160 – General Services/Solid Waste	302	100750	Specialty Equipment Operator	71,468
Total General Services/Solid Waste				\$ 1,060,533
07-740-165 – General Services/Recycling	302	102361	Recycling Program Supervisor	\$ 115,729
07-740-165 – General Services/Recycling	302	102397	Specialty Equip Oper-Recycling	82,222
07-740-165 – General Services/Recycling	302	102373	Apprentice Equip Oper-Recycling	80,925
07-740-165 – General Services/Recycling	302	100651	Recycling Program Crew Leader	78,244
07-740-165 – General Services/Recycling	302	102377	Equipment Operator-Recycling	76,262
07-740-165 – General Services/Recycling	302	102372	Apprentice Equip Oper-Recycling	69,681
07-740-165 – General Services/Recycling	302	102374	Apprentice Equip Oper-Recycling	69,681
07-740-165 – General Services/Recycling	302	102371	Equipment Operator-Recycling	68,586
07-740-165 – General Services/Recycling	302	102379	Equipment Operator-Recycling	68,586
07-740-165 – General Services/Recycling	302	102386	Apprentice Equip Oper-Recycling	68,416
07-740-165 – General Services/Recycling	302	102032	Specialty Equip Oper-Recycling	62,887
07-740-165 – General Services/Recycling	302	102396	Specialty Equip Oper-Recycling	62,887
07-740-165 – General Services/Recycling	302	102378	Equipment Operator-Recycling	59,465
07-740-165 – General Services/Recycling	302	102376	Apprentice Equip Oper-Recycling	58,549
07-740-165 – General Services/Recycling	302	102375	Apprentice Equip Oper-Recycling	57,917
07-740-165 – General Services/Recycling	302	100667	Administrative Assistant	56,414
Total General Services/Recycling				\$ 1,136,451
01-610 – Community Development	100	102226	Community Development Director	\$ 192,119
01-610 – Community Development	100	100703	Planning Manager	136,441
01-610 – Community Development	100	102027	Sr. Planner	132,419
01-610 – Community Development	100	100702	Principal Planner	128,625
01-610 – Community Development	100	102097	Planning Supervisor	126,266
01-610 – Community Development	100	100253	Housing Supervisor	125,051
01-610 – Community Development	100	100252	Principal Planner	118,672
01-610 – Community Development	100	100254	Development Coordinator	116,112
01-610 – Community Development	100	102356	Mobility Planner	110,709
01-610 – Community Development	100	100251	Sr. Planner	106,595

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-610 – Community Development	100	100471	Sr. Planner	\$ 106,302
01-610 – Community Development	100	102357	Sustainability Coordinator	106,302
01-610 – Community Development	100	102369	Housing Specialist	106,302
01-610 – Community Development	100	102249	Associate Planner	98,104
01-610 – Community Development	100	100250	Associate Planner	98,104
01-610 – Community Development	100	102093	Planning Technician	81,281
01-610 – Community Development	100	100777	Planning Technician	77,851
01-610 – Community Development	100	102113	Planning Technician	77,851
01-610 – Community Development	100	102026	Homelessness Position (TBD)	75,109
01-610 – Community Development	100	100470	Planning Technician	65,903
Total Community Development				\$ 2,186,118
02-200 – Finance Operations	100	100514	Finance Director	\$ 210,452
02-200 – Finance Operations	100	102317	Deputy Finance Director	145,472
02-200 – Finance Operations	100	102194	Controller	128,011
02-200 – Finance Operations	100	102229	Budget Coordinator	115,256
02-200 – Finance Operations	107	102166	FR - Grant Administrator	107,873
02-200 – Finance Operations	100	102290	Administrative Financial Analyst	92,586
02-200 – Finance Operations	100	102358	Grant Administrator	85,350
Total Finance Administration				\$ 885,000
02-210 – Finance/Budget and Accounting	100	100588	Finance Supervisor	\$ 114,157
02-210 – Finance/Budget and Accounting	100	102222	Accountant/Analyst I	95,412
02-210 – Finance/Budget and Accounting	100	100018	Accountant/Analyst I	85,571
02-210 – Finance/Budget and Accounting	100	100590	Accountant/Analyst II	83,297
02-210 – Finance/Budget and Accounting	100	102233	Accountant/Analyst I	80,463
02-210 – Finance/Budget and Accounting	100	102402	Accountant/Analyst II	72,890
Total Budget and Accounting				\$ 531,790
02-250 – Finance/Revenue	100	100017	Auditor	\$ 97,148
02-250 – Finance/Revenue	100	102186	Auditor	92,596
02-250 – Finance/Revenue	100	102199	Licensing Compliance Officer	76,446
Total Revenue				\$ 266,190
02-260 – Finance/Municipal Court	100	102094	Court Administrator	\$ 93,260
02-260 – Finance/Municipal Court	100	100508	Court Clerk	76,431
02-260 – Finance/Municipal Court	100	100931	REG PT Court Clerk (3/4)	52,383
Total Municipal Court				\$ 218,292
04-400 – Police Administration	100	100037	Police Chief	\$ 232,980
04-400 – Police Administration	100	100039	Deputy Police Chief (Captain)	197,534
04-400 – Police Administration	100	100088	Deputy Police Chief (Captain)	190,998
04-400 – Police Administration	100	102174	Police Officer	108,456
04-400 – Police Administration	100	100016	Admin Financial Analyst	93,165
04-400 – Police Administration	100	100106	Police Officer	84,447
04-400 – Police Administration	100	100852	Sr. Administrative Assistant	82,799
04-400 – Police Administration	100	100680	Sr. Administrative Assistant	81,415
04-400 – Police Administration	100	100684	Administrative Specialist	80,076
04-400 – Police Administration	100	102251	Community Outreach Specialist	78,215
04-400 – Police Administration	100	100885	Community Outreach Specialist	73,719
Total Police Administration				\$ 1,303,804
04-410-060 – Police Patrols	100	100069	Police Commander (Lt)	\$ 191,303
04-410-060 – Police Patrols	100	102020	Police Commander (Lt)	171,350
04-410-060 – Police Patrols	100	100035	Police Commander (Lt)	170,820
04-410-060 – Police Patrols	100	100097	Police Commander (Lt)	168,304
04-410-060 – Police Patrols	100	102064	Police Sergeant	178,882
04-410-060 – Police Patrols	100	100066	Police Sergeant	141,589
04-410-060 – Police Patrols	100	100045	Police Sergeant	140,685
04-410-060 – Police Patrols	100	100064	Police Sergeant	140,145
04-410-060 – Police Patrols	100	102085	Police Sergeant	140,135
04-410-060 – Police Patrols	100	100556	Police Sergeant	138,287
04-410-060 – Police Patrols	100	100099	Police Sergeant	137,802
04-410-060 – Police Patrols	100	100104	Police Sergeant	137,161
04-410-060 – Police Patrols	100	100815	Police Sergeant	135,764
04-410-060 – Police Patrols	100	100087	Police Sergeant	134,473
04-410-060 – Police Patrols	100	102047	Police Corporal	134,703
04-410-060 – Police Patrols	100	102042	Police Corporal	131,123
04-410-060 – Police Patrols	100	102046	Police Corporal	127,883

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-060 – Police Patrols	100	102048	Police Corporal	\$ 127,883
04-410-060 – Police Patrols	100	102044	Police Corporal	121,943
04-410-060 – Police Patrols	100	102266	Police Corporal	118,603
04-410-060 – Police Patrols	100	102045	Police Corporal	113,222
04-410-060 – Police Patrols	100	100102	Police Officer	120,890
04-410-060 – Police Patrols	100	100527	Police Officer	120,890
04-410-060 – Police Patrols	100	100056	Police Officer	120,880
04-410-060 – Police Patrols	100	100081	Police Officer	120,880
04-410-060 – Police Patrols	100	100111	Police Officer	120,880
04-410-060 – Police Patrols	100	100126	Police Officer	120,880
04-410-060 – Police Patrols	100	100082	Police Officer	120,650
04-410-060 – Police Patrols	100	100076	Police Officer	120,415
04-410-060 – Police Patrols	100	100048	Police Officer	120,350
04-410-060 – Police Patrols	100	100065	Police Officer	120,350
04-410-060 – Police Patrols	100	102089	Police Officer	120,115
04-410-060 – Police Patrols	100	100105	Police Officer	118,932
04-410-060 – Police Patrols	100	102067	Police Officer	115,676
04-410-060 – Police Patrols	100	102244	Police Officer	112,343
04-410-060 – Police Patrols	100	100054	Police Officer	112,103
04-410-060 – Police Patrols	100	100096	Police Officer	112,103
04-410-060 – Police Patrols	100	102100	Police Officer	111,803
04-410-060 – Police Patrols	100	100092	Police Officer	109,594
04-410-060 – Police Patrols	100	100059	Police Officer	109,128
04-410-060 – Police Patrols	100	102227	Police Officer	109,006
04-410-060 – Police Patrols	100	100058	Police Officer	108,873
04-410-060 – Police Patrols	100	100127	Police Officer	108,696
04-410-060 – Police Patrols	100	100043	Police Officer	108,038
04-410-060 – Police Patrols	100	100067	Police Officer	108,038
04-410-060 – Police Patrols	100	100094	Police Officer	108,038
04-410-060 – Police Patrols	100	100052	Police Officer	107,798
04-410-060 – Police Patrols	100	100050	Police Officer	107,369
04-410-060 – Police Patrols	100	100072	Police Officer	106,517
04-410-060 – Police Patrols	100	102234	Police Officer	106,517
04-410-060 – Police Patrols	100	102242	Police Officer	106,517
04-410-060 – Police Patrols	100	100095	Police Officer	106,507
04-410-060 – Police Patrols	100	100108	Police Officer	106,282
04-410-060 – Police Patrols	100	100526	Police Officer	106,282
04-410-060 – Police Patrols	100	102087	Police Officer	106,272
04-410-060 – Police Patrols	100	100078	Police Officer	106,095
04-410-060 – Police Patrols	100	100041	Police Officer	105,987
04-410-060 – Police Patrols	100	102095	Police Officer	104,889
04-410-060 – Police Patrols	100	100051	Police Officer	104,388
04-410-060 – Police Patrols	100	100053	Police Officer	104,388
04-410-060 – Police Patrols	100	100103	Police Officer	104,388
04-410-060 – Police Patrols	100	100557	Police Officer	104,388
04-410-060 – Police Patrols	100	100558	Police Officer	104,388
04-410-060 – Police Patrols	100	100831	Police Officer	104,388
04-410-060 – Police Patrols	100	102111	Police Officer	104,388
04-410-060 – Police Patrols	100	102170	Police Officer	104,388
04-410-060 – Police Patrols	100	102243	Police Officer	104,388
04-410-060 – Police Patrols	100	100071	Police Officer	104,349
04-410-060 – Police Patrols	100	100046	Police Officer	101,543
04-410-060 – Police Patrols	100	102235	Police Officer	101,533
04-410-060 – Police Patrols	100	100068	Police Officer	101,013
04-410-060 – Police Patrols	100	100098	Police Officer	100,272
04-410-060 – Police Patrols	100	102262	Police Officer	94,837
04-410-060 – Police Patrols	100	102263	Police Officer	94,837
04-410-060 – Police Patrols	100	102068	Police Officer	94,597
04-410-060 – Police Patrols	100	100077	Police Officer	94,297
04-410-060 – Police Patrols	100	100781	Police Officer	94,297
04-410-060 – Police Patrols	100	102172	Police Officer	93,965
04-410-060 – Police Patrols	100	100813	Police Officer	93,665
04-410-060 – Police Patrols	100	102101	Police Officer	93,665

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-060 – Police Patrols	100	102171	Police Officer	\$ 93,665
04-410-060 – Police Patrols	100	102237	Police Officer	93,665
04-410-060 – Police Patrols	100	102265	Police Officer	93,665
04-410-060 – Police Patrols	100	100084	Police Officer	93,227
04-410-060 – Police Patrols	100	100113	Police Officer	89,646
04-410-060 – Police Patrols	100	100070	Police Officer	89,586
04-410-060 – Police Patrols	100	102103	Police Officer	86,975
04-410-060 – Police Patrols	100	100047	Police Officer	86,965
04-410-060 – Police Patrols	100	102264	Police Officer	86,965
04-410-060 – Police Patrols	100	100782	Police Services Technician	86,725
04-410-060 – Police Patrols	100	100075	Police Services Technician	86,659
04-410-060 – Police Patrols	100	100475	Police Services Technician	86,333
04-410-060 – Police Patrols	100	102107	Police Services Technician	83,636
04-410-060 – Police Patrols	100	100073	Police Services Technician	79,637
04-410-060 – Police Patrols	100	100577	Police Services Technician	68,224
04-410-060 – Police Patrols	100	102250	Parking Compliance Officer	68,596
04-410-060 – Police Patrols	100	100259	Parking Compliance Officer	56,414
04-410-060 – Police Patrols	100	102408	Parking Compliance Officer	52,403
04-410-060 – Police Patrols	100	102409	Parking Compliance Officer	52,403
04-410-060 – Police Patrols	100	102410	Parking Compliance Officer	52,403
04-410-060 – Police Patrols	100	102411	Parking Compliance Officer	52,403
04-410-060 – Police Patrols	100	100969	Reg PT ½ Police Services Tech	50,401
04-410-060 – Police Patrols	107	102260	FR - Police Commander (Lt)	171,356
04-410-060 – Police Patrols	107	102112	FR - Police Sergeant	133,799
04-410-060 – Police Patrols	107	102261	FR - Police Sergeant	133,799
04-410-060 – Police Patrols	107	100062	FR - Police Corporal	113,222
04-410-060 – Police Patrols	107	100083	FR - Police Officer	104,388
04-410-060 – Police Patrols	107	100080	FR - Police Officer	94,297
04-410-060 – Police Patrols	107	100044	FR - Police Services Technician	82,378
04-410-060 – Police Patrols	107	102108	FR - Police Services Technician	82,378
Total Police Patrols				\$ 11,967,218
04-410-070 – Police Operations - VAPS	100	100574	Victims Services Coordinator	\$ 97,570
04-410-070 – Police Operations - VAPS	100	102331	Victim Advocate Specialist	77,383
Total VAPS				\$ 174,953
04-410-080 – Police Operations/CAP/SRO	100	100110	Police Sergeant	\$ 139,606
04-410-080 – Police Operations/CAP/SRO	100	102043	Police Corporal	153,835
04-410-080 – Police Operations/CAP/SRO	100	102163	Police Corporal	125,118
04-410-080 – Police Operations/CAP/SRO	100	100079	Police Officer	120,880
04-410-080 – Police Operations/CAP/SRO	100	100803	Police Officer	115,366
04-410-080 – Police Operations/CAP/SRO	100	100477	Police Officer	112,343
04-410-080 – Police Operations/CAP/SRO	100	100093	Police Officer	107,057
04-410-080 – Police Operations/CAP/SRO	100	100125	Police Officer	104,388
04-410-080 – Police Operations/CAP/SRO	100	102088	Police Officer	96,576
04-410-080 – Police Operations/CAP/SRO	100	100523	Co-Responder Clinician	95,219
04-410-080 – Police Operations/CAP/SRO	100	100823	Co-Responder Clinician	95,219
04-410-080 – Police Operations/CAP/SRO	100	102037	Co-Responder Clinician	95,219
Total CAP/SRO				\$ 1,360,826
04-420 – Police Professional Standards	100	100049	Police Commander (Lt)	\$ 171,577
04-420 – Police Professional Standards	100	100063	Police Sergeant	140,685
04-420 – Police Professional Standards	100	100107	Police Sergeant	140,145
04-420 – Police Professional Standards	100	100074	Police Officer	120,890
04-420 – Police Professional Standards	100	102143	Recruiting Coordinator	109,228
04-420 – Police Professional Standards	100	102185	Volunteer Coordinator	90,235
04-420 – Police Professional Standards	100	102140	Administrative Assistant	78,794
Total Professional Standards				\$ 851,554
04-430-065 – Police Support Services	100	100090	Police Commander (Lt)	\$ 173,278
04-430-065 – Police Support Services	100	100042	Police Sergeant	140,135
04-430-065 – Police Support Services	100	102221	Police Sergeant	132,101
04-430-065 – Police Support Services	100	100812	Police Officer	120,890
04-430-065 – Police Support Services	100	102090	Police Officer	120,880
04-430-065 – Police Support Services	100	100830	Police Officer	120,650
04-430-065 – Police Support Services	100	100040	Police Officer	120,640
04-430-065 – Police Support Services	100	100057	Police Officer	118,732

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-430-065 – Police Support Services	100	100060	Police Officer	\$ 118,732
04-430-065 – Police Support Services	100	100086	Police Officer	118,732
04-430-065 – Police Support Services	100	100055	Police Officer	118,482
04-430-065 – Police Support Services	100	100085	Police Officer	115,916
04-430-065 – Police Support Services	100	102104	Police Officer	115,249
04-430-065 – Police Support Services	100	100061	Police Officer	113,237
04-430-065 – Police Support Services	100	100478	Police Officer	108,038
04-430-065 – Police Support Services	100	102173	Police Officer	106,923
04-430-065 – Police Support Services	100	102049	Crime Analyst	100,396
04-430-065 – Police Support Services	100	100878	Police Officer	99,251
04-430-065 – Police Support Services	100	100564	Police Services Technician	93,971
04-430-065 – Police Support Services	100	102220	Police Services Technician	87,199
04-430-065 – Police Support Services	100	102109	Police Services Technician	80,069
04-430-065 – Police Support Services	100	100662	Administrative Assistant	66,373
04-430-065 – Police Support Services	107	102390	FR-Civilian Police Manager	139,471
04-430-065 – Police Support Services	107	100814	FR – Police Services Technician	82,378
Total Police Support Services				\$ 2,572,252
04-430-085 – Police Records	100	100691	Police Records Supervisor	\$ 104,514
04-430-085 – Police Records	100	100696	Police Records Specialist	81,023
04-430-085 – Police Records	100	100694	Police Records Specialist	81,013
04-430-085 – Police Records	100	100698	Police Records Specialist	80,047
04-430-085 – Police Records	100	100695	Police Records Specialist	79,517
04-430-085 – Police Records	100	100697	Police Records Specialist	76,049
04-430-085 – Police Records	100	100783	Police Records Specialist	64,111
04-430-085 – Police Records	107	100876	FR – Lead Police Records Specialist	63,870
04-430-085 – Police Records	107	100692	FR – Police Records Specialist	50,519
Total Police Records				\$ 680,663
04-430-090 Police Lab and Property	100	102362	Civilian Police Manager	\$ 159,075
04-430-090 Police Lab and Property	100	102157	Digital Forensic Analyst	127,617
04-430-090 Police Lab and Property	100	100688	Criminalist	124,801
04-430-090 Police Lab and Property	100	102011	Criminalist	124,349
04-430-090 Police Lab and Property	100	100689	Digital Forensic Analyst	95,517
04-430-090 Police Lab and Property	100	102184	Evidence Technician	86,092
04-430-090 Police Lab and Property	100	102106	Evidence Technician	85,920
04-430-090 Police Lab and Property	100	100124	Evidence Technician	64,062
04-430-090 Police Lab and Property	107	102245	FR - Lead Evidence Technician	94,755
04-430-090 Police Lab and Property	107	102252	FR - Evidence Technician	63,642
Total Lab and Property				\$ 1,025,830
04-430-095 – Code Enforcement	100	102367	Code Compliance Officer	\$ 95,298
04-430-095 – Code Enforcement	100	100833	Code Compliance Officer	94,388
04-430-095 – Code Enforcement	100	102353	Code Compliance Officer	63,530
04-430-095 – Code Enforcement	107	100260	FR – Code Compliance Officer	77,384
Total Code Enforcement				\$ 330,600
04-440 – Communications Center	405	102169	Comm Center Manager - Operations	\$ 150,306
04-440 – Communications Center	405	100459	Dispatch Shift Supervisor	120,526
04-440 – Communications Center	405	102240	QA/Training Supervisor	120,296
04-440 – Communications Center	405	102156	Dispatch Shift Supervisor	108,010
04-440 – Communications Center	405	102274	Dispatch Shift Supervisor	106,194
04-440 – Communications Center	405	100460	Dispatch Shift Supervisor	104,180
04-440 – Communications Center	405	100457	Dispatch Shift Supervisor	101,210
04-440 – Communications Center	405	102215	Quality Assurance Analyst	98,543
04-440 – Communications Center	405	100400	Emergency Comm Specialist	95,350
04-440 – Communications Center	405	102161	Emergency Comm Specialist	95,350
04-440 – Communications Center	405	100402	Emergency Comm Specialist	95,340
04-440 – Communications Center	405	100387	Emergency Comm Specialist	95,110
04-440 – Communications Center	405	100394	Emergency Comm Specialist	95,110
04-440 – Communications Center	405	100385	Emergency Comm Specialist	94,810
04-440 – Communications Center	405	100458	Dispatch Shift Supervisor	94,524
04-440 – Communications Center	405	100456	Dispatch Shift Supervisor	94,514
04-440 – Communications Center	405	102120	Dispatch Shift Supervisor	94,514
04-440 – Communications Center	405	100384	Emergency Comm Specialist	92,652
04-440 – Communications Center	405	100464	Emergency Comm Specialist	90,376
04-440 – Communications Center	405	102122	Emergency Comm Specialist	89,836

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-440 – Communications Center	405	100403	Emergency Comm Specialist	\$ 89,115
04-440 – Communications Center	405	100506	Emergency Comm Specialist	89,115
04-440 – Communications Center	405	102124	Emergency Comm Specialist	87,645
04-440 – Communications Center	405	102125	Emergency Comm Specialist	85,026
04-440 – Communications Center	405	102123	Emergency Comm Specialist	83,551
04-440 – Communications Center	405	100405	Emergency Comm Specialist	83,140
04-440 – Communications Center	405	102008	Emergency Comm Specialist	83,130
04-440 – Communications Center	405	102121	Emergency Comm Specialist	83,130
04-440 – Communications Center	405	100520	Emergency Comm Specialist	82,590
04-440 – Communications Center	405	100399	Emergency Comm Specialist	81,958
04-440 – Communications Center	405	102153	Emergency Comm Specialist	80,813
04-440 – Communications Center	405	102214	Emergency Comm Specialist	80,709
04-440 – Communications Center	405	100392	Emergency Comm Specialist	80,316
04-440 – Communications Center	405	100463	Emergency Comm Specialist	79,802
04-440 – Communications Center	405	100462	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	100485	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	100521	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	102038	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	102158	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	102160	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	102202	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	102210	Emergency Comm Specialist	79,328
04-440 – Communications Center	405	100389	Emergency Comm Specialist	78,191
04-440 – Communications Center	405	100401	Emergency Comm Specialist	76,354
04-440 – Communications Center	405	100386	Emergency Comm Specialist	72,174
04-440 – Communications Center	405	100406	Emergency Comm Specialist	71,853
04-440 – Communications Center	405	102009	Emergency Comm Specialist	68,828
04-440 – Communications Center	405	100559	Emergency Comm Specialist	68,139
04-440 – Communications Center	405	102239	Emergency Comm Specialist	68,139
04-440 – Communications Center	405	100388	Emergency Comm Specialist	67,507
04-440 – Communications Center	405	102159	Emergency Comm Specialist	63,037
04-440 – Communications Center	405	102213	Emergency Comm Specialist	61,196
04-440 – Communications Center	405	100461	Emergency Comm Specialist	60,807
04-440 – Communications Center	405	101063	REG PT (1/2) AUDIO CLERK	22,460
04-440 – Communications Center	405	102385	REG PT (1/2) AUDIO CLERK	22,460
Total Communications Center				\$ 4,642,560
05-500 – Fire Administration	100	100131	Fire Chief	\$ 208,958
05-500 – Fire Administration	100	100190	Deputy Fire Chief	193,880
05-500 – Fire Administration	100	102147	Deputy Fire Chief	175,993
05-500 – Fire Administration	100	100538	Emergency Medical Services Chief	170,102
05-500 – Fire Administration	100	102196	Fire Marshal	166,314
05-500 – Fire Administration	100	102206	Administrative Fire Officer	166,244
05-500 – Fire Administration	100	100721	Training Officer	141,239
05-500 – Fire Administration	100	100723	Fire Prevention Specialist	118,476
05-500 – Fire Administration	100	102224	Community Outreach Specialist	117,315
05-500 – Fire Administration	100	100491	Fire Inspector/Investigator	114,581
05-500 – Fire Administration	100	100722	Fire Prevention Specialist	113,456
05-500 – Fire Administration	100	102028	Fire Prevention Specialist	112,425
05-500 – Fire Administration	100	102225	Community Outreach Specialist	106,973
05-500 – Fire Administration	100	102282	Fire Inspector/Investigator	81,735
05-500 – Fire Administration	100	100681	Sr. Administrative Assistant	74,171
05-500 – Fire Administration	100	100685	Sr. Administrative Assistant	73,194
05-500 – Fire Administration	107	100661	Administrative Assistant	57,036
05-500 – Fire Administration	107	102319	FR - Training Officer - EMS	128,339
05-500 – Fire Administration	107	102254	FR - Training Officer - Fire	114,294
05-500 – Fire Administration	107	100739	FR - Logistics Technician	74,859
Total Fire Administration				\$ 2,509,584
05-510 – Fire Operations	100	100193	Administrative Fire Officer	\$ 163,631
05-510 – Fire Operations	100	100181	Administrative Fire Officer	163,566
05-510 – Fire Operations	100	100151	Administrative Fire Officer	159,827
05-510 – Fire Operations	100	100869	Fire Engineer	126,101
05-510 – Fire Operations	100	100184	Fire Engineer	125,672
05-510 – Fire Operations	100	100187	Fire Engineer	125,672

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	100	100169	Fire Engineer	\$ 125,432
05-510 – Fire Operations	100	100820	Fire Engineer	125,432
05-510 – Fire Operations	100	100870	Fire Engineer	125,432
05-510 – Fire Operations	100	100136	Fire Engineer	124,277
05-510 – Fire Operations	100	100170	Fire Engineer	122,595
05-510 – Fire Operations	100	100179	Fire Engineer	122,595
05-510 – Fire Operations	100	100871	Fire Engineer	122,585
05-510 – Fire Operations	100	100175	Fire Engineer	122,372
05-510 – Fire Operations	100	100171	Fire Engineer	122,355
05-510 – Fire Operations	100	100182	Fire Engineer	120,688
05-510 – Fire Operations	100	100165	Fire Engineer	120,458
05-510 – Fire Operations	100	100821	Fire Engineer	118,016
05-510 – Fire Operations	100	100178	Fire Unit Supervisor	152,437
05-510 – Fire Operations	100	100822	Fire Unit Supervisor	151,549
05-510 – Fire Operations	100	100167	Fire Unit Supervisor	149,836
05-510 – Fire Operations	100	100868	Fire Unit Supervisor	148,853
05-510 – Fire Operations	100	100142	Fire Unit Supervisor	148,843
05-510 – Fire Operations	100	100192	Fire Unit Supervisor	146,695
05-510 – Fire Operations	100	100174	Fire Unit Supervisor	145,124
05-510 – Fire Operations	100	100183	Fire Unit Supervisor	144,884
05-510 – Fire Operations	100	100149	Fire Unit Supervisor	143,869
05-510 – Fire Operations	100	100867	Fire Unit Supervisor	143,483
05-510 – Fire Operations	100	100866	Fire Unit Supervisor	142,956
05-510 – Fire Operations	100	100143	Fire Unit Supervisor	142,530
05-510 – Fire Operations	100	100450	Fire Unit Supervisor	135,771
05-510 – Fire Operations	100	100156	Fire Unit Supervisor	132,272
05-510 – Fire Operations	100	100180	Fire Unit Supervisor	132,272
05-510 – Fire Operations	100	100146	Firefighter/Paramedic	134,524
05-510 – Fire Operations	100	100159	Firefighter/Paramedic	134,102
05-510 – Fire Operations	100	100153	Firefighter/Paramedic	132,257
05-510 – Fire Operations	100	102217	Firefighter/Paramedic	131,202
05-510 – Fire Operations	100	100163	Firefighter/Paramedic	129,320
05-510 – Fire Operations	100	102077	Firefighter/Paramedic	124,739
05-510 – Fire Operations	100	100578	Firefighter/Paramedic	124,561
05-510 – Fire Operations	100	100838	Firefighter/Paramedic	121,519
05-510 – Fire Operations	100	102082	Firefighter/Paramedic	118,813
05-510 – Fire Operations	100	102137	Firefighter/Paramedic	116,655
05-510 – Fire Operations	100	102403	Firefighter/Paramedic	115,996
05-510 – Fire Operations	100	102404	Firefighter/Paramedic	115,996
05-510 – Fire Operations	100	102114	Firefighter/Paramedic	115,524
05-510 – Fire Operations	100	102116	Firefighter/Paramedic	113,589
05-510 – Fire Operations	100	100160	Firefighter/Paramedic	113,515
05-510 – Fire Operations	100	100874	Firefighter/Paramedic	112,568
05-510 – Fire Operations	100	102075	Firefighter/Paramedic	112,568
05-510 – Fire Operations	100	100158	Firefighter/Paramedic	112,338
05-510 – Fire Operations	100	100154	Firefighter/Paramedic	111,205
05-510 – Fire Operations	100	100836	Firefighter/Paramedic	111,205
05-510 – Fire Operations	100	100168	Firefighter/Paramedic	106,593
05-510 – Fire Operations	100	100829	Firefighter/Paramedic	106,593
05-510 – Fire Operations	100	100873	Firefighter/Paramedic	105,961
05-510 – Fire Operations	100	102218	Firefighter/Paramedic	100,099
05-510 – Fire Operations	100	100173	Firefighter/Paramedic	99,859
05-510 – Fire Operations	100	102062	Firefighter/Paramedic	95,421
05-510 – Fire Operations	100	100177	Firefighter/Paramedic	92,863
05-510 – Fire Operations	100	100185	Firefighter/Paramedic	92,623
05-510 – Fire Operations	100	102216	Firefighter/Paramedic	92,623
05-510 – Fire Operations	100	100828	Firefighter	118,370
05-510 – Fire Operations	100	100889	Firefighter	118,360
05-510 – Fire Operations	100	100139	Firefighter	116,442
05-510 – Fire Operations	100	100172	Firefighter	115,523
05-510 – Fire Operations	100	100164	Firefighter	115,513
05-510 – Fire Operations	100	100892	Firefighter	115,288
05-510 – Fire Operations	100	102069	Firefighter	113,599

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	100	100893	Firefighter	\$ 112,957
05-510 – Fire Operations	100	102117	Firefighter	105,083
05-510 – Fire Operations	100	100186	Firefighter	105,073
05-510 – Fire Operations	100	102257	Firefighter	104,843
05-510 – Fire Operations	100	100891	Firefighter	104,661
05-510 – Fire Operations	100	102258	Firefighter	104,651
05-510 – Fire Operations	100	102289	Firefighter	102,925
05-510 – Fire Operations	100	100166	Firefighter	102,569
05-510 – Fire Operations	100	102080	Firefighter	102,569
05-510 – Fire Operations	100	102405	Firefighter	102,569
05-510 – Fire Operations	100	102406	Firefighter	102,569
05-510 – Fire Operations	100	100134	Firefighter	100,747
05-510 – Fire Operations	100	100152	Firefighter	100,099
05-510 – Fire Operations	100	100176	Firefighter	99,859
05-510 – Fire Operations	100	100138	Firefighter	98,598
05-510 – Fire Operations	100	102139	Firefighter	97,415
05-510 – Fire Operations	100	102138	Firefighter	97,175
05-510 – Fire Operations	100	102181	Firefighter	97,175
05-510 – Fire Operations	100	100549	Firefighter	96,012
05-510 – Fire Operations	100	102072	Firefighter	94,249
05-510 – Fire Operations	100	102061	Firefighter	92,863
05-510 – Fire Operations	100	102255	Firefighter	92,863
05-510 – Fire Operations	100	102256	Firefighter	92,623
05-510 – Fire Operations	100	100553	Firefighter	91,991
05-510 – Fire Operations	100	102259	Firefighter	91,141
05-510 – Fire Operations	100	102175	Firefighter	84,991
05-510 – Fire Operations	100	102285	FR - Fire Unit Supervisor	156,655
05-510 – Fire Operations	100	102284	FR - Fire Unit Supervisor	146,302
05-510 – Fire Operations	100	102283	FR - Fire Unit Supervisor	144,884
05-510 – Fire Operations	100	102334	FR - Fire Unit Supervisor	131,361
05-510 – Fire Operations	100	102335	FR - Fire Unit Supervisor	131,361
05-510 – Fire Operations	100	102336	FR - Fire Unit Supervisor	131,361
05-510 – Fire Operations	100	102286	FR - Fire Engineer	123,569
05-510 – Fire Operations	100	102288	FR - Fire Engineer	123,559
05-510 – Fire Operations	100	102287	FR - Fire Engineer	122,345
05-510 – Fire Operations	100	102337	FR - Fire Engineer	111,205
05-510 – Fire Operations	100	102338	FR - Fire Engineer	111,205
05-510 – Fire Operations	100	102339	FR - Fire Engineer	111,205
05-510 – Fire Operations	107	102071	FR - Firefighter	105,083
05-510 – Fire Operations	107	102074	FR - Firefighter/Paramedic	131,202
05-510 – Fire Operations	107	100837	FR - Firefighter/Paramedic	127,948
05-510 – Fire Operations	107	102078	FR - Firefighter/Paramedic	124,561
05-510 – Fire Operations	107	100872	FR - Firefighter/Paramedic	121,682
05-510 – Fire Operations	107	100817	FR - Firefighter/Paramedic	118,110
05-510 – Fire Operations	107	102295	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102296	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102297	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102298	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102299	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102300	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102301	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102302	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102320	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	100157	FR - Firefighter/Paramedic	115,096
05-510 – Fire Operations	107	102345	FR - Firefighter/Paramedic	111,205
05-510 – Fire Operations	107	102348	FR - Firefighter/Paramedic	111,205
05-510 – Fire Operations	107	102350	FR - Firefighter/Paramedic	111,205
05-510 – Fire Operations	107	102079	FR - Firefighter/Paramedic	100,109
05-510 – Fire Operations	107	102230	FR - Firefighter/Paramedic	99,859
05-510 – Fire Operations	107	102349	FR - Firefighter/Paramedic	90,410
05-510 – Fire Operations	107	102231	FR - Firefighter/Paramedic	84,991
05-510 – Fire Operations	107	102342	FR - Firefighter/Paramedic	77,425
05-510 – Fire Operations	107	102346	FR - Firefighter/Paramedic	77,425

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	107	102343	FR - Firefighter/Paramedic	\$ 76,793
05-510 – Fire Operations	107	102347	FR - Firefighter/Paramedic	76,793
05-510 – Fire Operations	107	102344	FR - Firefighter/Paramedic	70,403
05-510 – Fire Operations	107	102321	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102392	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102393	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	102394	FR - Firefighter/Paramedic	115,996
05-510 – Fire Operations	107	100468	FR - Firefighter	104,833
05-510 – Fire Operations	107	102118	FR - Firefighter	104,069
05-510 – Fire Operations	107	100890	FR - Firefighter	103,319
05-510 – Fire Operations	107	102341	FR - Firefighter	103,319
05-510 – Fire Operations	107	100145	FR - Firefighter	102,569
05-510 – Fire Operations	107	102340	FR - Firefighter	102,569
05-510 – Fire Operations	107	102070	FR - Firefighter	100,099
05-510 – Fire Operations	107	100141	FR - Firefighter	92,873
05-510 – Fire Operations	107	100150	FR - Firefighter	92,863
05-510 – Fire Operations	107	102073	FR - Firefighter	89,635
05-510 – Fire Operations	107	100554	FR - Firefighter	85,001
Total Fire Operations				\$ 17,249,890
05-520 – Fire EMS	100	100144	EMS Officer	\$ 141,247
05-520 – Fire EMS	100	100140	EMS Officer	131,361
05-520 – Fire EMS	100	102209	EMS Officer	131,361
05-520 – Fire EMS	100	102115	Paramedic	126,828
05-520 – Fire EMS	100	102060	EMT	105,588
05-520 – Fire EMS	100	102162	EMT	104,781
05-520 – Fire EMS	100	102176	EMT	104,781
05-520 – Fire EMS	100	100827	EMT	100,614
05-520 – Fire EMS	100	102083	Paramedic (2080)	81,867
05-520 – Fire EMS	100	102081	Paramedic (2080)	71,443
05-520 – Fire EMS	100	102182	Paramedic (2080)	63,821
Total Fire EMS				\$ 1,163,692
06-600 – Publics Works Administration	100	100196	Public Works Director	\$ 194,277
06-620 – PW/Engineering	100	100238	Engineering Manager	161,247
06-620 – PW/Engineering	100	100548	Project Engineer	140,455
06-620 – PW/Engineering	100	100235	Development Engineer	140,264
06-620 – PW/Engineering	100	102388	Development Engineer	131,072
06-620 – PW/Engineering	100	100535	Development Engineer	122,027
06-620 – PW/Engineering	100	100242	Real Estate Manager	139,380
06-620 – PW/Engineering	100	100898	Project Engineer	124,786
06-620 – PW/Engineering	100	100452	Project Engineer	123,965
06-620 – PW/Engineering	100	102133	Project Engineer	121,275
06-620 – PW/Engineering	100	100240	Project Engineer	117,342
06-620 – PW/Engineering	100	102022	Project Engineer	114,940
06-620 – PW/Engineering	100	102322	Project Engineer	104,313
06-620 – PW/Engineering	100	102364	Wastewater Project Manager	120,240
06-620 – PW/Engineering	100	100899	City Surveyor	118,772
06-620 – PW/Engineering	100	102053	Engineering Specialist	102,358
06-620 – PW/Engineering	100	102316	Engineering Specialist	102,358
06-620 – PW/Engineering	100	100239	Construction Inspector	96,950
06-620 – PW/Engineering	100	100791	Construction Inspector	85,545
06-620 – PW/Engineering	100	100241	Construction Inspector	76,418
06-620 – PW/Engineering	100	100237	Construction Inspector	71,560
06-620 – PW/Engineering	100	100480	Development Inspector	93,885
06-620 – PW/Engineering	100	100854	Sr. Engineering Technician	114,760
06-620 – PW/Engineering	100	100788	Engineering Technician	94,559
06-620 – PW/Engineering	100	100551	Engineering Technician	86,824
06-620 – PW/Engineering	100	102315	Engineering Technician	85,571
06-620 – PW/Engineering	100	102236	Operations & Maint Supervisor	86,245
06-620 – PW/Engineering	100	100229	Survey Technician	78,543
06-620 – PW/Engineering	100	100784	Administrative Assistant	52,459
Total Engineering				\$ 3,202,390
06-620-105 – PW/Transportation Engineering	100	100562	Engineering Program Supervisor	\$ 133,370
06-620-105 – PW/Transportation Engineering	100	100226	Traffic Supervisor	130,670

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
06-620-105 – PW/Transportation Engineering	100	102000	Transport Systems Analyst II	\$ 124,033
06-620-105 – PW/Transportation Engineering	100	100887	Traffic Crew Leader	106,950
06-620-105 – PW/Transportation Engineering	100	102031	Traffic Crew Leader	100,678
06-620-105 – PW/Transportation Engineering	100	100761	Traffic Technician	91,171
06-620-105 – PW/Transportation Engineering	100	100762	Traffic Technician	86,619
06-620-105 – PW/Transportation Engineering	100	100760	Traffic Technician	77,327
06-620-105 – PW/Transportation Engineering	100	100759	Traffic Signal Technician	76,666
06-620-105 – PW/Transportation Engineering	100	100763	Traffic Technician	75,474
Total Transportation Engineering				\$ 1,022,958
07-740-170 – PW/Stormwater Operations	100	100207	Operations and Maint. Supervisor	\$ 126,384
07-740-170 – PW/Stormwater Operations	100	100773	Crew Leader	98,643
07-740-170 – PW/Stormwater Operations	100	100743	Specialty Equipment Operator	92,661
07-740-170 – PW/Stormwater Operations	100	100742	Specialty Equipment Operator	85,415
07-740-170 – PW/Stormwater Operations	100	100744	Specialty Equipment Operator	82,513
07-740-170 – PW/Stormwater Operations	100	100816	Stormwater Inspector	83,867
07-740-170 – PW/Stormwater Operations	100	100816	Stormwater Inspector	83,867
07-740-170 – PW/Stormwater Operations	100	100594	Equipment Operator	77,033
07-740-170 – PW/Stormwater Operations	100	100595	Equipment Operator	71,382
07-740-170 – PW/Stormwater Operations	100	100609	Equipment Operator	59,220
Total Stormwater Operations				\$ 860,985
07-740-175 – PW/Street Maintenance	100	100220	Operations and Maint. Supervisor	\$ 107,626
07-740-175 – PW/Street Maintenance	100	100855	Crew Leader	98,654
07-740-175 – PW/Street Maintenance	100	100845	Crew Leader	96,400
07-740-175 – PW/Street Maintenance	100	100772	Crew Leader	90,477
07-740-175 – PW/Street Maintenance	100	100770	Crew Leader	71,601
07-740-175 – PW/Street Maintenance	100	100603	Equipment Operator	84,020
07-740-175 – PW/Street Maintenance	100	100605	Equipment Operator	65,119
07-740-175 – PW/Street Maintenance	100	100610	Equipment Operator	64,715
07-740-175 – PW/Street Maintenance	100	100612	Equipment Operator	63,847
07-740-175 – PW/Street Maintenance	100	102366	Apprentice Equipment Operator	68,082
07-740-175 – PW/Street Maintenance	100	102365	Apprentice Equipment Operator	66,785
Total Street Maintenance				\$ 877,326
08-800 – Parks and Recreation Administration	100	100266	Parks And Recreation Director	\$ 170,391
08-800 – Parks and Recreation Administration	100	100472	Recreation Superintendent	132,657
08-800 – Parks and Recreation Administration	100	100503	Recreation Supervisor	129,298
08-800 – Parks and Recreation Administration	100	100499	Recreation Supervisor	98,242
08-800 – Parks and Recreation Administration	100	100565	Recreation Coordinator	101,247
08-800 – Parks and Recreation Administration	100	100580	Recreation Coordinator	101,247
08-800 – Parks and Recreation Administration	100	100629	Recreation Coordinator	96,049
08-800 – Parks and Recreation Administration	100	102146	Recreation Coordinator	80,958
08-800 – Parks and Recreation Administration	100	102370	Daycare Director	86,485
08-800 – Parks and Recreation Administration	100	102380	Early Childhood Edu Teacher	61,394
08-800 – Parks and Recreation Administration	100	102383	Early Childhood Edu Teacher	59,603
08-800 – Parks and Recreation Administration	100	102384	Early Childhood Edu Teacher	59,603
08-800 – Parks and Recreation Administration	100	102381	Early Childhood Edu Teacher	57,874
08-800 – Parks and Recreation Administration	100	102382	Early Childhood Edu Teacher	56,181
08-800 – Parks and Recreation Administration	100	100808	Leisure Svcs Representative	63,360
08-800 – Parks and Recreation Administration	100	100809	Leisure Svcs Representative	60,990
08-800 – Parks and Recreation Administration	100	100668	Sr. Administrative Assistant	55,889
08-800 – Parks and Recreation Administration	100	100850	Sr. Administrative Assistant	55,579
Total Parks and Recreation Administration				\$ 1,527,047
08-810 – P&R/Aquatics	100	102033	Recreation Coordinator	\$ 97,155
08-810 – P&R/Aquatics	100	102180	Recreation Coordinator	83,649
Total Aquatics				\$ 180,804
08-820 – P&R/Parks Operations	100	102151	Parks Superintendent	\$ 133,234
08-820 – P&R/Parks Operations	100	100673	Administrative Specialist	77,853
08-820-265 – P&R/Parks Operations	100	100270	Parks Maint. Supervisor	114,598
08-820-265 – P&R/Parks Operations	100	100644	Parks Crew Leader	96,721
08-820-265 – P&R/Parks Operations	100	100834	Parks Equipment Operator	81,549
08-820-265 – P&R/Parks Operations	100	100631	Parks Equipment Operator	74,603
08-820-265 – P&R/Parks Operations	100	100474	Parks Equipment Operator	74,547
08-820-265 – P&R/Parks Operations	100	100647	Parks Crew Leader	72,789
08-820-265 – P&R/Parks Operations	100	102359	Lead Custodian	67,023

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
08-820-265 – P&R/Parks Operations	100	100636	Parks Equipment Operator	\$ 63,434
Total Parks Operations				\$ 856,351
08-820-185 – P&R/Weed Abatement	100	100649	Parks Crew Leader	\$ 98,471
08-820-185 – P&R/Weed Abatement	100	102360	Parks Equipment Operator	71,999
08-820-185 – P&R/Weed Abatement	100	102655	Parks Equipment Operator	54,443
Total Weed Abatement				\$ 224,913
08-820-260 – P&R/Sports Facilities	100	100550	Parks Maint. Supervisor	\$ 114,122
08-820-260 – P&R/Sports Facilities	100	100645	Parks Crew Leader	88,473
08-820-260 – P&R/Sports Facilities	100	100648	Parks Crew Leader	84,761
08-820-260 – P&R/Sports Facilities	100	100630	Parks Equipment Operator	86,513
08-820-260 – P&R/Sports Facilities	100	100633	Parks Equipment Operator	74,603
08-820-260 – P&R/Sports Facilities	100	102086	Parks Equipment Operator	69,343
08-820-260 – P&R/Sports Facilities	100	100637	Parks Equipment Operator	69,333
08-820-260 – P&R/Sports Facilities	100	100350	Parks Equipment Operator	56,112
Total Sports Facilities				\$ 643,260
08-820-270 – P&R/Forestry	100	102208	Parks Maint. Supervisor	\$ 114,793
08-820-270 – P&R/Forestry	100	100658	Parks Crew Leader	96,721
08-820-270 – P&R/Forestry	100	100646	Plant Health Specialist	86,088
08-820-270 – P&R/Forestry	100	100879	Parks Equipment Operator	69,583
08-820-270 – P&R/Forestry	100	102329	Parks Equipment Operator	69,043
08-820-270 – P&R/Forestry	100	100632	Parks Equipment Operator	69,033
08-820-270 – P&R/Forestry	100	100638	Parks Equipment Operator	54,465
Total Forestry				\$ 559,726
08-820-272 – P&R/Horticulture and Turf	100	100284	Parks Maint. Supervisor	\$ 112,450
08-820-272 – P&R/Horticulture and Turf	100	100643	Parks Crew Leader	96,971
08-820-272 – P&R/Horticulture and Turf	100	102155	Parks Crew Leader	80,103
08-820-272 – P&R/Horticulture and Turf	100	100281	Parks Equipment Operator	87,063
08-820-272 – P&R/Horticulture and Turf	100	100634	Parks Equipment Operator	82,089
08-820-272 – P&R/Horticulture and Turf	100	100635	Parks Equipment Operator	81,839
08-820-272 – P&R/Horticulture and Turf	100	102223	Parks Equipment Operator	74,843
08-820-272 – P&R/Horticulture and Turf	100	100628	Parks Equipment Operator	74,007
08-820-272 – P&R/Horticulture and Turf	100	100473	Parks Equipment Operator	61,465
08-820-272 – P&R/Horticulture and Turf	100	100780	Parks Equipment Operator	61,465
08-820-272 – P&R/Horticulture and Turf	100	102326	Parks Equipment Operator	54,465
08-820-272 – P&R/Horticulture and Turf	100	102207	Apprentice Equip Operator-Parks	54,529
08-820-272 – P&R/Horticulture and Turf	100	100625	REG PT PARKS EQUIP OP (3/4)	57,688
Total Horticulture and Turf				\$ 978,977
08-820-275 – P&R/Cemetery	100	100771	Parks Crew Leader	\$ 80,353
08-820-275 – P&R/Cemetery	100	100880	Parks Equipment Operator	82,089
08-820-275 – P&R/Cemetery	100	100640	Parks Equipment Operator	74,603
08-820-275 – P&R/Cemetery	100	100851	REG PT ADMIN ASST (3/4)	40,245
Total Cemetery				\$ 277,290
07-700 – Utilities Administration	301/900	102228	Utilities Director	\$ 198,828
07-700 – Utilities Administration	301/900	100231	Utilities Asset Management Specialist	108,921
Total Utilities Administration				\$ 307,749
07-720-140 – Utilities/Water Lab	301	100323	Water Quality Specialist	\$ 111,682
07-720-140 – Utilities/Water Lab	301	102247	Water Quality Specialist	91,906
Total Water Lab				\$ 203,588
07-760-210 – Utilities/Water Treatment Plant	301	100700	Water Services Manager	\$ 144,560
07-760-210 – Utilities/Water Treatment Plant	301	100322	Lead Water Plant Operator	110,582
07-760-210 – Utilities/Water Treatment Plant	301	100840	Water Plant Operator	104,088
07-760-210 – Utilities/Water Treatment Plant	301	100320	Water Plant Operator	103,112
07-760-210 – Utilities/Water Treatment Plant	301	102059	Water Plant Operator	101,594
07-760-210 – Utilities/Water Treatment Plant	301	100575	Water Plant Operator	92,446
07-760-210 – Utilities/Water Treatment Plant	301	102401	Water Plant Operator	84,127
07-760-210 – Utilities/Water Treatment Plant	301	102351	SCADA Technician	84,127
07-760-210 – Utilities/Water Treatment Plant	301	102333	Plant Mechanic	82,703
07-760-210 – Utilities/Water Treatment Plant	301	100794	Water Conservation Specialist	82,703
Total Water Treatment Plant				\$ 993,626
07-760-205 – Water Services/Water Supply	301	100317	Water Supply Supervisor	\$ 135,671
07-760-215 – Utilities/Pipeline Maintenance	301	100469	Operations and Maint. Supervisor	129,640
07-760-215 – Utilities/Pipeline Maintenance	301	102004	Lead Plant Mechanic	105,797

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-760-215 – Utilities/Pipeline Maintenance	301	102005	Plant Mechanic	\$ 102,204
07-760-215 – Utilities/Pipeline Maintenance	301	100566	Cross Connection Coordinator	101,319
07-760-215 – Utilities/Pipeline Maintenance	301	100620	Utilities Cust Svc Specialist	92,091
07-760-215 – Utilities/Pipeline Maintenance	301	100775	Pipeline Maintenance Worker	90,651
07-760-215 – Utilities/Pipeline Maintenance	301	100615	Pipeline Maintenance Worker	89,650
07-760-215 – Utilities/Pipeline Maintenance	301	100619	Pipeline Maintenance Worker	89,640
07-760-215 – Utilities/Pipeline Maintenance	301	100623	Pipeline Maintenance Worker	89,578
07-760-215 – Utilities/Pipeline Maintenance	301	100599	Pipeline Maintenance Worker	84,136
07-760-215 – Utilities/Pipeline Maintenance	301	100622	Pipeline Maintenance Worker	83,504
07-760-215 – Utilities/Pipeline Maintenance	301	100614	Pipeline Maintenance Worker	78,940
07-760-215 – Utilities/Pipeline Maintenance	301	100616	Pipeline Maintenance Worker	75,983
07-760-215 – Utilities/Pipeline Maintenance	301	100314	Pipeline Maintenance Worker	72,570
07-760-215 – Utilities/Pipeline Maintenance	301	102276	Utility Locator	97,618
07-760-215 – Utilities/Pipeline Maintenance	301	102253	Utility Locator	83,982
07-760-215 – Utilities/Pipeline Maintenance	301	100765	Utility Locator	76,736
07-760-215 – Utilities/Pipeline Maintenance	301	100665	Administrative Assistant	65,402
Total Pipeline Maintenance				\$ 1,745,112
07-770 – Utilities/Utility Billing	301	102054	Customer Service Supervisor	\$ 107,562
07-770 – Utilities/Utility Billing	301	100511	Customer Service Rep	78,957
07-770 – Utilities/Utility Billing	301	100572	Customer Service Rep	75,755
07-770 – Utilities/Utility Billing	301	100513	Customer Service Rep	69,152
07-770 – Utilities/Utility Billing	301	100509	Customer Service Rep	68,529
07-770 – Utilities/Utility Billing	301	100510	Customer Service Rep	68,519
07-770 – Utilities/Utility Billing	301	100512	Customer Service Analyst	56,112
Total Utility Billing				\$ 524,586
07-720-135 – Utilities/Wastewater Lab	900	100438	Laboratory Supervisor	\$ 115,525
07-720-135 – Utilities/Wastewater Lab	900	100440	Lab Chemist	88,702
07-720-135 – Utilities/Wastewater Lab	900	100894	Lab Analyst	73,729
07-720-135 – Utilities/Wastewater Lab	900	102135	Lab Analyst	73,175
07-720-135 – Utilities/Wastewater Lab	900	100436	Lab Technician	61,423
Total Wastewater Lab				\$ 412,554
07-750-190 – Utilities/Wastewater Operations	900	100418	WW Plant Maintenance Supervisor	\$ 166,851
07-750-190 – Utilities/Wastewater Operations	900	100897	WW Operations Supervisor	132,809
07-750-190 – Utilities/Wastewater Operations	900	100429	Wastewater Services Manager	142,341
07-750-190 – Utilities/Wastewater Operations	900	100426	Wastewater Plant Operator	100,220
07-750-190 – Utilities/Wastewater Operations	900	100431	Wastewater Plant Operator	99,681
07-750-190 – Utilities/Wastewater Operations	900	100424	Wastewater Plant Operator	98,464
07-750-190 – Utilities/Wastewater Operations	900	100430	Wastewater Plant Operator	93,735
07-750-190 – Utilities/Wastewater Operations	900	100427	Wastewater Plant Operator	89,489
07-750-190 – Utilities/Wastewater Operations	900	100423	Wastewater Plant Operator	71,744
07-750-190 – Utilities/Wastewater Operations	900	102412	Operations Support Engineer	120,240
07-750-190 – Utilities/Wastewater Operations	900	100768	SCADA Technician	115,574
07-750-190 – Utilities/Wastewater Operations	900	102193	SCADA Technician	99,563
07-750-190 – Utilities/Wastewater Operations	900	100767	Lead Wastewater Plant Operator	109,534
07-750-190 – Utilities/Wastewater Operations	900	102318	Lead Plant Mechanic	101,720
07-750-190 – Utilities/Wastewater Operations	900	100435	Ind Pretreatment Supervisor	134,338
07-750-190 – Utilities/Wastewater Operations	900	102195	Ind Pretreatment Specialist	109,266
07-750-190 – Utilities/Wastewater Operations	900	100701	Ind Pretreatment Specialist	109,256
07-750-190 – Utilities/Wastewater Operations	900	100416	Safety Programs Coordinator	98,843
07-750-190 – Utilities/Wastewater Operations	900	100421	Plant Mechanic	100,575
07-750-190 – Utilities/Wastewater Operations	900	100428	Plant Mechanic	95,601
07-750-190 – Utilities/Wastewater Operations	900	102006	Plant Mechanic	91,609
07-750-190 – Utilities/Wastewater Operations	900	100725	Plant Mechanic	81,459
07-750-190 – Utilities/Wastewater Operations	900	102305	Plant Mechanic	79,389
07-750-190 – Utilities/Wastewater Operations	900	100731	Plant Electrician	89,534
07-750-190 – Utilities/Wastewater Operations	900	100627	Equipment Operator	62,951
07-750-190 – Utilities/Wastewater Operations	900	100955	Administrative Assistant	65,667
Total Wastewater Operations				\$ 2,660,453
07-750-195 -Utilities/Wastewater Maintenance	900	102205	Operations and Maint. Supervisor	\$ 129,942
07-750-195 -Utilities/Wastewater Maintenance	900	100747	Specialty Equipment Operator	91,709
07-750-195 -Utilities/Wastewater Maintenance	900	100745	Specialty Equipment Operator	85,549
07-750-195 -Utilities/Wastewater Maintenance	900	100746	Specialty Equipment Operator	73,795
07-750-195 -Utilities/Wastewater Maintenance	900	102191	TV Equipment Operator	93,337

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-750-195 -Utilities/Wastewater Maintenance	900	100764	TV Equipment Operator	78,174
07-750-195 -Utilities/Wastewater Maintenance	900	100858	Collections Crew Leader	85,598
07-750-195 -Utilities/Wastewater Maintenance	900	100626	Equipment Operator	78,174
07-750-195 -Utilities/Wastewater Maintenance	900	102407	Equipment Operator	72,599
Total Wastewater Maintenance				\$ 915,849
09 – Visit Grand Junction	102	100292	Visit Grand Junction Director	\$ 181,028
09 – Visit Grand Junction	102	100847	Chief Marketing Officer	126,698
09 – Visit Grand Junction	102	100796	Data Scientist	116,571
09 – Visit Grand Junction	102	102126	Data Analyst	107,397
09 – Visit Grand Junction	102	100014	Business Analyst - VGJ	98,175
09 – Visit Grand Junction	102	100670	Social Media and Content Creator	81,592
09 – Visit Grand Junction	102	102051	Visitor Center & Admin Coord.	78,594
09 – Visit Grand Junction	102	100795	Visitor Ctr Manager & Content Coord	63,966
09 – Visit Grand Junction	102	100908	REG PT ADMIN SPEC. (3/4)- VGJ	64,360
Total Visit Grand Junction				\$ 918,381
DOWNTOWN DEVELOPMENT AUTHORITY AND BID FUNDS				
10 – Downtown Development Agency/BID	103	100453	DDA Director	\$ 115,022
10 – Downtown Development Agency/BID	103	100592	DDA/BID Admin Specialist	83,871
10 – Downtown Development Agency/BID	711	100774	Community Engagement Manager BID	74,374
10 – Downtown Development Agency/BID	711	100911	Downtown Event Coordinator	50,421
10 – Downtown Development Agency/BID	711	102328	REG PT Downtown Project Coord (1/2)	30,132
Total DDA/BID				\$ 353,820



View from the Palisade Plunge Hiking Trail

GLOSSARY OF TERMS

ADOPTED BUDGET: An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for one-year.

APPROPRIATION: An authorization of a specific amount of money made by the City Council which permits the City to incur obligations and make expenditures of resources.

APPROPRIATION ORDINANCE: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

ARP: American Rescue Plan Funding to mitigate the effects of the COVID-19 Pandemic.

ARTIC: Advanced Real Time Information Center is a mission-critical technology hub that combines numerous data sources to provide public safety officials with comprehensive intelligence to identify patterns and fight or prevent crime.

AWWA: American Water Works Association is an international, nonprofit, scientific, and educational society dedicated to providing total water solutions assuring effective water management.

BID: Business Improvement District – there are two within the City, including the Horizon Drive BID and the Downtown BID.

BIOCNG: Compressed Natural Gas produced from organic waste from the sewer treatment plant

BUDGET: A financial plan for a specified period (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

BUDGET CALENDAR: The schedule of key dates or milestones a government follows to prepare and adopt the budget.

BUDGETARY CONTROL: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

BUDGET DOCUMENT: The official enactment by the legislative body establishes the legal authority for officials to obligate and expend resources.

ACFR: Annual Comprehensive Financial Report

CADMO: Colorado Association of Destination Marketing Organizations

CAPITAL EXPENDITURES: A capital expenditure is incurred when an entity spends money either to buy fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond the taxable year.

CAPITAL IMPROVEMENT PROGRAM (CIP): A comprehensive 10-year plan consisting of items which will support the continued growth and development of the City.

CAPITAL IMPROVEMENT PROGRAM (CIP): A comprehensive 10-year plan consisting of items that will support the City's continued growth and development.

CAPITAL PROJECTS FUND: Fund used to account for financial resources used for the acquisition of construction of major projects. The City's capital fund is the 0.75% Sales Tax Fund (201).

CARES: Community Assistance Referral and Education Services to combat the effects of the COVID-19 Pandemic.

CARRYFORWARD: Funds remaining at year-end that are carried forward into the new year for the completion of a project or program. These funds are approved for use through a supplemental appropriations ordinance.

CDBG: Community Development Block Grant.

CDOT: Colorado Department of Transportation.

CDPHE: Colorado Department of Health and Environment.

Glossary of Terms

CERTIFICATE OF PARTICIPATION: A certificate of participation is an alternative to municipal bonds in which an investor buys a share in the improvements or infrastructure the government entity intends to fund. The authority usually uses the proceeds from a COP to construct a facility leased to the municipality, releasing the municipality from restrictions on the amount of debt they can incur.

CFAI: Commission on Fire Accreditation International

CMU: Colorado Mesa University

CNG: Compressed Natural Gas

COMP PLAN: One Grand Junction Comprehensive Plan

CPSE: Center for Public Safety Excellence

CONTINGENCY: Monies set aside to be used for unforeseen expenditures of the City during the fiscal year.

COP: Certificate of Participation enables governmental entities to finance capital projects without technically issuing long-term debt

CPTED: Crime Prevention through Environmental Design is a multi-disciplinary approach for reducing crime through urban and environmental design and managing and using built environments.

CRU: Community Resource Unit within the Police Department.

CWA: Clean Water Act regulates the discharge of pollutants into U.S. waters and controls pollution

DDA: Downtown Development Authority

DEBT SERVICE: The payment of principal, interest, and bond reserve requirements on borrowed funds such as notes and bonds

DEPARTMENT: A major administrative division of the City that indicates overall management responsibility for the operation or group of related operations within a functional area.

DIVISION: A group which is comprised of a specific operation within a functional area. City Departments may contain one or more divisions.

DMO: Destination Marketing Organization

DRIP: Drought Response Information Project

EMS: Emergency Medical Services provided by the Fire Department.

EMT: Emergency Management Technician.

ENTERPRISE FUNDS: Accounts for operations that are financed and operated like a private business are intended to be self-sustaining. User fees primarily cover the cost of services.

EPA: Environmental Protection Agency

EXPENDITURE: The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is paid. Note that an encumbrance is not an expenditure but reserves funds to be expended.

FISCAL YEAR: The time designated by the City signifying the beginning and ending period for recording financial transactions. The City's fiscal year is the calendar year, January 1 through December 31.

FML: Federal Mineral Lease District is an independent public body charged by the state legislature with distributing financial resources it receives from developing of natural resources on federal lands.

FPPA: Fire and Police Pension Association of Colorado.

FTO: Field Training Officer

FUND: An accounting entity with a set of self-balancing accounts that records all financial transactions for specific activities or governmental functions. Eight commonly used fund groups in governmental accounting are the general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, and special assessment funds.

FUND BALANCE: The difference between assets and liabilities reported in a government fund.

GAAP: Generally Accepted Accounting Principles.

Glossary of Terms

GASB: Governmental Accounting Standards Board.

GENERAL FUND: The General Fund is the City's general operating fund. It accounts for all financial resources except those required to be accounted for in other funds.

GIS: Geographical Information Systems, a division of the Information Technology Department.

GID: General Improvement District

GJEP: Grand Junction Economic Partnership

GJFD: Grand Junction Fire Department

GJPD: Grand Junction Police Department

GJRCC: Grand Junction Regional Communications Center

GOVERNMENTAL FUNDS: Funds generally used to account for tax-supported activities. Examples include the general fund, special revenue, debt service, and capital projects funds.

GRANT: A contribution by the state or federal government or other agency to support a particular function or program.

GVT: Grand Valley Transit agency provides public transportation to City and Mesa County residents.

HOME RULE CITY: A municipality with a home rule charter has complete control over local laws except where expressly defined in state law.

HUD: Housing and Urban Development

HVAC: Heating, Ventilation, and Air Conditioning

IMPACT FEES: The fees charged to offset the cost of City improvements that are required due to growth-related development.

INFRASTRUCTURE: Facilities that support the continuance and growth of a community.

INTERFUND TRANSFERS: Amounts transferred between funds, generally to cover in part or whole, a project, program, or other expenditure in the receiving fund.

INTERNAL SERVICE FUND: Proprietary funds used to account for the finishing of goods or services by one department or agency to other departments or agencies on a cost reimbursement basis.

IT: Information Technology Department of the City.

JUCO: Junior College World Series of Baseball. This is one of the premier events held in the City bringing college baseball teams and fans from all over the United States and is held each year over Memorial Day weekend.

LEVY: To impose taxes, special assessments, or service charges to support of City activities.

LONG-TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

MILAGE: The tax rate on real property, based on one mill equals \$1 per \$1,000 of assessed property value.

MMOF: Colorado Dept. of Transportation Multi-Modal Options Fund to fund multi-modal transportation projects and operations throughout the state.

NRCS: Natural Resources Conservation Services Grant

OPERATING BUDGET: The plan for continuing everyday expenditures such as personnel, utilities, contractual services, debt service, and operating capital requirements.

OPERATING CAPITAL: Operating capital refers to expenditures with significant costs that must be replaced at pre-determined cycles.

PCI: Pavement Condition Index is a study done every five years to measure the condition of streets and roads to help determine where Street Maintenance resources should be focused each year.

PEL: Planning and Environmental Linkages Study

PERSONNEL EXPENSES: Salaries, wages, federal and state tax withholding, and fringe benefits.

PIAB: Parks Improvement Advisory Board is made of community organizations that help fund improvements to parks and recreation facilities when those improvements benefit all agencies.

Glossary of Terms

PPE: Personal Protective Equipment for employees

PROS PLAN: Parks, Recreation, and Open Space plan which provides a roadmap for improving these areas within the City.

PROPERTY TAX: A tax levied on real and personal property according to the valuation assessment rate and millage.

PROPRIETARY FUNDS: Funds that operate primarily on fees and charges for services to external customers or operate on a cost recovery basis with internal customers. Enterprise and internal service funds are the two types of proprietary funds in the City.

PTO: Personal Time Off program

RESERVE FUND BALANCE: The portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

REVENUE: Funds the City receives as income. It includes tax payments, fees from specific services, other government receipts, fines, forfeitures, grants, shared revenues, and interest income.

RISK MANAGEMENT: An organized attempt to protect an entity's asset against accidental loss in the most economical way.

SALES TAX: The tax to be collected and remitted by a retailer on all tangible sales, except wholesale sales, taxed pursuant to City's Sales and Use Tax Ordinance.

SCADA: Supervisory Control and Data Acquisition Equipment used in water and wastewater plants.

SMA: Street Maintenance Area is used to determine which streets will be upgraded each year.

SPECIAL REVENUE FUNDS: Fund used to account for revenues from specific taxes or other earmarked revenue sources designated by law to finance functions or activities of government.

SPECIAL ASSESSMENT: A compulsory levy against specific properties to defray part or all the cost of a specific improvement or service deemed to benefit those properties primarily.

SRO: School Resource Officers who are part of the Grand Junction Police Department.

SRTS: Safe Routes to Schools capital improvement program enhances the safety of children getting to and from school via walking or biking.

STRATEGIC PLAN: A plan updated and approved every two years by the City Council that provides short-term (2-5-year) policy direction and guidance for decision-making and budgeting by the city and its staff.

SWAT: Special Weapons and Tactics unit comprised of Grand Junction Police Officers and Mesa County Sheriff Officers.

SWMM: Stormwater Management Manual

TABOR: Taxpayer Bill of Rights requiring voter approval for increasing taxes and issuing debt.

TCP: Transportation Capacity Plan used to determine the need for additional roadways within the City boundaries.

TEDS: Transportation Engineering Design Standards

TIF: Tax Increment Financing.

TMDL: Total Maximum Daily Loads establish the maximum number of pollutants that can go into a water body on a particular day and still meet water quality standards

USER FEES: Fees charged for the direct receipt of public service to the party or parties who benefit from the service.

USE TAX: The tax paid or required to be paid by a consumer for using, storing, distributing, or otherwise consuming tangible personal property or taxable services inside the City.

UNRESERVED FUND BALANCE: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

WUI: Wildland Urban Interface is where houses are in or near wildland vegetation, and wildfires pose the most significant risk to people due to the proximity of flammable vegetation.