



# 2023 ANNUAL BUDGET



## 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:

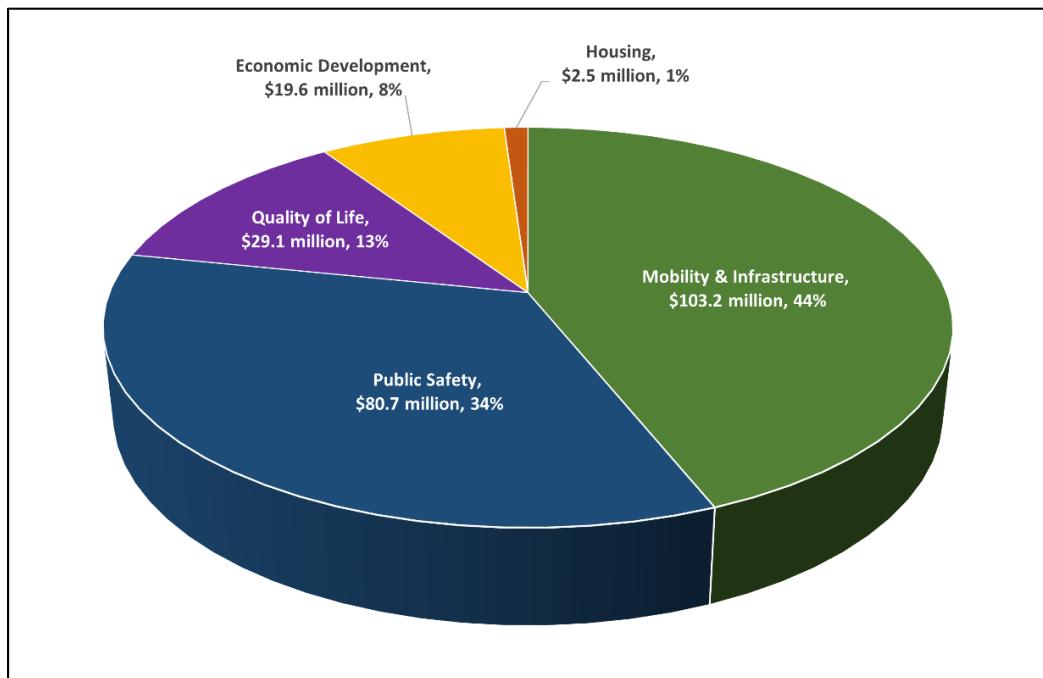
I am pleased to present the 2023 Adopted Budget for the City of Grand Junction. The budget is the highest expression of the City Council's policies and decision-making; it articulates the initiatives, investments, and services provided by and through elected officials and staff. The 2023 Adopted Budget 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 (CO<sub>2</sub>) 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.

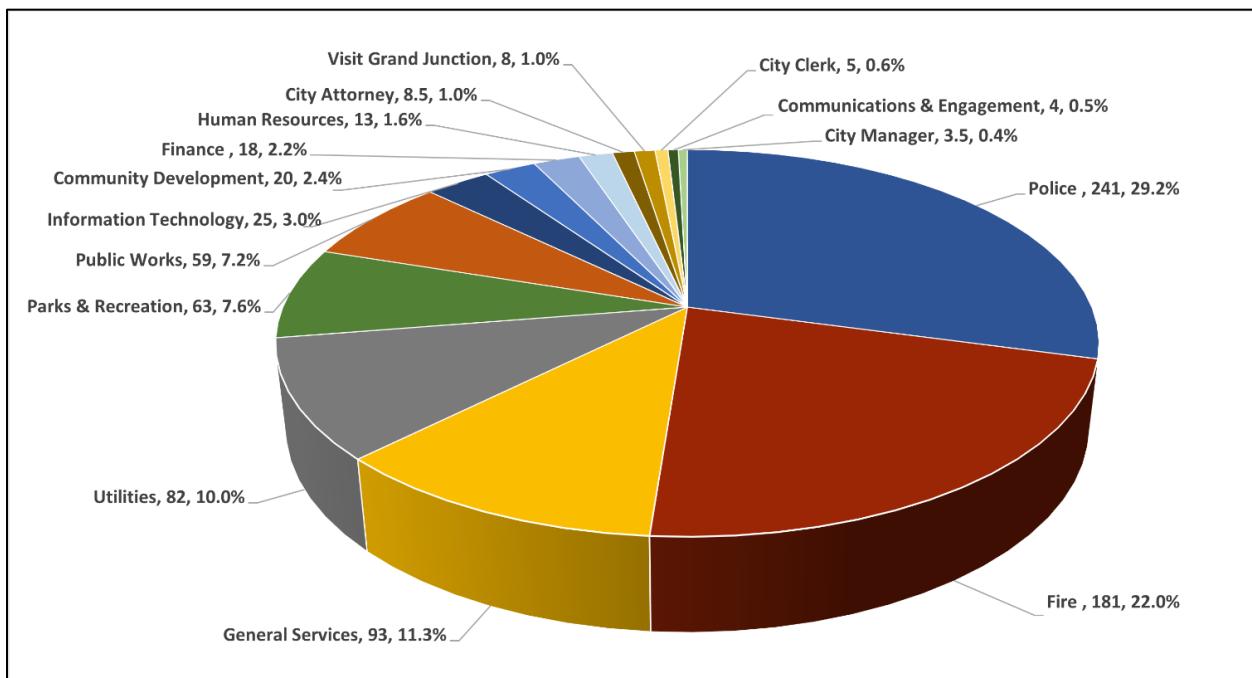
In April 2021, voters approved the legalization of recreational cannabis. Voters also approved a new sales tax on cannabis sales, the revenue of which will primarily be used for Parks and Recreation. Planning for the community's first Community Recreation Center (CRC) involved significant community participation 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**

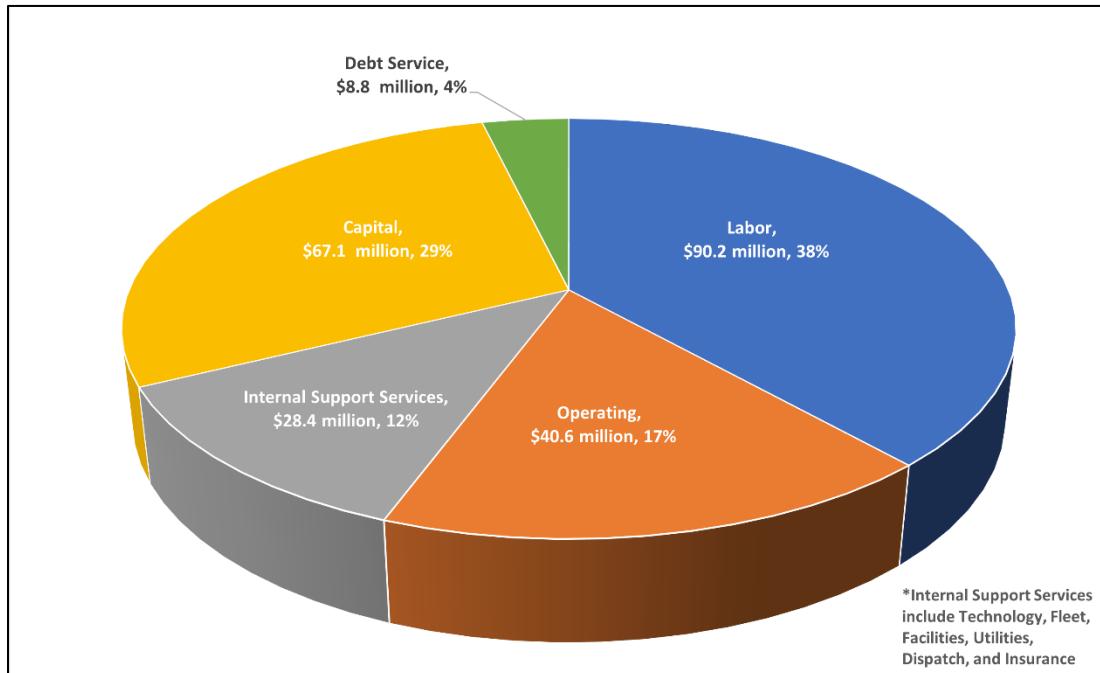


## Change in Full Time Positions by Department

| Department                  | 2022<br>Current | 2023<br>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             |
| <b>Total Positions</b>      | <b>801</b>      | <b>824</b>      |

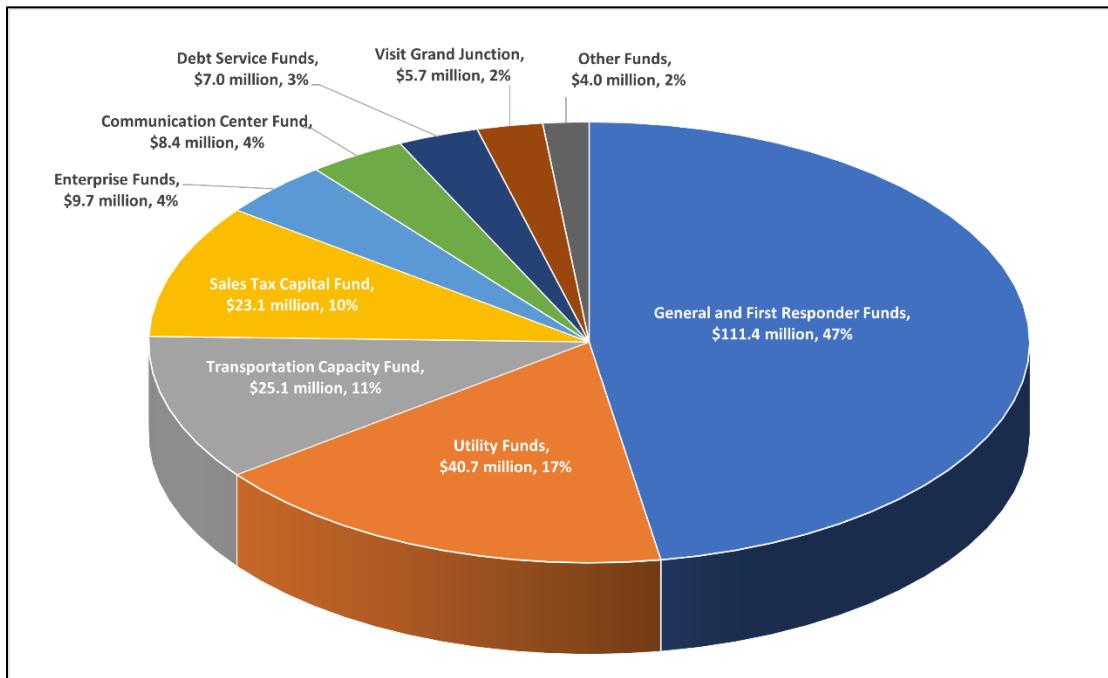
Since the City is a service provided, the most significant portion of the budget (38%) is allocated to labor expenses. The next largest portion (29%) represents the City's continued capital investment in the community. 29% of the budget represents the combined costs of operating and internal support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

## 2023 Adopted Budget by Category



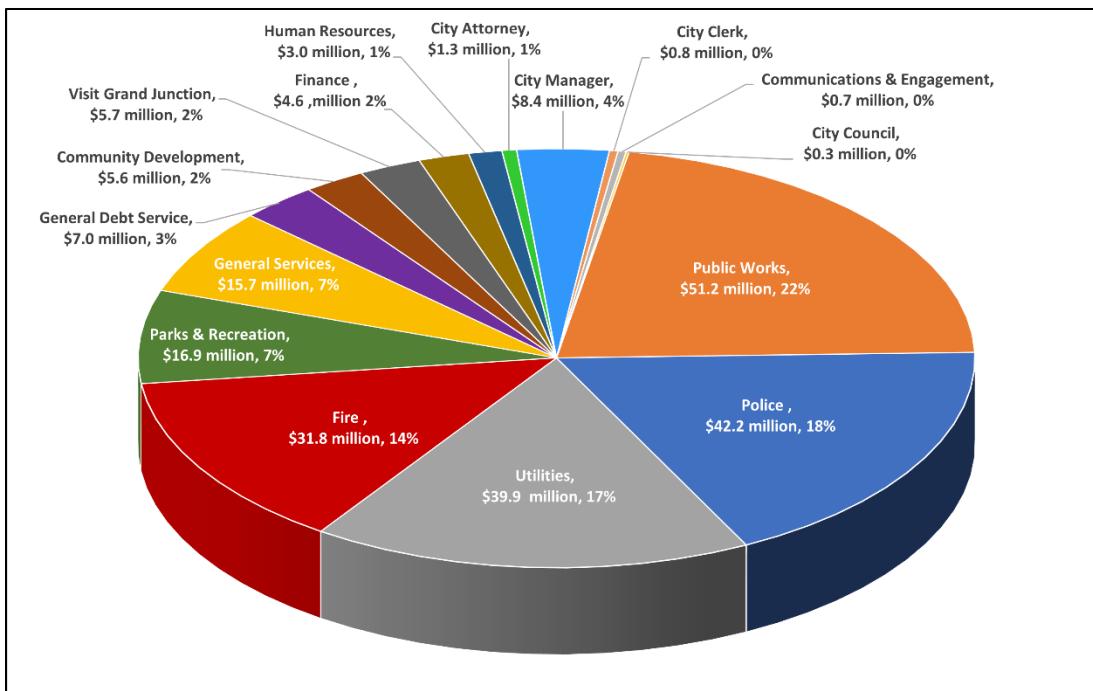
City Council authorizes the City's budget at the fund level through an appropriation ordinance. From a fund perspective, the following chart shows that 47% of the budget is in the General and First Responder funds, followed by 17% in utility funds, a combined 21% in the two major capital funds of Transportation 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.

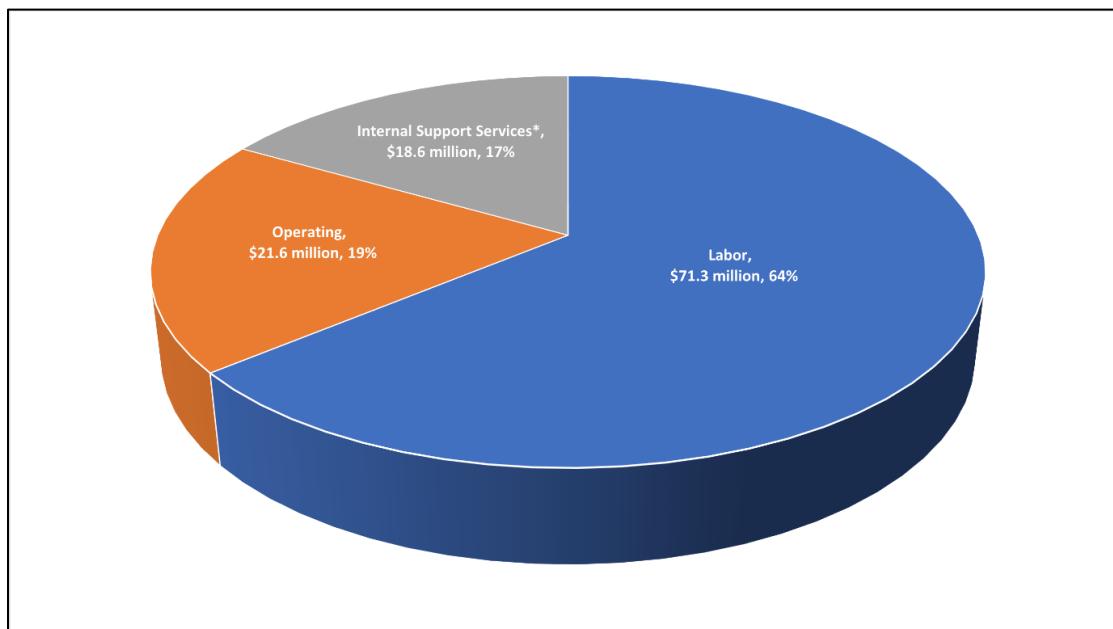
- General Fund revenue is expected to increase by 4.3% over the 2022 estimated revenue.
- First Responder tax tracks with the City's sales tax and is projected at 3.75% above 2022 estimated revenues.
- The City received a significant SAFER grant for \$5.9 million for staffing Fire Station #6; the grant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

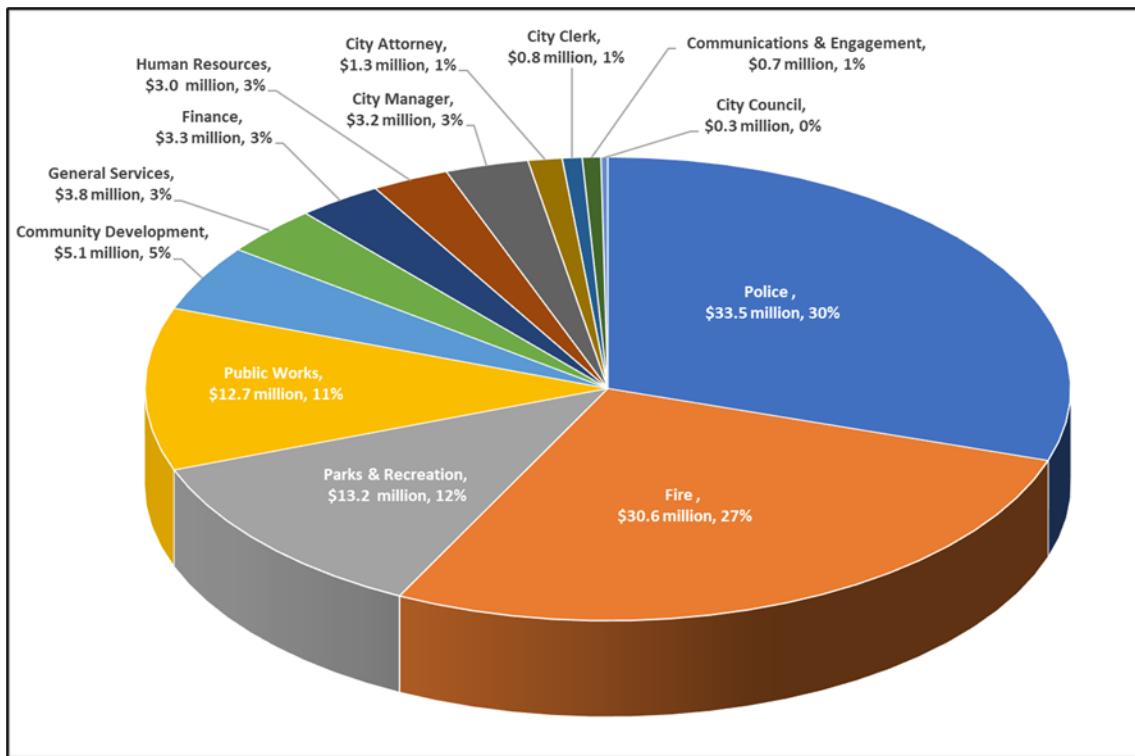
The following charts show the 2023 Adopted Budget of \$111.5 million for the General and First Responder Funds by category and department. Because the City is a service organization, most of the General Fund and First Responder budgets are allocated to labor. Most operating costs are for support of affordable 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.....                             | <a href="http://gjcity.org">gjcity.org</a> |



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 canyons 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.

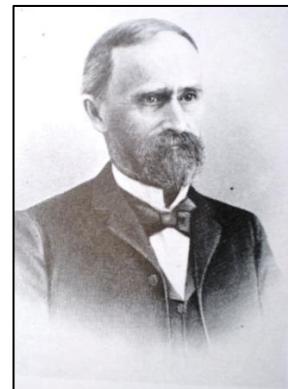
## History of Grand Junction

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

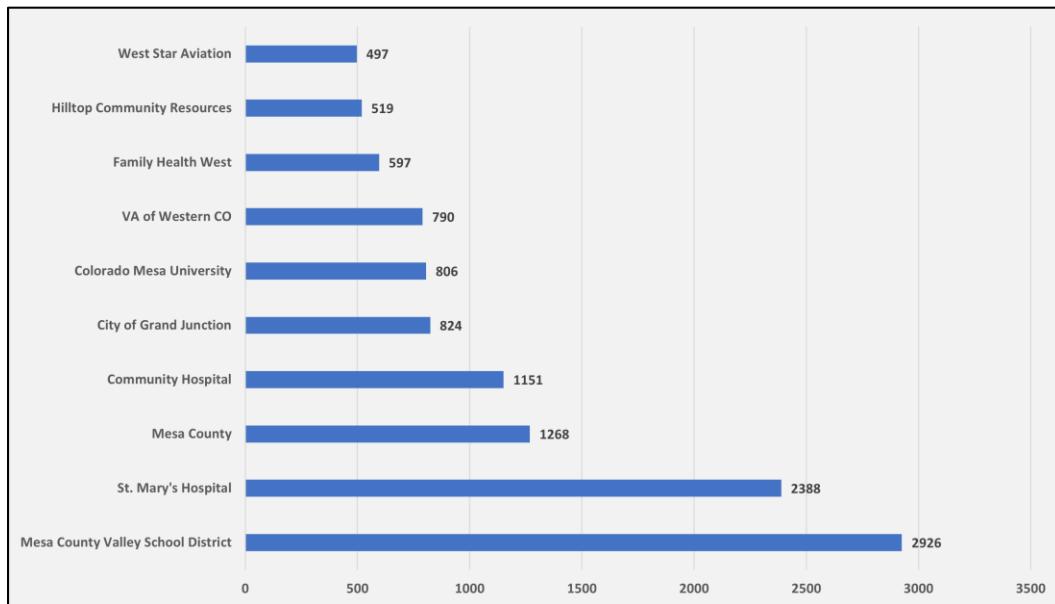
| Grand Junction |            |             | Mesa County |             |            | State of Colorado |  |  |
|----------------|------------|-------------|-------------|-------------|------------|-------------------|--|--|
| Year           | Population | Growth Rate | Population  | Growth Rate | Population | 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.

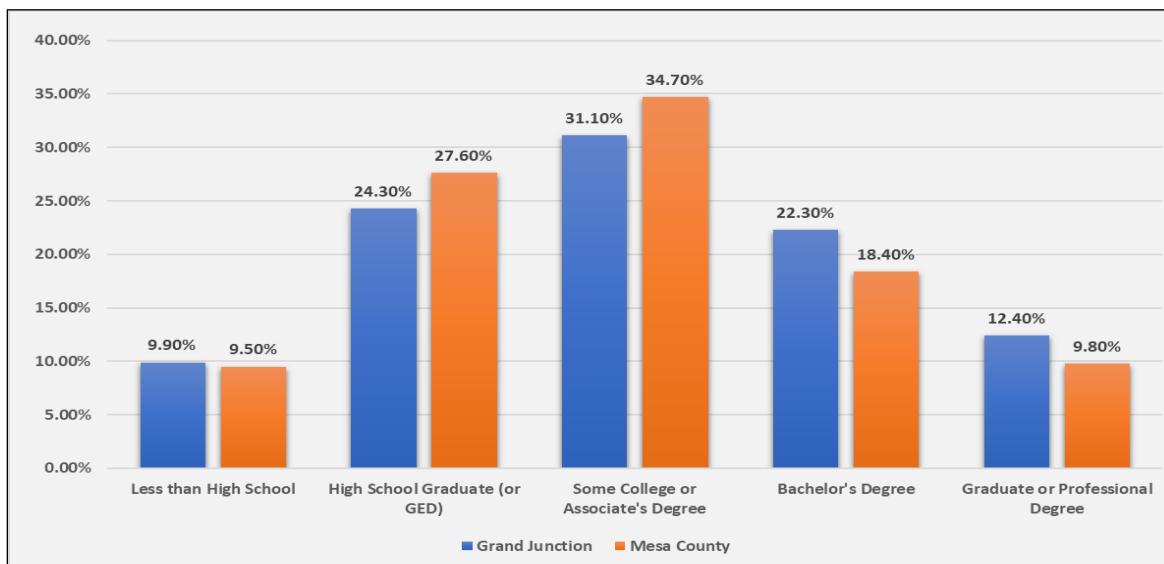
| Variable                                | Grand Junction, Colorado |         |              |         |           |
|---|--------------------------|---------|--------------|---------|-----------|
|   | Owner-Occupied Units     |         | Rental Units |         | All Units |
|   | Units                    | Percent | Units        | Percent |           |
| 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 more 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

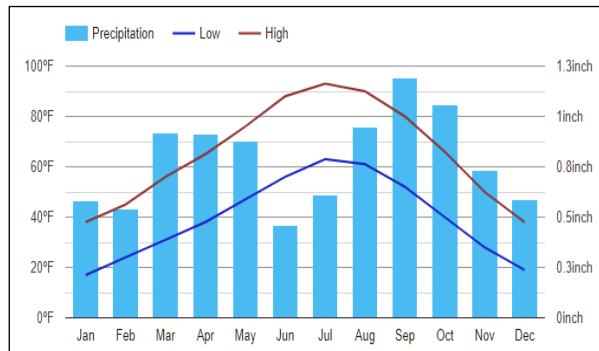
The City is home to Colorado Mesa University (CMU), which supports the future of its workforce and community. Accredited by the Higher Learning Commission, CMU is the fifth fastest-growing university in the country and is home to 11,000+ students pursuing degrees in over 225 academic programs. Mesa County 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.



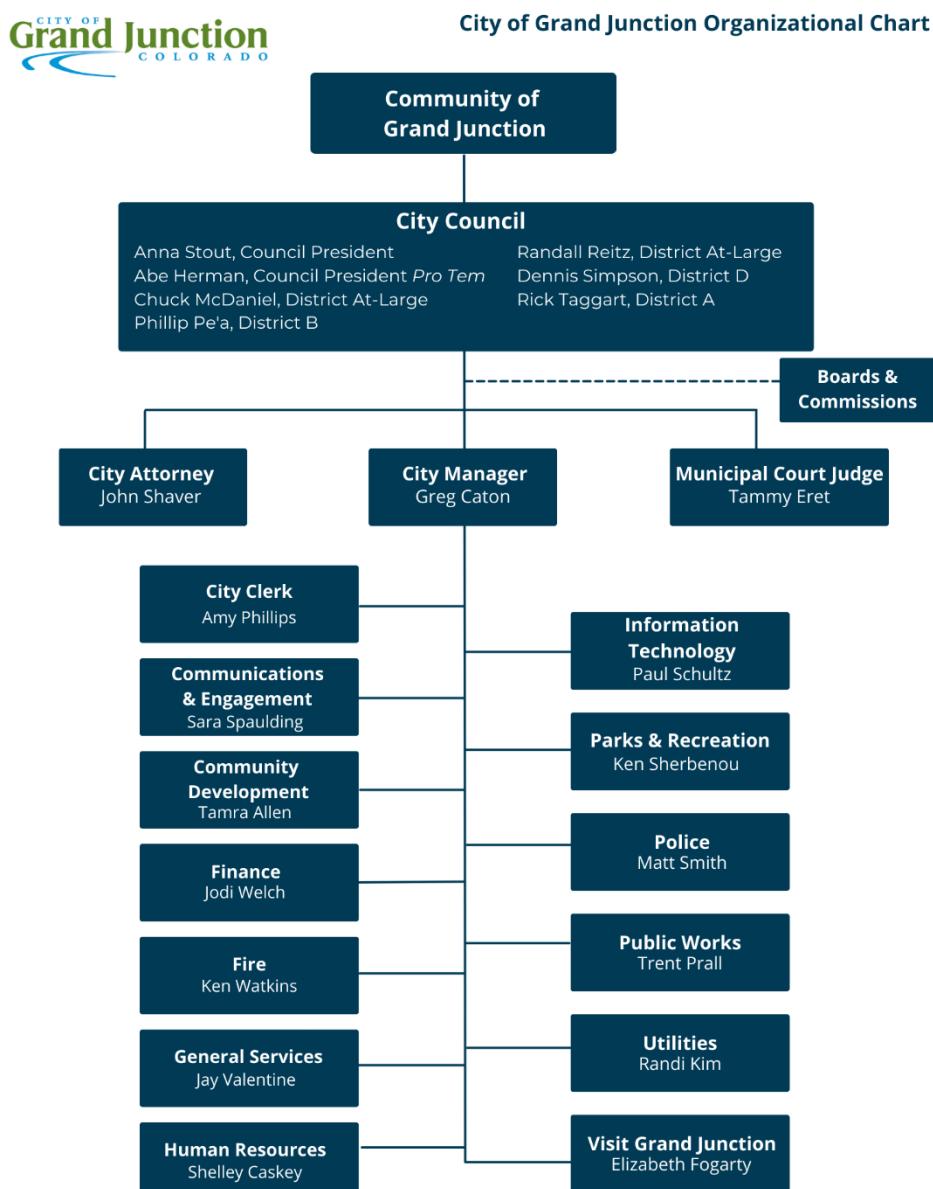
*Friday Night Community Bike Ride Downtown Grand Junction*

## 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.

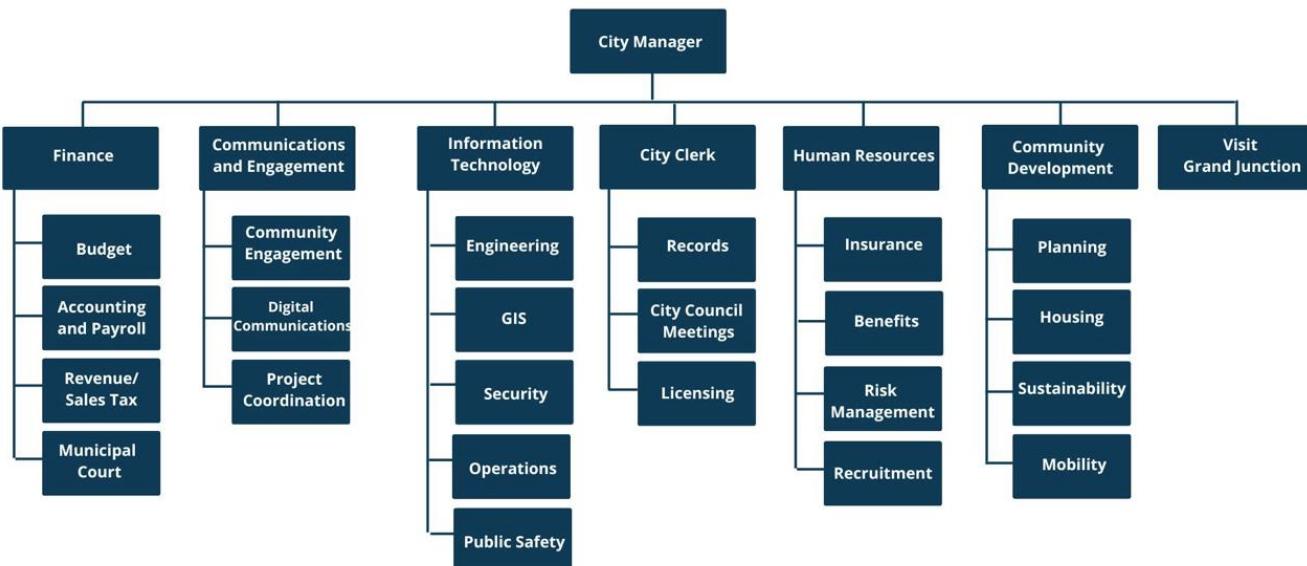
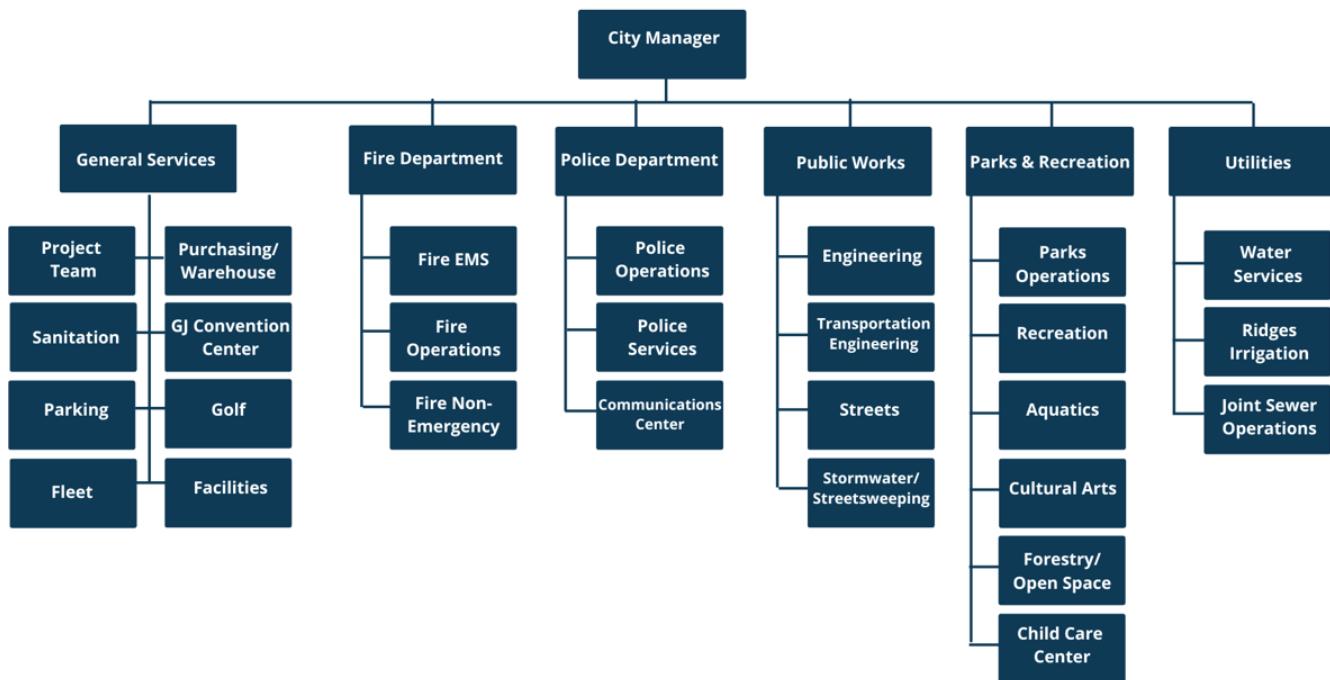
The chart below shows the organization at a high level, beginning with the Citizens, City Council, Appointed Officials, and City Department Directors.

### City of Grand Junction Organization Chart



## Divisional Organization Chart

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



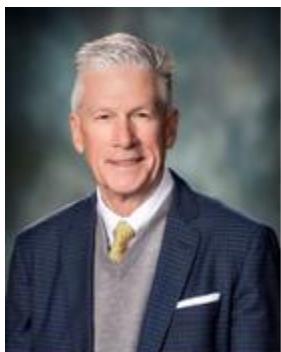
## Directory of City Officials

### 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.



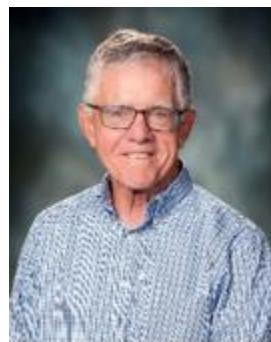
**Anna Stout**  
Council President, District C  
Expires May 2023



**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

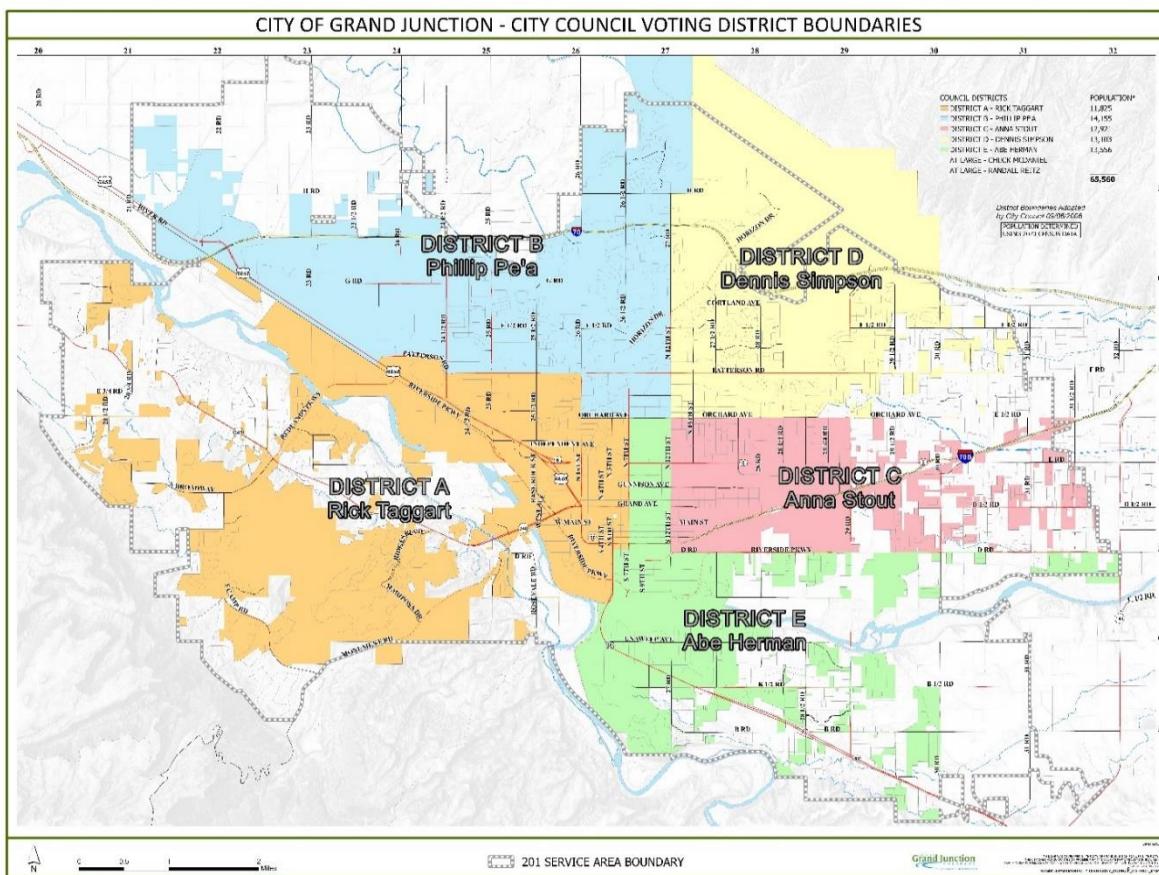


**Chuck McDaniel**  
Councilmember, District at Large  
Expires May 2023



**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 Principles (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.

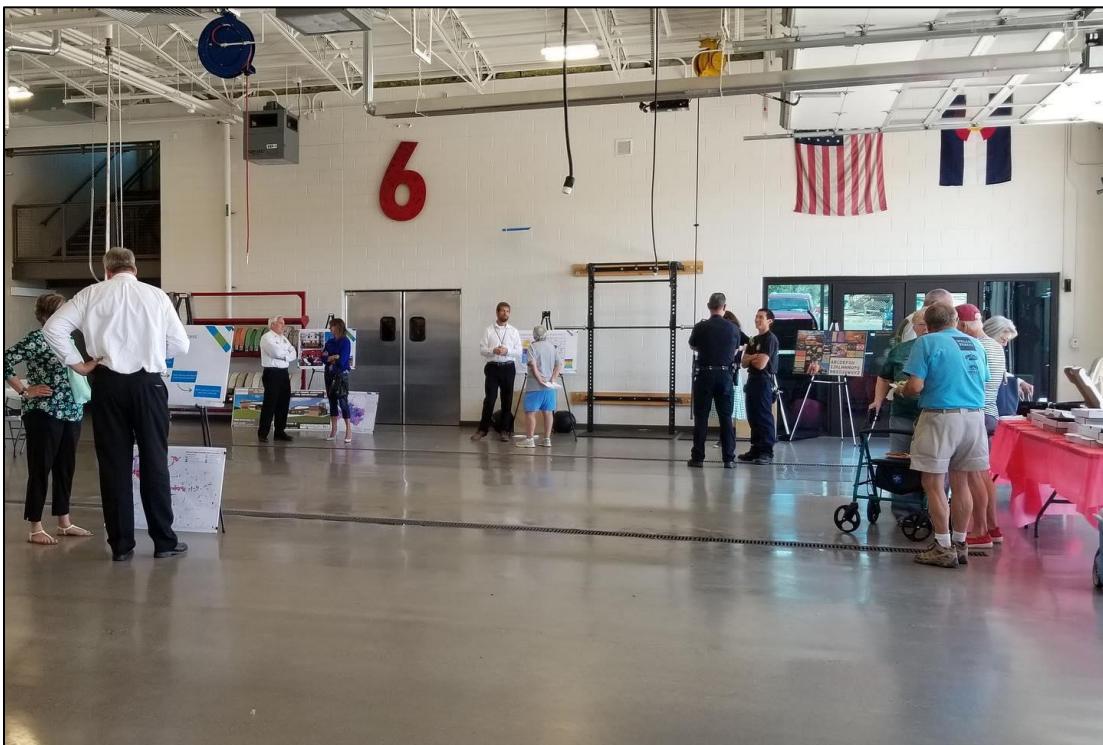
On or before December 31, the City Council enacts an ordinance appropriating the budget for the ensuing fiscal year. The 2023 Appropriation Ordinance was approved on December 7, 2022. A copy of the 2023 Appropriation Ordinance is shown in the Appendix section of this book.

### **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

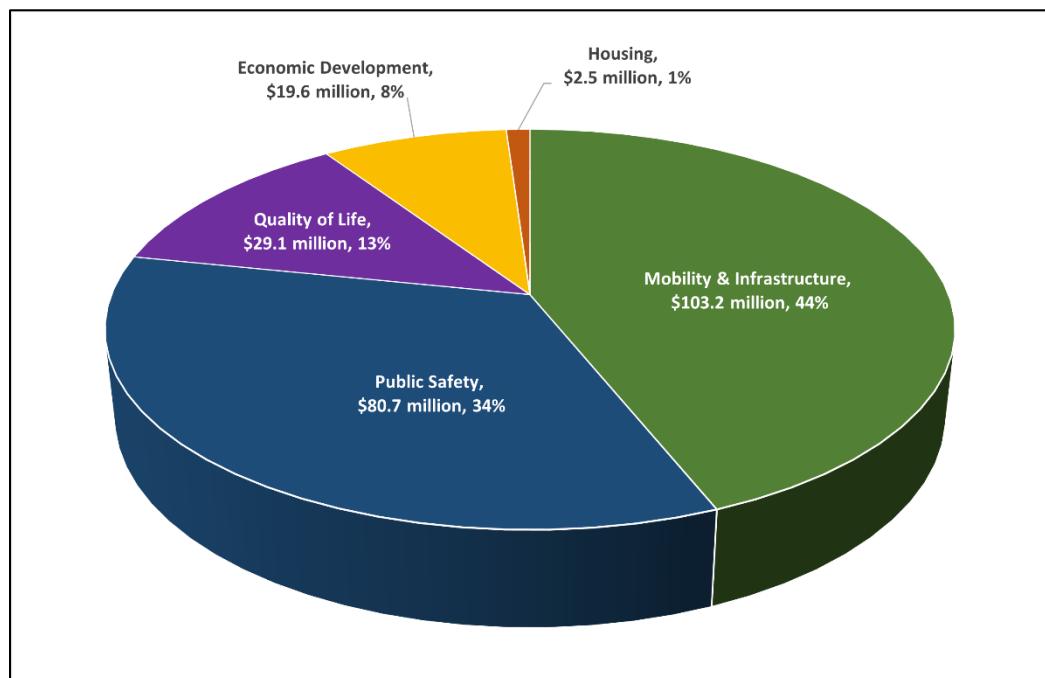
The community continues to experience significant growth, which not only presents an opportunity to enhance and expand existing services but to evaluate new services that meet the needs and expectations of residents. With growth comes a higher demand for adequate transportation, housing, public safety, 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

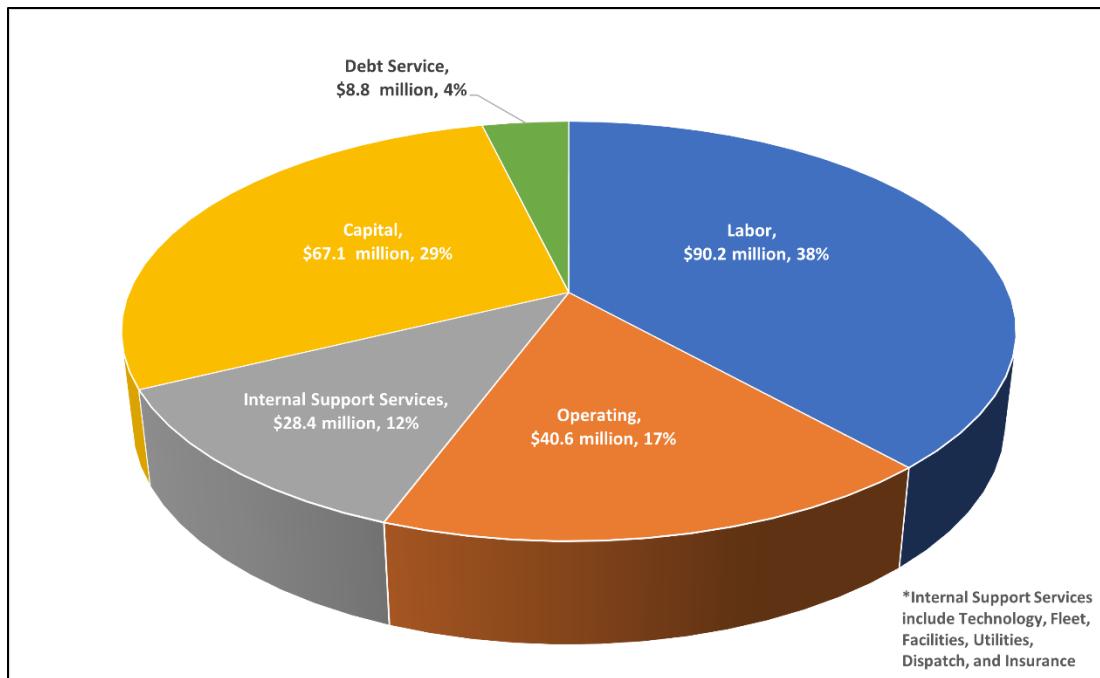
## 2023 Budget Summary

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



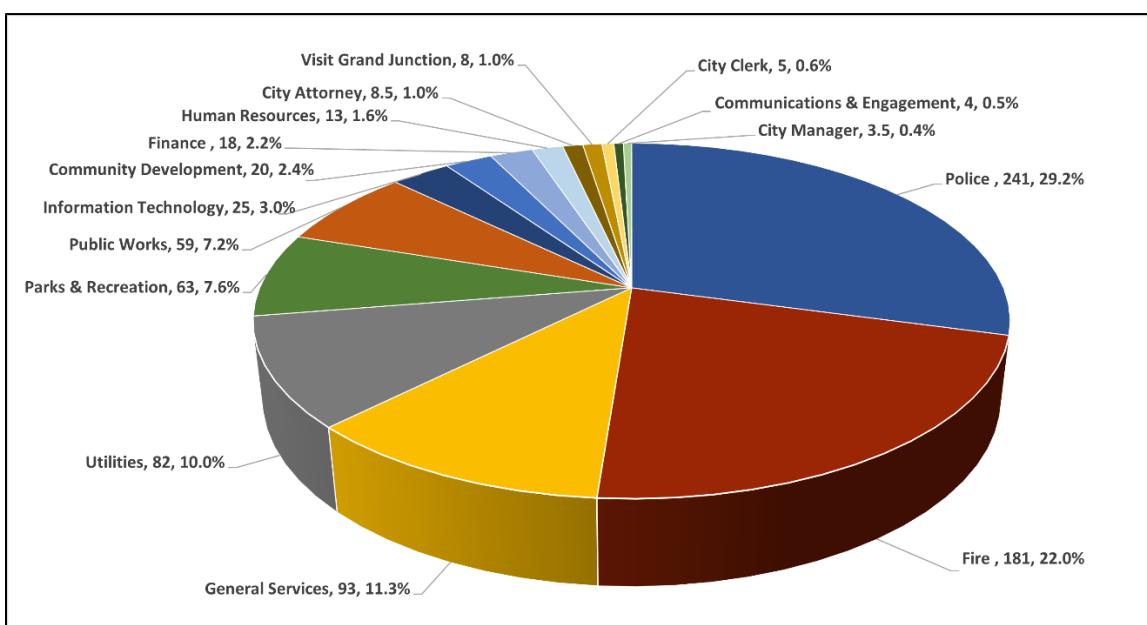
## 2023 Budget by Spending Category



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

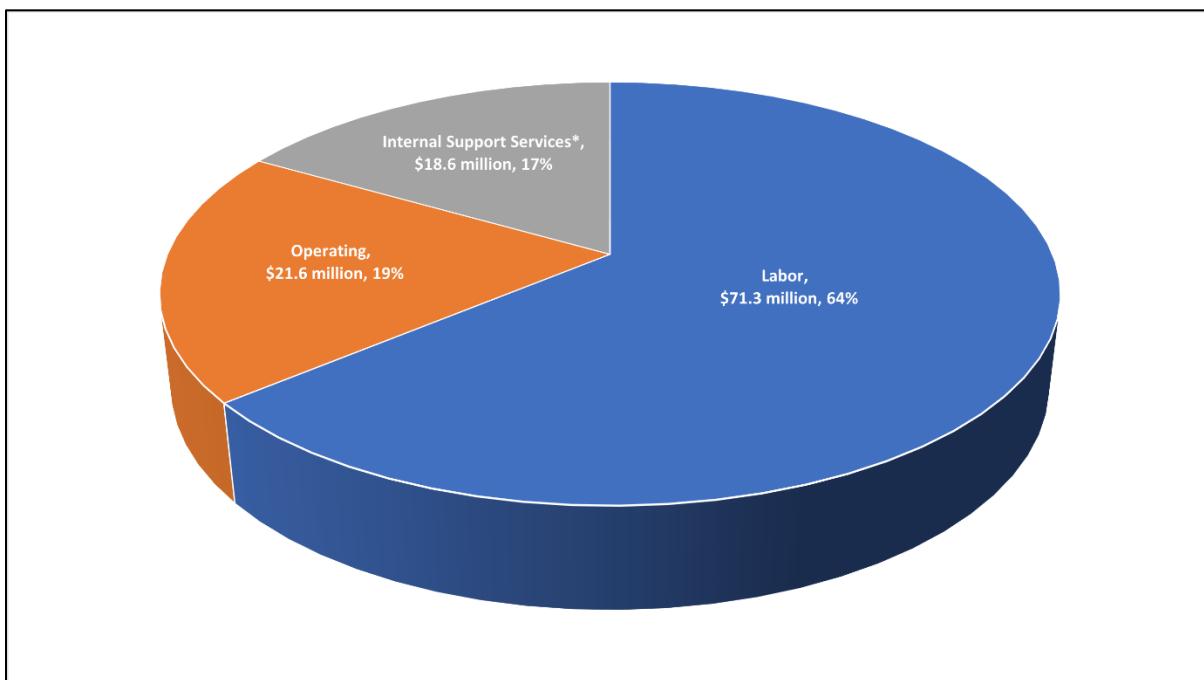


## 2023 General Fund and First Responder Fund Highlights

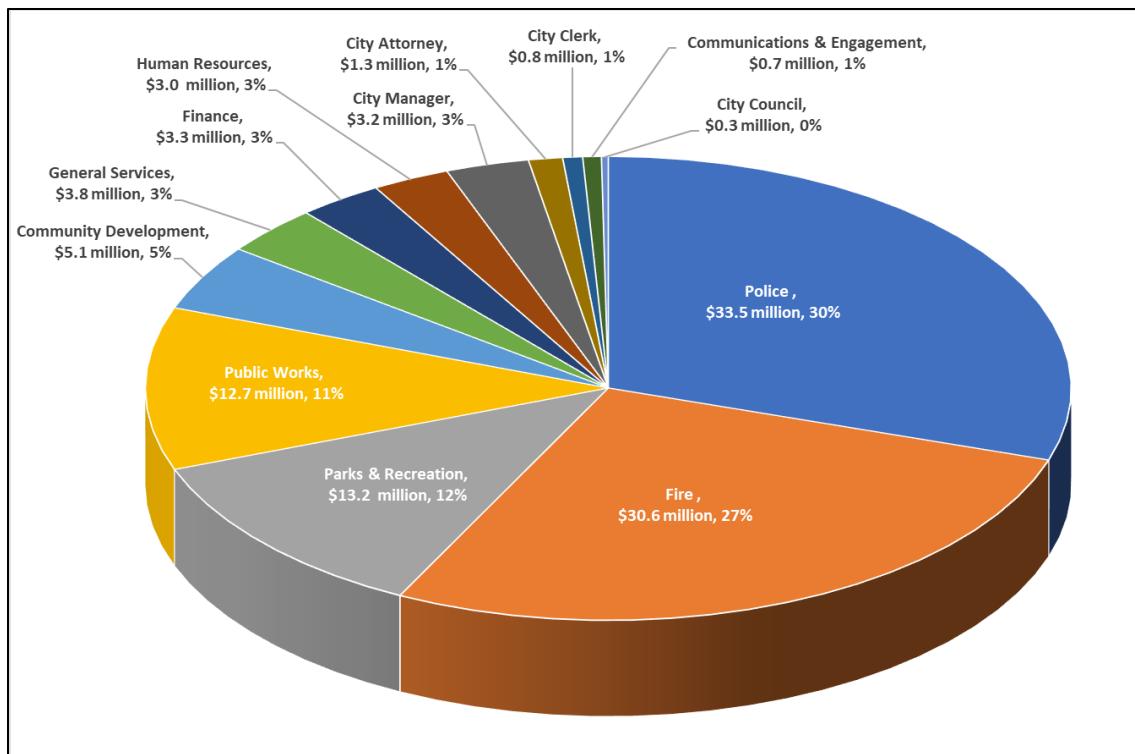
In the Spring of 2019, the voters authorized the First Responder Sales Tax. A special revenue fund was established to budget and account for revenue from the new tax and expenses for the expansion of First Responder services and facilities. Financial information for the First Responder Fund will be separately 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    |
|--|---------------------|----------------------|-----------------------|---------------------|----------------------|
| <b>General Government</b>                    |                     |                      |                       |                     |                      |
| 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          | -                   | -                    | -                     | -                   | -                    |
| <b>Total General Government Funds</b>        | <b>\$ 551,500</b>   | <b>\$ 25,466,444</b> | <b>\$ 319,241</b>     | <b>\$ 1,586,283</b> | <b>\$ 5,822,096</b>  |
| <b>Enterprise Funds</b>                      |                     |                      |                       |                     |                      |
| 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           |
| <b>Total Enterprise Funds</b>                | <b>\$ 3,785,636</b> | <b>\$ 33,835,121</b> | <b>\$ 221,000</b>     | <b>\$ 752,873</b>   | <b>\$ 1,040,314</b>  |
| <b>Internal Service Funds</b>                |                     |                      |                       |                     |                      |
| 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         |
| <b>Total Internal Service Funds</b>          | <b>\$ 100,000</b>   | <b>\$ 1,063,211</b>  | <b>\$ -</b>           | <b>\$ 136,873</b>   | <b>\$ 37,927,468</b> |
| <b>Permanent Funds</b>                       |                     |                      |                       |                     |                      |
| 704 Cemetery Perpetual Care Fund             | \$ -                | \$ -                 | \$ -                  | \$ 11,409           | \$ -                 |
| <b>Total Permanent Funds</b>                 | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ 11,409</b>    | <b>\$ -</b>          |
| <b>Downtown Development Authority Funds</b>  |                     |                      |                       |                     |                      |
| 103 Downtown Dev. Authority Fund             | \$ -                | \$ 10,000            | \$ -                  | \$ 22,985           | \$ -                 |
| 611 DDA TIF Debt Service Fund                | 550,000             | -                    | -                     | \$ 36,532           | -                    |
| <b>Total DDA Funds</b>                       | <b>\$ 550,000</b>   | <b>\$ 10,000</b>     | <b>\$ -</b>           | <b>\$ 59,517</b>    | <b>\$ -</b>          |
| <b>Dos Rios General Improvement District</b> |                     |                      |                       |                     |                      |
| 113 GJ Dos Rios GID                          | \$ -                | \$ -                 | \$ -                  | \$ 406              | \$ -                 |
| 616 GJ Dos Rios GID Debt Service             | -                   | -                    | -                     | \$ 31,230           | -                    |
| <b>Total Dos Rios GID Funds</b>              | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>           | <b>\$ 31,636</b>    | <b>\$ -</b>          |

### 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        |
|---|----------------------|------------------------|----------------------|---------------------|
| <b>General Government</b>                 |                      |                        |                      |                     |
| 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       | -                    | -                      | -                    | -                   |
| <b>Total General Government Funds</b>     | <b>\$ 77,674,598</b> | <b>\$ 33,537,388</b>   | <b>\$ 20,485,229</b> | <b>\$ 6,990,228</b> |
| <b>Enterprise Funds</b>                   |                      |                        |                      |                     |
| 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             |
| <b>Total Enterprise Funds</b>             | <b>\$ 12,573,801</b> | <b>\$ 6,865,898</b>    | <b>\$ 7,916,783</b>  | <b>\$ 1,794,190</b> |
| <b>Internal Service Funds</b>             |                      |                        |                      |                     |
| 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              | -                   |
| <b>Total Internal Service Funds</b>       | <b>\$ 7,276,261</b>  | <b>\$ 28,702,782</b>   | <b>\$ 844,725</b>    | <b>\$ 5,543,987</b> |
| <b>Permanent Funds</b>                    |                      |                        |                      |                     |
| 704 Cemetery Perpetual Care Fund          | \$ -                 | \$ -                   | \$ -                 | \$ -                |
| <b>Total Permanent Funds</b>              | <b>\$ -</b>          | <b>\$ -</b>            | <b>\$ -</b>          | <b>\$ -</b>         |
| <b>Downtown Develop. Authority Funds</b>  |                      |                        |                      |                     |
| 103 Downtown Dev. Authority Fund          | \$ 249,557           | \$ 889,628             | \$ 42,662            | \$ -                |
| 611 DDA TIF Debt Service Fund             | -                    | 581,650                | -                    | 2,203,292           |
| <b>Total DDA Funds</b>                    | <b>\$ 249,557</b>    | <b>\$ 1,471,278</b>    | <b>\$ 42,662</b>     | <b>\$ 2,203,292</b> |
| <b>Dos Rios General Improvement Dist.</b> |                      |                        |                      |                     |
| 616 GJ Dos Rios GID Debt Service Fund     | \$ -                 | 3,500                  | -                    | 615,250             |
| <b>Total Dos Rios GID Funds</b>           | <b>\$ -</b>          | <b>\$ 3,500</b>        | <b>\$ -</b>          | <b>\$ 615,250</b>   |

### 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        |
|---|----------------------------------|-----------------------|----------------------|-------------------------|-------------------------|---------------------|
| <b>General Government</b>                       |                                  |                       |                      |                         |                         |                     |
| 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             | -                                | -                     | -                    | -                       | -                       | -                   |
| <b>Total General Government Funds</b>           | <b>\$ 101,580,089</b>            | <b>\$ 162,015,290</b> | <b>\$ 77,674,598</b> | <b>\$ 55,022,617</b>    | <b>\$ 131,697,215</b>   | <b>\$ 6,990,228</b> |
| <b>Enterprise Funds</b>                         |                                  |                       |                      |                         |                         |                     |
| 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             |
| <b>Total Enterprise Funds</b>                   | <b>\$ 39,501,734</b>             | <b>\$ 40,755,079</b>  | <b>\$ 12,573,801</b> | <b>\$ 14,782,681</b>    | <b>\$ 27,356,482</b>    | <b>\$ 1,794,190</b> |
| <b>Total General Govt. and Enterprise Funds</b> | <b>\$ 141,081,824</b>            | <b>\$ 202,770,369</b> | <b>\$ 90,248,399</b> | <b>\$ 68,805,298</b>    | <b>\$ 159,053,697</b>   | <b>\$ 8,784,418</b> |
| <b>Internal Service Funds</b>                   |                                  |                       |                      |                         |                         |                     |
| 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               | -                   |
| <b>Total Internal Service Funds</b>             | <b>\$ 7,157,122</b>              | <b>\$ 39,816,505</b>  | <b>\$ 7,276,261</b>  | <b>\$ 29,547,507</b>    | <b>\$ 36,823,768</b>    | <b>\$ -</b>         |
| <b>Permanent Funds</b>                          |                                  |                       |                      |                         |                         |                     |
| 704 Cemetery Perpetual Care Fund                | \$ 1,532,657                     | \$ 11,409             | \$ -                 | \$ -                    | \$ -                    | \$ -                |
| <b>Total Permanent Funds</b>                    | <b>\$ 1,532,657</b>              | <b>\$ 11,409</b>      | <b>\$ -</b>          | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>         |
| <b>Total City Appropriated Funds</b>            | <b>\$ 149,771,603</b>            | <b>\$ 242,598,283</b> | <b>\$ 97,524,660</b> | <b>\$ 98,352,805</b>    | <b>\$ 195,877,465</b>   | <b>\$ 8,784,418</b> |
| <b>Downtown Development Authority Funds</b>     |                                  |                       |                      |                         |                         |                     |
| 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           |
| <b>Total DDA Funds</b>                          | <b>\$ 4,207,614</b>              | <b>\$ 4,180,177</b>   | <b>\$ 249,557</b>    | <b>\$ 1,552,015</b>     | <b>\$ 1,801,572</b>     | <b>\$ 2,203,292</b> |
| <b>Dos Rios GID Funds</b>                       |                                  |                       |                      |                         |                         |                     |
| 113 Grand Jct. Dos Rios GID Fund                | \$ 21,438                        | \$ 10,765             | \$ -                 | \$ -                    | \$ -                    | \$ -                |
| 209 Grand Jct. Dos Rios GID Caiatal Fund        | 930,661                          | -                     | -                    | -                       | -                       | -                   |
| 616 Grand Jct. Dos Rios GID Debt Svc Fund       | 1,688,515                        | 31,230                | -                    | 3,500                   | 3,500                   | 618,750             |
| <b>Total Dos Rios GID Funds</b>                 | <b>\$ 2,640,614</b>              | <b>\$ 41,995</b>      | <b>\$ -</b>          | <b>\$ 3,500</b>         | <b>\$ 3,500</b>         | <b>\$ 618,750</b>   |

## 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                | <u>-</u>             | <u>-</u>  | <u>-</u>             | <u>-</u>             | <u>-</u>                  | <u>-</u>          | <u>-</u>                   | <u>-</u>                      |
|                    | <u>\$ 45,284,765</u> | <u>\$ 183,972,208</u>                             | <u>\$ 16,208,231</u> | <u>\$ 16,378,403</u> | <u>\$ (22,127,090)</u>    | <u>\$ 300,000</u> | <u>\$ (22,427,090)</u>     | <u>\$ 79,153,000</u>          |
| 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                | <u>\$ 17,855,520</u> | <u>\$ 28,398,481</u>                              | <u>\$ 320,000</u>    | <u>\$ 220,000</u>    | <u>\$ (8,076,247)</u>     | <u>\$ -</u>       | <u>\$ (8,076,247)</u>      | <u>\$ 21,185,404</u>          |
|                    | <u>\$ 21,675,520</u> | <u>\$ 50,826,192</u>                              | <u>\$ 320,000</u>    | <u>\$ 220,000</u>    | <u>\$ (9,971,113)</u>     | <u>\$ -</u>       | <u>\$ (9,971,113)</u>      | <u>\$ 29,530,621</u>          |
| <b>GF &amp; EF</b> | <b>\$ 66,960,285</b> | <b>\$ 234,798,400</b>                             | <b>\$ 16,528,231</b> | <b>\$ 16,598,403</b> | <b>\$ (32,098,203)</b>    | <b>\$ 300,000</b> | <b>\$ (32,398,203)</b>     | <b>\$ 108,683,621</b>         |
|                    | <u>\$ 300,000</u>    | <u>Contingency</u>                                |                      |                      |                           |                   |                            |                               |
|                    |                      | <u>City of Grand Junction 2023 Adopted Budget</u> |                      |                      |                           |                   |                            |                               |
| 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                | <u>\$ 5,543,987</u>  | <u>\$ 3,736,806</u>                               | <u>\$ 81,581</u>     | <u>\$ -</u>          | <u>\$ (2,469,671)</u>     | <u>\$ 500,000</u> | <u>\$ (2,969,672)</u>      | <u>\$ 4,187,450</u>           |
| 704                | <u>\$ -</u>          | <u>\$ -</u>                                       | <u>\$ -</u>          | <u>\$ 11,409</u>     | <u>\$ -</u>               | <u>\$ -</u>       | <u>\$ -</u>                | <u>\$ 1,532,657</u>           |
|                    | <u>\$ -</u>          | <u>\$ -</u>                                       | <u>\$ -</u>          | <u>\$ 11,409</u>     | <u>\$ -</u>               | <u>\$ -</u>       | <u>\$ -</u>                | <u>\$ 1,532,657</u>           |
| <b>Total App</b>   | <b>\$ 72,504,272</b> | <b>\$ 277,466,155</b>                             | <b>\$ 16,609,812</b> | <b>\$ 16,609,812</b> | <b>\$ (34,567,874)</b>    | <b>\$ 800,000</b> | <b>\$ (35,367,875)</b>     | <b>\$ 114,583,728</b>         |
| 103                | \$ -                 | \$ 1,219,922                                      | \$ -                 | \$ -                 | \$ 109,518                | \$ 250,000        | \$ (140,482)               | \$ 1,612,849                  |
| 611                | <u>\$ -</u>          | <u>\$ 2,784,942</u>                               | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ 65,795</u>          | <u>\$ -</u>       | <u>\$ 65,795</u>           | <u>\$ 2,366,673</u>           |
| <b>DDA</b>         | <b>\$ -</b>          | <b>\$ 4,004,864</b>                               | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 175,313</b>         | <b>\$ 250,000</b> | <b>\$ (74,687)</b>         | <b>\$ 3,979,522</b>           |
| 113                | \$ -                 | \$ -  | \$ -                 | \$ -                 | \$ 10,765                 | \$ -              | \$ 10,765                  | \$ 32,203                     |
| 209                | -                    | -   | -                    | -                    | -                         | -                 | -                          | 930,661                       |
| 616                | <u>\$ -</u>          | <u>618,750</u>                                    | <u>\$ -</u>          | <u>\$ -</u>          | <u>\$ (587,520)</u>       | <u>\$ -</u>       | <u>\$ (587,520)</u>        | <u>\$ 1,420,899</u>           |
| <b>Dos Rios</b>    | <b>\$ -</b>          | <b>\$ 618,750</b>                                 | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ (576,755)</b>       | <b>\$ -</b>       | <b>\$ (576,755)</b>        | <b>\$ 2,383,763</b>           |

## Expenditure Summary by Department by Fund

| Fund                                  | General Govt.*      | City Clerk        | Community Develop.  | Finance             | Fire                | General Services     | Info. Tech.          | Human Resources      |
|---------------------------------------|---------------------|-------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| <b>General Government</b>             |                     |                   |                     |                     |                     |                      |                      |                      |
| 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   | -                   | -                 | -                   | -                   | -                   | -                    | -                    | -                    |
| <b>Total General Government Funds</b> | <b>\$10,368,562</b> | <b>\$ 773,290</b> | <b>\$ 5,560,757</b> | <b>\$ 4,519,916</b> | <b>\$31,774,667</b> | <b>\$ 5,315,796</b>  | <b>\$ 500,000</b>    | <b>\$ 3,020,228</b>  |
| <b>Enterprise Funds</b>               |                     |                   |                     |                     |                     |                      |                      |                      |
| 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           | -                   | -                 | -                   | -                   | -                   | -                    | -                    | -                    |
| <b>Total Enterprise Funds</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 9,896,743</b>  | <b>\$ -</b>          | <b>\$ -</b>          |
| <b>Internal Service Funds</b>         |                     |                   |                     |                     |                     |                      |                      |                      |
| 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            | -                    | -                    |
| <b>Total Internal Service Funds</b>   | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 12,819,834</b> | <b>\$ 11,392,447</b> | <b>\$ 18,155,474</b> |
| <b>Permanent Funds</b>                |                     |                   |                     |                     |                     |                      |                      |                      |
| 704 Cemetery Perpetual Care Fund      | \$ -                | \$ -              | \$ -                | \$ -                | \$ -                | \$ -                 | \$ -                 | \$ -                 |
| <b>Total Permanent Funds</b>          | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          |
| <b>Total All Funds</b>                | <b>\$10,368,562</b> | <b>\$ 773,290</b> | <b>\$ 5,560,757</b> | <b>\$ 4,519,916</b> | <b>\$31,774,667</b> | <b>\$28,252,373</b>  | <b>\$11,892,447</b>  | <b>\$21,175,702</b>  |

\*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         |
|---------------------------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|-----------------------|
| <b>General Government</b>             |                     |                      |                      |                      |                     |                      |                       |
| 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 Pkwy Debt Retire Fund   | -                   | -                    | -                    | -                    | -                   | -                    | -                     |
| <b>Total General Government Funds</b> | <b>\$17,014,539</b> | <b>\$ 41,950,504</b> | <b>\$ 50,442,989</b> | <b>\$ -</b>          | <b>\$ 5,664,993</b> | <b>\$ 23,744,370</b> | <b>\$ 200,650,603</b> |
| <b>Enterprise Funds</b>               |                     |                      |                      |                      |                     |                      |                       |
| 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            |
| <b>Total Enterprise Funds</b>         | <b>\$ -</b>         | <b>\$ 215,911</b>    | <b>\$ 783,190</b>    | <b>\$ 39,930,348</b> | <b>\$ -</b>         | <b>\$ 220,000</b>    | <b>\$ 51,046,192</b>  |
| <b>Internal Service Funds</b>         |                     |                      |                      |                      |                     |                      |                       |
| 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             |
| <b>Total Internal Service Funds</b>   | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>         | <b>\$ 500,000</b>    | <b>\$ 42,867,755</b>  |
| <b>Permanent Funds</b>                |                     |                      |                      |                      |                     |                      |                       |
| 704 Cemetery Perpetual Care Fund      | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                | \$ 11,409            | \$ 11,409             |
| <b>Total Permanent Funds</b>          | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>         | <b>\$ 11,409</b>     | <b>\$ 11,409</b>      |
| <b>Total All Funds</b>                | <b>\$17,014,539</b> | <b>\$ 42,166,415</b> | <b>\$ 51,226,179</b> | <b>\$ 39,930,348</b> | <b>\$ 5,664,993</b> | <b>\$ 24,475,779</b> | <b>\$ 294,575,967</b> |

## Revenue Summary by Fund, By Classification

| Fund/<br>Account Classification                | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted       |
|--|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>GENERAL GOVERNMENT FUNDS</b>                |                      |                      |                      |                      |                       |
| <b>100 General Fund</b>                        |                      |                      |                      |                      |                       |
| 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          |
| <b>Total 100 General Fund</b>                  | <b>\$ 82,654,368</b> | <b>\$ 89,868,501</b> | <b>\$ 92,366,096</b> | <b>\$ 95,882,689</b> | <b>\$ 101,130,685</b> |
| <b>101 Enhanced 911 Fund</b>                   |                      |                      |                      |                      |                       |
| 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             |
| <b>Total 101 E911 Fund</b>                     | <b>\$ 2,474,016</b>  | <b>\$ 3,229,914</b>  | <b>\$ 2,919,400</b>  | <b>\$ 3,428,338</b>  | <b>\$ 3,666,172</b>   |
| <b>102 Visit Grand Junction Fund</b>           |                      |                      |                      |                      |                       |
| 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          |
| <b>Total 102 Visit Grand Junction Fund</b>     | <b>\$ 2,340,630</b>  | <b>\$ 3,549,452</b>  | <b>\$ 3,785,967</b>  | <b>\$ 5,226,046</b>  | <b>\$ 4,514,508</b>   |
| <b>104 CDBG Fund</b>                           |                      |                      |                      |                      |                       |
| Intergovernmental                              | \$ 717,326           | \$ 642,223           | \$ 469,557           | \$ 469,557           | \$ 441,451            |
| <b>Total 104 CDBG Fund</b>                     | <b>\$ 717,326</b>    | <b>\$ 642,223</b>    | <b>\$ 469,557</b>    | <b>\$ 469,557</b>    | <b>\$ 441,451</b>     |
| <b>105 Parkland Expansion Fund</b>             |                      |                      |                      |                      |                       |
| 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             |
| <b>Total 105 Parkland Expansion Fund</b>       | <b>\$ 401,654</b>    | <b>\$ 811,658</b>    | <b>\$ 958,673</b>    | <b>\$ 956,459</b>    | <b>\$ 1,005,316</b>   |
| <b>106 Lodgers Tax Increase Fund</b>           |                      |                      |                      |                      |                       |
| Taxes  | \$ 1,072,214         | \$ 1,886,959         | \$ 1,864,218         | \$ 2,213,733         | \$ 2,412,969          |
| Interest                                       | \$ -                 | \$ 1,881             | \$ -                 | \$ 627               | \$ -                  |
| <b>Total 106 Lodgers Tax Increase Fund</b>     | <b>\$ 1,072,214</b>  | <b>\$ 1,888,840</b>  | <b>\$ 1,864,218</b>  | <b>\$ 2,214,360</b>  | <b>\$ 2,412,969</b>   |
| <b>107 First Responder Tax Fund</b>            |                      |                      |                      |                      |                       |
| 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         |
| <b>Total 107 First Responder Tax Fund</b>      | <b>\$ 7,927,408</b>  | <b>\$ 10,892,793</b> | <b>\$ 12,943,343</b> | <b>\$ 13,365,627</b> | <b>\$ 14,725,798</b>  |
| <b>110 Conservation Trust Fund</b>             |                      |                      |                      |                      |                       |
| Interest                                       | \$ 2,237             | \$ 2,155             | \$ 2,096             | \$ 908               | \$ 1,649              |
| Intergovernmental                              | \$ 662,347           | \$ 788,497           | \$ 880,000           | \$ 880,000           | \$ 906,400            |
| <b>Total 110 Conservation Trust Fund</b>       | <b>\$ 664,584</b>    | <b>\$ 790,652</b>    | <b>\$ 882,096</b>    | <b>\$ 880,908</b>    | <b>\$ 908,049</b>     |
| <b>111 Cannabis Sales Tax Fund</b>             |                      |                      |                      |                      |                       |
| Taxes  | \$ -                 | \$ -                 | \$ 1,015,000         | \$ -                 | \$ 1,884,375          |
| Interest                                       | \$ -                 | \$ -                 | \$ -                 | \$ 261               | \$ 18,094             |
| Licenses and Permits                           | \$ -                 | \$ -                 | \$ -                 | \$ 167,500           | \$ 75,000             |
| <b>Total 111 Cannabis Sales Tax Fund</b>       | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 1,015,000</b>  | <b>\$ 167,761</b>    | <b>\$ 1,977,469</b>   |
| <b>114 American Rescue Plan Fund</b>           |                      |                      |                      |                      |                       |
| Interest                                       | \$ -                 | \$ 21,402            | \$ -                 | \$ -                 | \$ 167,617            |
| Intergovernmental                              | \$ -                 | \$ 5,242,304         | \$ 5,242,304         | \$ 5,242,304         | \$ -                  |
| <b>Total 114 American Rescue Plan Fund</b>     | <b>\$ -</b>          | <b>\$ 5,263,706</b>  | <b>\$ 5,242,304</b>  | <b>\$ 5,242,304</b>  | <b>\$ 167,617</b>     |
| <b>115 Public Safety Impact Fee Fund</b>       |                      |                      |                      |                      |                       |
| Other  | \$ -                 | \$ -                 | \$ 486,062           | \$ 486,062           | \$ 379,908            |
| <b>Total 115 Public Safety Impact Fee Fund</b> | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 486,062</b>    | <b>\$ 486,062</b>    | <b>\$ 379,908</b>     |

## Revenue Summary by Fund, By Classification

| Fund/<br>Account Classification                   | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>201 Sales Tax CIP Fund</b>                     |                      |                      |                      |                      |                      |
| 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         |
| <b>Total 201 Sales Tax CIP Fund</b>               | <b>\$ 29,167,018</b> | <b>\$ 49,047,527</b> | <b>\$ 23,883,549</b> | <b>\$ 27,847,042</b> | <b>\$ 24,359,895</b> |
| <b>202 Storm Drainage Fund</b>                    |                      |                      |                      |                      |                      |
| 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         |
| <b>Total 202 Storm Drainage Fund</b>              | <b>\$ 19,982</b>     | <b>\$ 448,341</b>    | <b>\$ 515,000</b>    | <b>\$ 515,644</b>    | <b>\$ 1,816,138</b>  |
| <b>207 Transportation Capacity (TCP) Fund</b>     |                      |                      |                      |                      |                      |
| 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            | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 207 TCP Fund</b>                         | <b>\$ 52,942,474</b> | <b>\$ 4,060,018</b>  | <b>\$ 2,905,370</b>  | <b>\$ 3,473,653</b>  | <b>\$ 5,713,237</b>  |
| <b>405 Communications Center Fund</b>             |                      |                      |                      |                      |                      |
| 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         |
| <b>Total 405 Communications Center Fund</b>       | <b>\$ 7,555,681</b>  | <b>\$ 6,813,129</b>  | <b>\$ 7,482,618</b>  | <b>\$ 7,440,873</b>  | <b>\$ 8,016,341</b>  |
| <b>610 General Debt Service Fund</b>              |                      |                      |                      |                      |                      |
| 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         |
| <b>Total 610 General Debt Service Fund</b>        | <b>\$ 21,199,509</b> | <b>\$ 6,794,876</b>  | <b>\$ 6,799,688</b>  | <b>\$ 6,799,688</b>  | <b>\$ 6,294,386</b>  |
| <b>614 GJ Public Finance Corp Fund</b>            |                      |                      |                      |                      |                      |
| 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           |
| <b>Total 614 GJ Public Finance Corp Fund</b>      | <b>\$ 517,148</b>    | <b>\$ 6,335,304</b>  | <b>\$ 700,879</b>    | <b>\$ 700,879</b>    | <b>\$ 693,582</b>    |
| <b>615 Riverside Parkway Debt Retirement Fund</b> |                      |                      |                      |                      |                      |
| Interest  | \$ 69,725            | \$ 22,413            | \$ 35,042            | \$ 4,221             | \$ -                 |
| Transfers In                                      | \$ 632,922           | \$ 1,305,444         | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 615 Riverside Parkway Debt Fund</b>      | <b>\$ 702,647</b>    | <b>\$ 1,327,857</b>  | <b>\$ 35,042</b>     | <b>\$ 4,221</b>      | <b>\$ -</b>          |
| <b>ENTERPRISE FUNDS</b>                           |                      |                      |                      |                      |                      |
| <b>301 Water Fund</b>                             |                      |                      |                      |                      |                      |
| 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           | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 301 Water Fund</b>                       | <b>\$ 10,168,212</b> | <b>\$ 11,252,827</b> | <b>\$ 20,375,571</b> | <b>\$ 25,194,060</b> | <b>\$ 11,070,767</b> |

## Revenue Summary by Fund, By Classification

| Fund/<br>Account Classification              | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>ENTERPRISE FUNDS</b>                      |                      |                      |                      |                      |                      |
| <b>302 Solid Waste Fund</b>                  |                      |                      |                      |                      |                      |
| 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               |
| <b>Total 302 Solid Waste Fund</b>            | <b>\$ 4,803,573</b>  | <b>\$ 5,087,750</b>  | <b>\$ 5,088,404</b>  | <b>\$ 5,198,738</b>  | <b>\$ 5,445,868</b>  |
| <b>303 GJ Convention Center Fund</b>         |                      |                      |                      |                      |                      |
| 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              |
| <b>Total 303 GJ Convention Center Fund</b>   | <b>\$ 591,152</b>    | <b>\$ 313,795</b>    | <b>\$ 431,761</b>    | <b>\$ 431,761</b>    | <b>\$ 452,884</b>    |
| <b>305 Golf Courses Fund</b>                 |                      |                      |                      |                      |                      |
| 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              |
| <b>Total 305 Golf Courses Fund</b>           | <b>\$ 2,255,007</b>  | <b>\$ 2,412,861</b>  | <b>\$ 2,419,870</b>  | <b>\$ 2,424,389</b>  | <b>\$ 2,628,728</b>  |
| <b>308 Parking Authority Fund</b>            |                      |                      |                      |                      |                      |
| 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               |
| <b>Total 308 Parking Authority Fund</b>      | <b>\$ 591,512</b>    | <b>\$ 723,316</b>    | <b>\$ 751,149</b>    | <b>\$ 752,547</b>    | <b>\$ 789,195</b>    |
| <b>309 Ridges Irrigation Fund</b>            |                      |                      |                      |                      |                      |
| 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               | -                    | -                    | -                    | -                    |
| <b>Total 309 Ridges Irrigation Fund</b>      | <b>\$ 360,748</b>    | <b>\$ 334,119</b>    | <b>\$ 513,056</b>    | <b>\$ 513,620</b>    | <b>\$ 365,403</b>    |
| <b>900 Joint Sewer Fund</b>                  |                      |                      |                      |                      |                      |
| 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                  | -                    |
| <b>Total 900 Joint Sewer Fund</b>            | <b>\$ 19,480,619</b> | <b>\$ 20,908,691</b> | <b>\$ 19,082,872</b> | <b>\$ 19,086,742</b> | <b>\$ 20,322,234</b> |
| <b>INTERNAL SERVICE FUNDS</b>                |                      |                      |                      |                      |                      |
| <b>401 Information Technology Fund</b>       |                      |                      |                      |                      |                      |
| 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           |
| <b>Total 401 Information Technology Fund</b> | <b>\$ 7,587,918</b>  | <b>\$ 7,642,721</b>  | <b>\$ 9,174,098</b>  | <b>\$ 8,892,125</b>  | <b>\$ 10,460,519</b> |
| <b>402 Fleet and Equipment Fund</b>          |                      |                      |                      |                      |                      |
| 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               |
| <b>Total 402 Fleet and Equipment Fund</b>    | <b>\$ 7,534,603</b>  | <b>\$ 6,857,592</b>  | <b>\$ 8,121,796</b>  | <b>\$ 8,126,023</b>  | <b>\$ 7,817,315</b>  |

## Revenue Summary by Fund, By Classification

| Fund/<br>Account Classification               | 2020<br>Actual        | 2021<br>Actual        | 2022<br>Adopted       | 2022<br>Projected     | 2023<br>Adopted       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>INTERNAL SERVICE FUNDS</b>                 |                       |                       |                       |                       |                       |
| <b>404 Insurance Fund</b>                     |                       |                       |                       |                       |                       |
| 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             | -                     | -                     | -                     | -                     |
| <b>Total 404 Insurance Fund</b>               | <b>\$ 15,580,296</b>  | <b>\$ 15,049,864</b>  | <b>\$ 15,886,875</b>  | <b>\$ 15,896,733</b>  | <b>\$ 17,883,445</b>  |
| <b>406 Facilities Fund</b>                    |                       |                       |                       |                       |                       |
| 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                |
| <b>Total 406 Facilities Fund</b>              | <b>\$ 2,745,754</b>   | <b>\$ 2,838,540</b>   | <b>\$ 3,109,607</b>   | <b>\$ 3,112,747</b>   | <b>\$ 3,736,807</b>   |
| <b>PERMANENT FUNDS</b>                        |                       |                       |                       |                       |                       |
| <b>704 Cemetery Perpetual Care Fund</b>       |                       |                       |                       |                       |                       |
| Charges for Service                           | \$ 24,037             | \$ 36,959             | \$ -                  | \$ 30,628             | \$ -                  |
| Interest                                      | 22,693                | 11,409                | 10,239                | 12,800                | 11,409                |
| <b>Total 704 Cemetery Perpetual Care Fund</b> | <b>\$ 46,730</b>      | <b>\$ 48,368</b>      | <b>\$ 10,239</b>      | <b>\$ 43,428</b>      | <b>\$ 11,409</b>      |
| <b>Total Revenues</b>                         | <b>\$ 282,102,778</b> | <b>\$ 265,235,232</b> | <b>\$ 250,220,160</b> | <b>\$ 264,775,025</b> | <b>\$ 259,208,094</b> |

## Expenditure Summary by Fund, By Classification

| Fund/<br>Account Classification            | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted       |
|--|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>GENERAL GOVERNMENT FUNDS</b>            |                      |                      |                      |                      |                       |
| <b>100 General Fund</b>                    |                      |                      |                      |                      |                       |
| 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               |
| <b>Total 100 General Fund</b>              | <b>\$ 78,381,449</b> | <b>\$ 87,622,939</b> | <b>\$ 91,934,312</b> | <b>\$ 93,111,335</b> | <b>\$ 100,786,377</b> |
| <b>101 Enhanced 911 Fund</b>               |                      |                      |                      |                      |                       |
| Transfers Out                              | \$ 2,853,445         | \$ 2,194,167         | \$ 2,581,222         | \$ 2,581,222         | \$ 2,908,700          |
| <b>Total 101 E911 Fund</b>                 | <b>\$ 2,853,445</b>  | <b>\$ 2,194,167</b>  | <b>\$ 2,581,222</b>  | <b>\$ 2,581,222</b>  | <b>\$ 2,908,700</b>   |
| <b>102 Visit Grand Junction Fund</b>       |                      |                      |                      |                      |                       |
| 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              | -                     |
| <b>Total 102 Visit Grand Junction Fund</b> | <b>\$ 2,036,217</b>  | <b>\$ 2,465,506</b>  | <b>\$ 5,329,055</b>  | <b>\$ 5,379,055</b>  | <b>\$ 5,864,993</b>   |
| <b>104 CDBG Fund</b>                       |                      |                      |                      |                      |                       |
| Operating                                  | \$ 326,035           | \$ 577,792           | \$ 289,198           | \$ 289,198           | \$ 276,950            |
| Transfers Out                              | 391,291              | 64,431               | 180,359              | 180,359              | 164,501               |
| <b>Total 104 CDBG Fund</b>                 | <b>\$ 717,326</b>    | <b>\$ 642,223</b>    | <b>\$ 469,557</b>    | <b>\$ 469,557</b>    | <b>\$ 441,451</b>     |
| <b>105 Parkland Expansion Fund</b>         |                      |                      |                      |                      |                       |
| Transfers Out                              | \$ 838,477           | \$ 449,767           | \$ 1,464,792         | \$ 1,364,792         | \$ 689,792            |
| <b>Total 105 Parkland Expansion Fund</b>   | <b>\$ 838,477</b>    | <b>\$ 449,767</b>    | <b>\$ 1,464,792</b>  | <b>\$ 1,364,792</b>  | <b>\$ 689,792</b>     |

## Expenditure Summary by Fund, By Classification

| Fund/<br>Account Classification                   | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>106 Lodgers Tax Increase Fund</b>              |                      |                      |                      |                      |                      |
| 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            |
| <b>Total 106 Lodgers Tax Increase Fund</b>        | <b>\$ 1,190,117</b>  | <b>\$ 1,759,997</b>  | <b>\$ 1,864,219</b>  | <b>\$ 2,363,565</b>  | <b>\$ 2,412,969</b>  |
| <b>107 First Responder Tax Fund</b>               |                      |                      |                      |                      |                      |
| 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            |
| <b>Total 107 First Responder Tax Fund</b>         | <b>\$ 6,330,341</b>  | <b>\$ 9,629,665</b>  | <b>\$ 10,880,714</b> | <b>\$ 13,372,995</b> | <b>\$ 13,342,033</b> |
| <b>110 Conservation Trust Fund</b>                |                      |                      |                      |                      |                      |
| Transfers Out                                     | \$ 715,052           | \$ 777,985           | \$ 879,061           | \$ 879,061           | \$ 942,564           |
| <b>Total 110 Conservation Trust Fund</b>          | <b>\$ 715,052</b>    | <b>\$ 777,985</b>    | <b>\$ 879,061</b>    | <b>\$ 879,061</b>    | <b>\$ 942,564</b>    |
| <b>111 Cannabis Sales Tax Fund</b>                |                      |                      |                      |                      |                      |
| Transfers Out                                     | \$ -                 | \$ -                 | \$ 1,000,000         | \$ 105,000           | \$ 113,364           |
| <b>Total 111 Cannabis Sales Tax Fund</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 1,000,000</b>  | <b>\$ 105,000</b>    | <b>\$ 113,364</b>    |
| <b>114 American Rescue Plan Fund</b>              |                      |                      |                      |                      |                      |
| Operation   | \$ -                 | \$ -                 | \$ -                 | \$ 410,469           | \$ 113,364           |
| Transfer Out                                      | -                    | -                    | -                    | 976,661              | -                    |
| <b>Total 111 Cannabis Sales Tax Fund</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 1,387,130</b>  | <b>\$ -</b>          |
| <b>201 Sales Tax Fund</b>                         |                      |                      |                      |                      |                      |
| 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            | -                    | -                    |
| <b>Total 201 Sales Tax Fund</b>                   | <b>\$ 28,231,714</b> | <b>\$ 29,301,551</b> | <b>\$ 28,780,217</b> | <b>\$ 47,251,194</b> | <b>\$ 30,594,070</b> |
| <b>202 Storm Drainage Fund</b>                    |                      |                      |                      |                      |                      |
| Operating   | \$ -                 | \$ 16,037            | \$ -                 | \$ -                 | \$ -                 |
| Capital Outlay                                    | 5,000                | 430,053              | 530,000              | 530,000              | 1,830,000            |
| <b>Total 202 Storm Drainage Fund</b>              | <b>\$ 5,000</b>      | <b>\$ 446,090</b>    | <b>\$ 530,000</b>    | <b>\$ 530,000</b>    | <b>\$ 1,830,000</b>  |
| <b>207 Transportation Capacity Fund</b>           |                      |                      |                      |                      |                      |
| 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              |
| <b>Total 207 Transportation Capacity Fund</b>     | <b>\$ 1,562,023</b>  | <b>\$ 4,062,790</b>  | <b>\$ 27,938,000</b> | <b>\$ 21,728,490</b> | <b>\$ 25,289,619</b> |
| <b>405 Comm Center Fund</b>                       |                      |                      |                      |                      |                      |
| 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              |
| <b>Total 405 Comm Center Fund</b>                 | <b>\$ 6,967,011</b>  | <b>\$ 6,865,400</b>  | <b>\$ 8,020,232</b>  | <b>\$ 8,100,480</b>  | <b>\$ 8,438,951</b>  |
| <b>610 General Debt Service Fund</b>              |                      |                      |                      |                      |                      |
| 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            |
| <b>Total 610 General Debt Service Fund</b>        | <b>\$ 21,563,378</b> | <b>\$ 6,793,876</b>  | <b>\$ 6,799,688</b>  | <b>\$ 6,799,688</b>  | <b>\$ 6,295,928</b>  |
| <b>614 GJ Public Finance Corp Fund</b>            |                      |                      |                      |                      |                      |
| Operating   | \$ -                 | \$ 67,393            | \$ 1,500             | \$ 1,500             | \$ 1,500             |
| Debt Service                                      | 530,406              | 6,261,691            | 713,600              | 713,600              | 698,300              |
| <b>Total 614 GJ Public Finance Corp Fund</b>      | <b>\$ 530,406</b>    | <b>\$ 6,329,084</b>  | <b>\$ 715,100</b>    | <b>\$ 715,100</b>    | <b>\$ 699,800</b>    |
| <b>615 Riverside Parkway Debt Retirement Fund</b> |                      |                      |                      |                      |                      |
| Transfers Out                                     | \$ 3,156,000         | \$ 3,000,000         | \$ 1,052,447         | \$ 1,013,281         | \$ -                 |
| <b>Total 615 Riverside Parkway Debt Ret. Fund</b> | <b>\$ 3,156,000</b>  | <b>\$ 3,000,000</b>  | <b>\$ 1,052,447</b>  | <b>\$ 1,013,281</b>  | <b>\$ -</b>          |

## Expenditure Summary by Fund, By Classification

| Fund/<br>Account Classification              | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>ENTERPRISE FUNDS</b>                      |                      |                      |                      |                      |                      |
| <b>301 Water Fund</b>                        |                      |                      |                      |                      |                      |
| 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               | -                    | -                    | -                    | -                    |
| <b>Total 301 Water Fund</b>                  | <b>\$ 10,291,502</b> | <b>\$ 12,091,651</b> | <b>\$ 23,036,401</b> | <b>\$ 24,632,275</b> | <b>\$ 11,945,117</b> |
| <b>302 Solid Waste Fund</b>                  |                      |                      |                      |                      |                      |
| 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               | -                    | -                    | -                    |
| Transfers Out                                | 220,000              | 200,000              | 220,000              | 220,000              | 220,000              |
| <b>Total 302 Solid Waste Fund</b>            | <b>\$ 4,657,426</b>  | <b>\$ 4,502,239</b>  | <b>\$ 4,868,728</b>  | <b>\$ 5,244,928</b>  | <b>\$ 6,359,754</b>  |
| <b>303 GJ Convention Center Fund</b>         |                      |                      |                      |                      |                      |
| 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              | -                    | -                    | -                    | -                    |
| <b>Total 303 GJ Convention Center Fund</b>   | <b>\$ 620,582</b>    | <b>\$ 348,468</b>    | <b>\$ 431,761</b>    | <b>\$ 431,761</b>    | <b>\$ 452,884</b>    |
| <b>305 Golf Courses Fund</b>                 |                      |                      |                      |                      |                      |
| 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               |
| <b>Total 305 Golf Courses Fund</b>           | <b>\$ 2,123,178</b>  | <b>\$ 2,141,225</b>  | <b>\$ 2,355,045</b>  | <b>\$ 2,355,045</b>  | <b>\$ 2,669,696</b>  |
| <b>308 Parking Authority Fund</b>            |                      |                      |                      |                      |                      |
| 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              |
| <b>Total 308 Parking Authority Fund</b>      | <b>\$ 590,627</b>    | <b>\$ 599,890</b>    | <b>\$ 687,544</b>    | <b>\$ 687,544</b>    | <b>\$ 850,320</b>    |
| <b>309 Ridges Irrigation Fund</b>            |                      |                      |                      |                      |                      |
| 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               |
| <b>Total 309 Ridges Irrigation Fund</b>      | <b>\$ 334,445</b>    | <b>\$ 333,735</b>    | <b>\$ 538,055</b>    | <b>\$ 568,511</b>    | <b>\$ 369,940</b>    |
| <b>900 Joint Sewer Fund</b>                  |                      |                      |                      |                      |                      |
| 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               | -                    | -                    | -                    | -                    |
| <b>Total 900 Joint Sewer Fund</b>            | <b>\$ 11,777,492</b> | <b>\$ 14,342,666</b> | <b>\$ 32,070,949</b> | <b>\$ 35,709,173</b> | <b>\$ 28,398,481</b> |
| <b>INTERNAL SERVICE FUNDS</b>                |                      |                      |                      |                      |                      |
| <b>401 Information Technology Fund</b>       |                      |                      |                      |                      |                      |
| 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            |
| <b>Total 401 Information Technology Fund</b> | <b>\$ 7,350,796</b>  | <b>\$ 7,514,650</b>  | <b>\$ 10,014,951</b> | <b>\$ 10,174,859</b> | <b>\$ 11,392,447</b> |

## Expenditure Summary by Fund, By Classification

| Fund/<br>Account Classification               | 2020<br>Actual        | 2021<br>Actual        | 2022<br>Adopted       | 2022<br>Projected     | 2023<br>Adopted       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>INTERNAL SERVICE FUNDS</b>                 |                       |                       |                       |                       |                       |
| <b>402 Fleet and Equipment Fund</b>           |                       |                       |                       |                       |                       |
| 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               | -                     |
| <b>Total 402 Fleet and Equipment Fund</b>     | <b>\$ 5,617,752</b>   | <b>\$ 7,104,787</b>   | <b>\$ 8,997,135</b>   | <b>\$ 8,997,135</b>   | <b>\$ 9,083,028</b>   |
| <b>404 Insurance Fund</b>                     |                       |                       |                       |                       |                       |
| 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               |
| <b>Total 404 Insurance Fund</b>               | <b>\$ 13,513,349</b>  | <b>\$ 15,997,826</b>  | <b>\$ 16,231,613</b>  | <b>\$ 16,231,613</b>  | <b>\$ 18,655,474</b>  |
| <b>406 Facilities Fund</b>                    |                       |                       |                       |                       |                       |
| 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               |
| <b>Total 406 Facilities Fund</b>              | <b>\$ 2,856,410</b>   | <b>\$ 2,946,949</b>   | <b>\$ 3,127,934</b>   | <b>\$ 3,110,394</b>   | <b>\$ 3,736,806</b>   |
| <b>PERMANENT FUNDS</b>                        |                       |                       |                       |                       |                       |
| <b>704 Cemetery Perpetual Care Fund</b>       |                       |                       |                       |                       |                       |
| Transfers Out                                 | \$ 29,600             | \$ 10,240             | \$ 10,239             | \$ 10,239             | \$ 11,409             |
| <b>Total 704 Cemetery Perpetual Care Fund</b> | <b>\$ 29,600</b>      | <b>\$ 10,240</b>      | <b>\$ 10,239</b>      | <b>\$ 10,239</b>      | <b>\$ 11,409</b>      |
| <b>Total Expenditures</b>                     | <b>\$ 214,843,614</b> | <b>\$ 230,275,365</b> | <b>\$ 292,608,971</b> | <b>\$ 315,935,422</b> | <b>\$ 294,575,967</b> |



*Colorado River Looking West*

## FY 2022 Interfund Transfers

| Transfer To Fund                       | Transfer From Fund                                | Transfer Amount      | Transfer Description               | Total Transfers      |
|--|---|----------------------|------------------------------------|----------------------|
| <b>100 General Fund</b>                | 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               |
|  | <b>Total General Fund Transfers</b>               | <b>\$ 1,113,969</b>  |                                    | <b>\$ 1,113,969</b>  |
| <b>102 Visit Grand Junction Fund</b>   | <b>106 Lodger's Tax Increase Fund</b>             | <b>\$ 1,005,404</b>  | <b>Lodger's Tax Transfer</b>       | <b>\$ 1,005,404</b>  |
| <b>201 Sales Tax CIP Fund</b>          | 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                  |                      |
|  | <b>Total 201 Sales Tax Fund Transfers</b>         | <b>\$ 2,561,921</b>  |                                    | <b>\$ 2,561,921</b>  |
| <b>202 Storm Drainage Fund</b>         | <b>201 Sales Tax CIP Fund Transfers</b>           | <b>\$ 1,500,000</b>  | <b>Halandras Dev Drainage Imp.</b> | <b>\$ 1,500,000</b>  |
| <b>303 GJ Conv. Center Fund</b>        | <b>102 Visit Grand Junction Fund</b>              | <b>\$ 200,000</b>    | <b>GJCC Subsidy from Visit GJ</b>  | <b>\$ 200,000</b>    |
| <b>305 Golf Fund</b>                   | <b>110 Conservation Trust Fund</b>                | <b>\$ 120,000</b>    | <b>Golf Subsidy</b>                | <b>\$ 120,000</b>    |
| <b>402 Fleet Fund</b>                  | <b>107 First Responder Tax Fund</b>               | <b>\$ 81,581</b>     | <b>Automotive &amp; Equip Tech</b> | <b>\$ 81,581</b>     |
| <b>405 Comm Center Fund</b>            | 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               |
|  | <b>Total 405 Fund Transfers</b>                   | <b>\$ 2,437,898</b>  |                                    | <b>\$ 2,437,898</b>  |
| <b>610 Debt Service Fund</b>           | 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                |                      |
|  | <b>Total 610 Debt Service Fund Transfers</b>      | <b>\$ 6,294,386</b>  |                                    | <b>\$ 6,294,386</b>  |
| <b>614 GJ Public Finance Corp Fund</b> | 110 Conservation Trust Fund Transfers             | \$ 300,000           | Stadium Debt Transfer              | \$ 300,000           |
|  | <b>Total 614 GJ Public Finance Corp Transfers</b> | <b>\$ 300,000</b>    |                                    | <b>\$ 300,000</b>    |
|  | <b>Total 2023 Transfers</b>                       | <b>\$ 15,615,159</b> |                                    | <b>\$ 15,615,159</b> |



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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        |
|-----------------------------------|-------------|-------------|-------------|
| <b>Funded by General Fund 100</b> |             |             |             |
| Mayor                             | 1.00        | 1.00        | 1.00        |
| Councilmember                     | 6.00        | 6.00        | 6.00        |
| <b>Total City Council FTE</b>     | <b>7.00</b> | <b>7.00</b> | <b>7.00</b> |

*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 |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|
| <b>General Fund 100</b>             |                    |                    |                    |                    |                   |                    |
| City Council                        | \$2,574,253        | \$3,085,636        | \$3,746,261        | \$2,817,666        | \$ 265,621        | -92.9%             |
| <b>Total Fund 100</b>               | <b>\$2,574,253</b> | <b>\$3,085,636</b> | <b>\$3,746,261</b> | <b>\$2,817,666</b> | <b>\$ 265,621</b> | <b>-92.9%</b>      |
| <b>0.75% Sales Tax CIP Fund 201</b> |                    |                    |                    |                    |                   |                    |
| City Council                        | \$2,366,048        | \$2,278,210        | \$2,603,790        | \$2,603,790        | \$ -              | -100.0%            |
| <b>Total Fund 201</b>               | <b>\$2,366,048</b> | <b>\$2,278,210</b> | <b>\$2,603,790</b> | <b>\$2,603,790</b> | <b>\$ -</b>       | <b>-100.0%</b>     |
| <b>Total City Council Budget</b>    | <b>\$4,940,301</b> | <b>\$5,363,846</b> | <b>\$6,350,051</b> | <b>\$5,421,456</b> | <b>\$ 265,621</b> | <b>-95.8%</b>      |

### 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 |
|-------------------------|----------------|-------------------|-------------------|------------------|--------------|--------------------|
| <b>General Fund 100</b> |                |                   |                   |                  |              |                    |
| <b>Revenues</b>         |                |                   |                   |                  |              |                    |
| Charges For Service     | \$ (68)        | \$ -              | \$ -              | \$ -             | \$ -         | 0.0%               |
| Intergovernmental       | \$ -           | \$ 200,000        | \$ 200,000        | \$ 20,000        | \$ -         | -100.0%            |
| <b>Total Revenues</b>   | <b>\$ (68)</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b> | <b>\$ 20,000</b> | <b>\$ -</b>  | <b>-100.0%</b>     |

| Funding Source                   | 2020                | 2021                | 2022                | 2022                | 2023              | % Change       |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|----------------|
| General Fund 100                 | Actual              | Actual              | Adopted             | Projected           | Adopted           | From 2022      |
| <b>Expenditures</b>              |                     |                     |                     |                     |                   |                |
| <b>Labor and Benefits</b>        |                     |                     |                     |                     |                   |                |
| Seasonal Benefits                | \$ 42,750           | \$ 45,938           | \$ 45,000           | \$ 45,000           | \$ 45,000         | 0.0%           |
| Insurance                        | 3,665               | 3,908               | 3,829               | 3,758               | 3,829             | 0.0%           |
| Other Compensation               | 69                  | 86                  | 26                  | 79                  | 30                | 15.4%          |
| <b>Total Labor and Benefits</b>  | <b>\$ 51,644</b>    | <b>\$ 54,972</b>    | <b>\$ 53,895</b>    | <b>\$ 53,877</b>    | <b>\$ 53,899</b>  | <b>0.0%</b>    |
| <b>Operating</b>                 |                     |                     |                     |                     |                   |                |
| 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%          |
| <b>Total Operating</b>           | <b>\$ 2,277,205</b> | <b>\$ 2,735,016</b> | <b>\$ 3,634,521</b> | <b>\$ 2,705,944</b> | <b>\$ 146,426</b> | <b>-96.0%</b>  |
| <b>Interfund Charges</b>         |                     |                     |                     |                     |                   |                |
| Information Technology           | \$ 26,904           | \$ 42,359           | \$ 57,845           | \$ 57,845           | \$ 65,296         | 12.9%          |
| <b>Total Interfund Charges</b>   | <b>\$ 26,904</b>    | <b>\$ 42,359</b>    | <b>\$ 57,845</b>    | <b>\$ 57,845</b>    | <b>\$ 65,269</b>  | <b>12.9%</b>   |
| <b>Capital Outlay</b>            |                     |                     |                     |                     |                   |                |
| Land                             | \$ 218,500          | \$ 253,289          | \$ -                | \$ -                | \$ -              | 0.0%           |
| <b>Total Capital Outlay</b>      | <b>\$ 218,500</b>   | <b>\$ 253,289</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>0.0%</b>    |
| <b>Total General Fund</b>        | <b>\$ 2,574,253</b> | <b>\$ 3,085,636</b> | <b>\$ 3,746,261</b> | <b>\$ 2,817,666</b> | <b>\$ 265,621</b> | <b>-92.9%</b>  |
| <b>Funding Source</b>            |                     |                     |                     |                     |                   |                |
| <b>201 Sales Tax CIP Fund</b>    |                     |                     |                     |                     |                   |                |
| <b>Revenues</b>                  |                     |                     |                     |                     |                   |                |
| Intergovernmental                | \$ 14,385           | \$ 39,769           | \$ 45,000           | \$ 45,000           | \$ -              | -100.0%        |
| <b>Total Revenues</b>            | <b>\$ 14,385</b>    | <b>\$ 39,769</b>    | <b>\$ 45,000</b>    | <b>\$ 45,000</b>    | <b>\$ -</b>       | <b>-100.0%</b> |
| <b>Expenditures</b>              |                     |                     |                     |                     |                   |                |
| <b>Operating</b>                 |                     |                     |                     |                     |                   |                |
| Grants and Contributions         | \$ 2,366,048        | \$ 2,277,254        | \$ 2,603,790        | \$ 2,603,790        | \$ -              | -100.0%        |
| <b>Total Operating</b>           | <b>\$ 2,366,048</b> | <b>\$ 2,277,254</b> | <b>\$ 2,603,790</b> | <b>\$ 2,603,790</b> | <b>\$ -</b>       | <b>-100.0%</b> |
| <b>Capital Outlay</b>            |                     |                     |                     |                     |                   |                |
| Land                             | \$ -                | \$ 956              | \$ -                | \$ -                | \$ -              | 0.0%           |
| <b>Total Capital Outlay</b>      | <b>\$ -</b>         | <b>\$ 956</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       | <b>0.0%</b>    |
| <b>Total Sales Tax CIP Fund</b>  | <b>\$ 2,366,048</b> | <b>\$ 2,278,210</b> | <b>\$ 2,603,790</b> | <b>\$ 2,603,790</b> | <b>\$ -</b>       | <b>-100.0%</b> |
| <b>Total City Council Budget</b> | <b>\$ 4,940,301</b> | <b>\$ 5,363,846</b> | <b>\$ 6,350,051</b> | <b>\$ 5,421,456</b> | <b>\$ 265,621</b> | <b>-95.8%</b>  |



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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<br>Adopted | 2023<br>Adopted  |
|--|------------------------------------|-----------------|------------------|
| <b>Economic Development</b>                                |                                    |                 |                  |
| 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           |
| <b>Economic Development Funding (From 0.75% Sales Tax)</b> |                                    |                 | <b>1,648,869</b> |
| <b>Economic Development Partnership</b>                    |                                    |                 |                  |
| 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           |
| <b>Economic Partnership Funding (From Vendor Fee Cap)</b>  |                                    |                 | <b>440,000</b>   |
| <b>Total Economic Development Partners</b>                 |                                    |                 | <b>2,088,869</b> |
| <b>Internal Economic Development Funding</b>               |                                    |                 |                  |
| 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        |
| <b>Total Internal Economic Development</b>                 |                                    |                 | <b>1,750,295</b> |
| <b>Total Economic Development Budget</b>                   |                                    |                 | <b>3,839,164</b> |
|  |                                    |                 | <b>6,480,795</b> |

### 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<br>Adopted | 2023<br>Adopted |
|--|----------------------------|-----------------|-----------------|
| <b>Tier 1 Application Requests</b>                                     |                            |                 |                 |
| Black Citizens & Friends   | Operations/Programs        | \$ -            | \$ 5,000        |
| Center for Enriched Communication<br>(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<br>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<br>Adopted     | 2023<br>Adopted   |
|--|----------------------------|---------------------|-------------------|
| <b>Tier 1 Application Requests (Cont.)</b> |                            |                     |                   |
| 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            |
| <b>Total Tier 1 Applications</b>           |                            | <b>\$ 427,077</b>   | <b>\$ 478,971</b> |
| <b>Tier 2 Application Requests</b>         |                            |                     |                   |
| 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            |
| <b>Total Tier 2 Applications</b>           |                            | <b>\$ 683,000</b>   | <b>\$ 399,250</b> |
| <b>Total Non-Profit Funding</b>            |                            | <b>\$ 1,110,077</b> | <b>\$ 878,221</b> |

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

| City Manager's Office Performance Measures   |                |                 |
|--|----------------|-----------------|
| Activity   |                |                 |
| Performance Measure  | 2022<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>FTE | 2022<br>FTE | 2023<br>FTE |
|--|-------------|-------------|-------------|
| <b>Funded by General Fund 100</b>      |             |             |             |
| 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        |
| <b>Total City Manager's Office FTE</b> | <b>4.50</b> | <b>3.50</b> | <b>3.50</b> |

## 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 |
|------------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|--------------------|
| <b>General Fund 100</b>            |                   |                   |                     |                     |                     |                    |
| City Manager's Office              | \$ 811,657        | \$ 859,010        | \$ 1,135,670        | \$ 1,064,247        | \$ 3,247,270        | 185.9%             |
| <b>Total Fund 100</b>              | <b>\$ 811,657</b> | <b>\$ 859,010</b> | <b>\$ 1,135,670</b> | <b>\$ 1,064,247</b> | <b>\$ 3,247,270</b> | <b>185.9%</b>      |
| <b>Sales Tax CIP Fund 201</b>      |                   |                   |                     |                     |                     |                    |
| City Manager's Office              | \$ -              | \$ -              | \$ -                | \$ -                | \$ 5,104,538        | 100.0%             |
| <b>Total Fund 201</b>              | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 5,104,538</b> | <b>100.0%</b>      |
| <b>Total City Manager's Budget</b> | <b>\$ 811,657</b> | <b>\$ 859,010</b> | <b>\$ 1,135,670</b> | <b>\$ 1,064,247</b> | <b>\$ 8,351,808</b> | <b>635.4%</b>      |

## 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 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>General Fund 100</b>         |                   |                   |                   |                   |                   |                    |
| <b>Revenues</b>                 |                   |                   |                   |                   |                   |                    |
| Intergovernmental               | \$ -              | \$ -              | \$ -              | \$ -              | \$ 23,000         | 100.0%             |
| <b>Total Revenues</b>           | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ 23,000</b>  | <b>100.0%</b>      |
| <b>Expenditures</b>             |                   |                   |                   |                   |                   |                    |
| <b>Labor and Benefits</b>       |                   |                   |                   |                   |                   |                    |
| 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%              |
| <b>Total Labor and Benefits</b> | <b>\$ 579,837</b> | <b>\$ 626,127</b> | <b>\$ 647,146</b> | <b>\$ 647,146</b> | <b>\$ 500,021</b> | <b>-22.7%</b>      |
| <b>Operating</b>                |                   |                   |                   |                   |                   |                    |
| 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%             |
| <b>Funding Source</b>           |                   |                   |                   |                   |                   |                    |
| <b>General Fund 100</b>         |                   |                   |                   |                   |                   |                    |
|                                 | 2020 Actual       | 2021 Actual       | 2022 Adopted      | 2022 Projected    | 2023 Adopted      | % Change From 2022 |

|                                  |                   |                   |                     |                     |                     |                |
|----------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|----------------|
| 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%          |
| <b>Total Operating</b>           | <b>\$ 101,951</b> | <b>\$ 95,037</b>  | <b>\$ 104,830</b>   | <b>\$ 104,830</b>   | <b>\$ 2,291,826</b> | <b>2086.2%</b> |
| <b>Interfund Charges</b>         |                   |                   |                     |                     |                     |                |
| 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%          |
| <b>Total Interfund Charges</b>   | <b>\$ 129,869</b> | <b>\$ 137,846</b> | <b>\$ 183,694</b>   | <b>\$ 183,694</b>   | <b>\$ 155,423</b>   | <b>-15.4%</b>  |
| <b>Contingency</b>               |                   |                   |                     |                     |                     |                |
| Contingency                      | \$ -              | \$ -              | \$ 200,000          | \$ 128,577          | \$ 300,000          | 50.0%          |
| <b>Total Contingency</b>         | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ 200,000</b>   | <b>\$ 128,577</b>   | <b>\$ 300,000</b>   | <b>50.0%</b>   |
| <b>Total General Fund</b>        | <b>\$ 811,657</b> | <b>\$ 859,010</b> | <b>\$ 1,135,670</b> | <b>\$ 1,064,247</b> | <b>\$ 3,247,270</b> | <b>-13.8%</b>  |
| <b>Funding Source</b>            |                   |                   |                     |                     |                     |                |
| <b>Sales Tax CIP Fund 201</b>    |                   |                   |                     |                     |                     |                |
| <b>Revenues</b>                  |                   |                   |                     |                     |                     |                |
| Intergovernmental                | \$ -              | \$ -              | \$ -                | \$ -                | \$ 48,380           | 100.0%         |
| <b>Total Revenues</b>            | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 48,380</b>    | <b>100.0%</b>  |
| <b>Expenditures</b>              |                   |                   |                     |                     |                     |                |
| <b>Operating</b>                 |                   |                   |                     |                     |                     |                |
| Grants and Contributions         | \$ -              | \$ -              | \$ -                | \$ -                | \$ 5,104,538        | 100.0%         |
| <b>Total Operating</b>           | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 5,104,538</b> | <b>100.0%</b>  |
| <b>Total Sales Tax CIP Fund</b>  | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 5,104,538</b> | <b>100.0%</b>  |
| <b>Total City Manager Budget</b> | <b>\$ 811,657</b> | <b>\$ 859,010</b> | <b>\$ 1,135,670</b> | <b>\$ 1,064,247</b> | <b>\$ 8,351,808</b> | <b>635.4%</b>  |



*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<br>FTE | 2022<br>FTE | 2023<br>FTE |
|---------------------------------------|-------------|-------------|-------------|
| <b>Funded by General Fund 100</b>     |             |             |             |
| 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        |
| <b>Total City Attorney FTE</b>        | <b>6.50</b> | <b>6.50</b> | <b>8.50</b> |

### City Attorney Expenditure Summary by Fund

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

### 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<br>Actual    | 2021<br>Actual    | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|-----------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>General Fund 100</b>           |                   |                   |                     |                     |                     |                       |
| <b>Revenues</b>                   |                   |                   |                     |                     |                     |                       |
| Charges For Service               | \$ 2,400          | \$ 3,520          | \$ 6,300            | \$ 6,300            | \$ 6,300            | 0.0%                  |
| <b>Total Revenues</b>             | <b>\$ 2,400</b>   | <b>\$ 3,520</b>   | <b>\$ 6,300</b>     | <b>\$ 6,300</b>     | <b>\$ 6,300</b>     | <b>0.0%</b>           |
| <b>Expenditures</b>               |                   |                   |                     |                     |                     |                       |
| <b>Labor and Benefits</b>         |                   |                   |                     |                     |                     |                       |
| 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%                  |
| <b>Total Labor and Benefits</b>   | <b>\$ 682,007</b> | <b>\$ 882,130</b> | <b>\$ 912,238</b>   | <b>\$ 912,238</b>   | <b>\$ 1,100,522</b> | <b>20.6%</b>          |
| <b>Operating</b>                  |                   |                   |                     |                     |                     |                       |
| 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%                  |
| <b>Total Operating</b>            | <b>\$ 36,070</b>  | <b>\$ 32,061</b>  | <b>\$ 81,460</b>    | <b>\$ 81,830</b>    | <b>\$ 124,315</b>   | <b>52.6%</b>          |
| <b>Interfund Charges</b>          |                   |                   |                     |                     |                     |                       |
| Facility                          | \$ -              | \$ -              | \$ -                | \$ -                | \$ 29,542           | 100.0%                |
| Information Technology            | 39,215            | 47,768            | 62,977              | 62,977              | 73,470              | 16.7%                 |
| <b>Total Interfund Charges</b>    | <b>\$ 39,215</b>  | <b>\$ 47,768</b>  | <b>\$ 62,977</b>    | <b>\$ 62,977</b>    | <b>\$ 103,012</b>   | <b>63.6%</b>          |
| <b>Total City Attorney Budget</b> | <b>\$ 757,292</b> | <b>\$ 961,959</b> | <b>\$ 1,056,675</b> | <b>\$ 1,057,045</b> | <b>\$ 1,327,849</b> | <b>25.7%</b>          |



*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   |             |              |
| 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<br>FTE | 2022<br>FTE | 2023<br>FTE |
|-----------------------------------|-------------|-------------|-------------|
| <b>Funded by General Fund 100</b> |             |             |             |
| 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        |
| <b>Total City Clerk FTE</b>       | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> |

*\*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<br>Actual    | 2021<br>Actual    | 2022<br>Adopted   | 2022<br>Projected | 2023<br>Adopted   | % Change<br>From 2022 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|
| <b>General Fund 100</b>        |                   |                   |                   |                   |                   |                       |
| City Clerk                     | \$ 599,104        | \$ 656,402        | \$ 899,450        | \$ 900,192        | \$ 773,290        | -14.0%                |
| <b>Total Fund 100</b>          | <b>\$ 599,104</b> | <b>\$ 656,402</b> | <b>\$ 899,450</b> | <b>\$ 900,192</b> | <b>\$ 773,290</b> | <b>-14.0%</b>         |
| <b>Total City Clerk Budget</b> | <b>\$ 599,104</b> | <b>\$ 656,402</b> | <b>\$ 899,450</b> | <b>\$ 900,192</b> | <b>\$ 773,290</b> | <b>-14.0%</b>         |

## 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<br>Actual   | 2021<br>Actual    | 2022<br>Adopted  | 2022<br>Projected | 2023<br>Adopted  | % Change<br>From 2022 |
|---------------------------|------------------|-------------------|------------------|-------------------|------------------|-----------------------|
| <b>General Fund 100</b>   |                  |                   |                  |                   |                  |                       |
| <b>Revenues</b>           |                  |                   |                  |                   |                  |                       |
| 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%                  |
| <b>Total Revenues</b>     | <b>\$ 99,931</b> | <b>\$ 108,799</b> | <b>\$ 99,350</b> | <b>\$ 99,350</b>  | <b>\$ 98,500</b> | <b>-0.9%</b>          |
| <b>Expenditures</b>       |                  |                   |                  |                   |                  |                       |
| <b>Labor and Benefits</b> |                  |                   |                  |                   |                  |                       |
| 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%           |
| <b>Funding Source</b>           | <b>2020</b>       | <b>2021</b>       | <b>2022</b>       | <b>2022</b>       | <b>2023</b>       | <b>% Change</b>  |
| <b>General Fund 100</b>         | <b>Actual</b>     | <b>Actual</b>     | <b>Adopted</b>    | <b>Projected</b>  | <b>Adopted</b>    | <b>From 2022</b> |
| Insurance                       | 3,447             | 490               | 820               | 820               | 823               | 0.4%             |
| Other Compensation              | 1,881             | 2,367             | 600               | 600               | 601               | 0.2%             |
| <b>Total Labor and Benefits</b> | <b>\$ 347,488</b> | <b>\$ 376,833</b> | <b>\$ 550,389</b> | <b>\$ 550,389</b> | <b>\$ 447,134</b> | <b>-18.8%</b>    |
| <b>Operating</b>                |                   |                   |                   |                   |                   |                  |
| 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%           |
| <b>Total Operating</b>          | <b>\$ 90,532</b>  | <b>\$ 122,113</b> | <b>\$ 183,988</b> | <b>\$ 184,730</b> | <b>\$ 200,734</b> | <b>9.1%</b>      |
| <b>Interfund Charges</b>        |                   |                   |                   |                   |                   |                  |
| 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%           |
| <b>Total Interfund Charges</b>  | <b>\$ 161,084</b> | <b>\$ 157,456</b> | <b>\$ 165,073</b> | <b>\$ 165,073</b> | <b>\$ 125,422</b> | <b>-24.0%</b>    |
| <b>Total City Clerk Budget</b>  | <b>\$ 599,104</b> | <b>\$ 656,402</b> | <b>\$ 899,450</b> | <b>\$ 900,192</b> | <b>\$ 773,290</b> | <b>-14.0%</b>    |



*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

- Oversite 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  |                 |                 |
| Performance Measure   | 2022<br>Actual  | 2023<br>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<br>Actual  | 2023<br>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<br>Actual  | 2023<br>Planned |
| Number of tools utilized to assist departments in translation and interpretation  | 6               | 6               |

| Communications and Engagement Department Performance Measures   |                |                 |
|---|----------------|-----------------|
| Activity  |                |                 |
| Performance Measure   | 2022<br>Actual | 2023<br>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<br>(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 Vies; 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 homelessness 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<br>FTE | 2022<br>FTE | 2023<br>FTE |
|--|-------------|-------------|-------------|
| <b>Funded by General Fund 100</b>              |             |             |             |
| 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        |
| <b>Total Communications and Engagement FTE</b> | <b>0.00</b> | <b>4.00</b> | <b>4.00</b> |

#### Communications and Engagement Expenditure Summary by Fund

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

#### 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<br>Actual | 2021<br>Actual | 2022<br>Adopted | 2022<br>Projected | 2023<br>Adopted   | % Change<br>From 2022 |
|---------------------------------|----------------|----------------|-----------------|-------------------|-------------------|-----------------------|
| <b>General Fund 100</b>         |                |                |                 |                   |                   |                       |
| <b>Expenditures</b>             |                |                |                 |                   |                   |                       |
| <b>Labor and Benefits</b>       |                |                |                 |                   |                   |                       |
| 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%                |
| <b>Total Labor and Benefits</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>     | <b>\$ 99,824</b>  | <b>\$ 434,292</b> | <b>100.0%</b>         |

| Funding Source                          | 2020        | 2021        | 2022        | 2022              | 2023              | % Change      |
|---|-------------|-------------|-------------|-------------------|-------------------|---------------|
| General Fund 100                        | Actual      | Actual      | Adopted     | Projected         | Adopted           | From 2022     |
| <b>Operating</b>                        |             |             |             |                   |                   |               |
| 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%        |
| <b>Total Operating</b>                  | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 1,160</b>   | <b>\$ 160,600</b> | <b>100.0%</b> |
| <b>Interfund Charges</b>                |             |             |             |                   |                   |               |
| Facility                                | \$ -        | \$ -        | \$ -        | \$ -              | \$ 29,542         | 100.0%        |
| Information Technology                  | -           | -           | -           | \$ 134            | \$ 98,850         | 100.0%        |
| <b>Total Interfund Charges</b>          | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 134</b>     | <b>\$ 128,392</b> | <b>100.0%</b> |
| <b>Total Comm. &amp; Engage. Budget</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 101,118</b> | <b>\$ 723,284</b> | <b>100.0%</b> |





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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  |                |                     |
| Performance Measure   | 2022<br>Actual | 2023<br>Planned     |
| Provide financial support to existing housing and homelessness services and promote resident access to services | \$148,086      | \$150,000           |
| Persons experiencing homelessness as indicated by the HUD Point in Time Count                                   | 662            | 838<br>(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<br>Actual | 2023<br>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<br>FTE  | 2022<br>FTE  | 2023<br>FTE  |
|--|--------------|--------------|--------------|
| <b>General Fund 100 Positions</b>      |              |              |              |
| 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         |
| <b>Total Community Development FTE</b> | <b>14.00</b> | <b>19.00</b> | <b>20.00</b> |

## Community Development Expenditure Summary by Fund

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

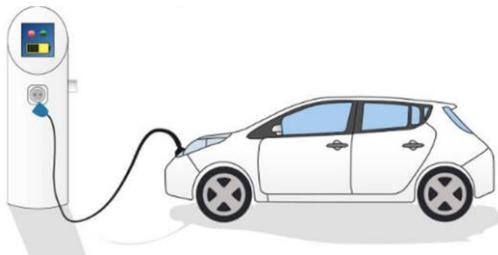
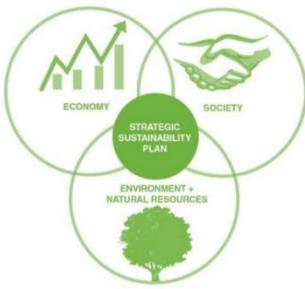
## Community Development Budget By Fund, by Classification

### 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<br>Actual    | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|---------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>General Fund 100</b>         |                   |                     |                     |                     |                     |                       |
| <b>Revenues</b>                 |                   |                     |                     |                     |                     |                       |
| Charges for Service             | \$ 254,764        | \$ 285,351          | \$ 208,050          | \$ 208,050          | \$ 135,050          | -35.1%                |
| Other                           | \$ -              | \$ 30,000           | \$ -                | \$ -                | \$ -                | 0.0%                  |
| <b>Total Revenue</b>            | <b>\$ 254,764</b> | <b>\$ 315,351</b>   | <b>\$ 208,050</b>   | <b>\$ 208,050</b>   | <b>\$ 135,050</b>   | <b>-35.1%</b>         |
| <b>Expenditures</b>             |                   |                     |                     |                     |                     |                       |
| <b>Labor and Benefits</b>       |                   |                     |                     |                     |                     |                       |
| 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%                |
| <b>Total Labor and Benefits</b> | <b>\$ 980,669</b> | <b>\$ 1,085,584</b> | <b>\$ 2,095,977</b> | <b>\$ 2,096,874</b> | <b>\$ 2,287,150</b> | <b>9.1%</b>           |
| <b>Operating</b>                |                   |                     |                     |                     |                     |                       |
| 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%        |
| <b>Total Operating</b>              | <b>\$ 82,333</b>    | <b>\$ 227,584</b>   | <b>\$ 1,172,197</b> | <b>\$ 927,197</b>   | <b>\$ 2,485,501</b> | <b>112.0%</b> |
| <b>Interfund Charges</b>            |                     |                     |                     |                     |                     |               |
| 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%        |
| <b>Total Interfund Charges</b>      | <b>\$ 427,222</b>   | <b>\$ 424,007</b>   | <b>\$ 404,287</b>   | <b>\$ 404,287</b>   | <b>\$ 371,156</b>   | <b>-8.2%</b>  |
| <b>Total General Fund</b>           | <b>\$ 1,490,224</b> | <b>\$ 1,737,175</b> | <b>\$ 3,672,461</b> | <b>\$ 3,428,358</b> | <b>\$ 5,143,807</b> | <b>40.1%</b>  |
| <b>Funding Source</b>               |                     |                     |                     |                     |                     |               |
| <b>CDBG Fund 104</b>                |                     |                     |                     |                     |                     |               |
| <b>Revenues</b>                     |                     |                     |                     |                     |                     |               |
| Intergovernmental                   | \$ 717,326          | \$ 642,223          | \$ 469,557          | \$ 478,170          | \$ 441,451          | -6.0%         |
| <b>Total Revenues</b>               | <b>\$ 717,326</b>   | <b>\$ 642,223</b>   | <b>\$ 469,557</b>   | <b>\$ 478,170</b>   | <b>\$ 441,451</b>   | <b>-6.0%</b>  |
| <b>Expenditures</b>                 |                     |                     |                     |                     |                     |               |
| <b>Operating</b>                    |                     |                     |                     |                     |                     |               |
| 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          |
| <b>Total Operating</b>              | <b>\$ 326,035</b>   | <b>\$ 577,792</b>   | <b>\$ 289,198</b>   | <b>\$ 342,116</b>   | <b>\$ 276,950</b>   | <b>-4.2%</b>  |
| <b>Transfers Out</b>                |                     |                     |                     |                     |                     |               |
| Transfers Out                       | \$ 391,291          | \$ 64,431           | \$ 180,359          | \$ 180,359          | \$ 164,501          | -8.8%         |
| <b>Total Transfers Out</b>          | <b>\$ 391,291</b>   | <b>\$ 64,431</b>    | <b>\$ 180,359</b>   | <b>\$ 180,359</b>   | <b>\$ 164,501</b>   | <b>-8.8%</b>  |
| <b>Total CDBG Fund</b>              | <b>\$ 717,326</b>   | <b>\$ 642,223</b>   | <b>\$ 469,557</b>   | <b>\$ 522,475</b>   | <b>\$ 441,451</b>   | <b>-6.0%</b>  |
| <b>Funding Source</b>               |                     |                     |                     |                     |                     |               |
| <b>0.75% Sales Tax CIP Fund 201</b> |                     |                     |                     |                     |                     |               |
| <b>Revenues</b>                     |                     |                     |                     |                     |                     |               |
| Intergovernmental                   | \$ 37,500           | \$ (10,665)         | \$ -                | \$ 110,125          | \$ 70,000           | 100.0%        |
| <b>Total Revenues</b>               | <b>\$ 37,500</b>    | <b>\$ (10,665)</b>  | <b>\$ -</b>         | <b>\$ 110,125</b>   | <b>\$ 70,000</b>    | <b>100.0%</b> |
| <b>Expenditures</b>                 |                     |                     |                     |                     |                     |               |
| <b>Operating</b>                    |                     |                     |                     |                     |                     |               |
| Contract Services                   | \$ 79,385           | \$ -                | \$ -                | \$ 200,000          | \$ -                | 0.0%          |
| Equipment                           | -                   | -                   | -                   | -                   | 140,000             | 100.0%        |
| <b>Total Operating</b>              | <b>\$ 79,385</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 200,000</b>   | <b>\$ 140,000</b>   | <b>100.0%</b> |
| <b>Total Sales Tax CIP Fund</b>     | <b>\$ 79,385</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 200,000</b>   | <b>\$ 140,000</b>   | <b>100.0%</b> |
| <b>Total Comm. Dev. Budget</b>      | <b>\$ 2,286,935</b> | <b>\$ 2,379,398</b> | <b>\$ 4,142,018</b> | <b>\$ 4,150,833</b> | <b>\$ 5,725,258</b> | <b>38.2%</b>  |





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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  |             |              |
| 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 |
|-----------------------------------|----------|----------|----------|
| <b>Funded by General Fund 100</b> |          |          |          |
| <b>Finance Administration</b>     |          |          |          |
| 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<br>FTE  | 2022<br>FTE  | 2023<br>FTE  |
|-------------------------------|--------------|--------------|--------------|
| <b>Accounting and Payroll</b> |              |              |              |
| 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         |
| <b>Revenue</b>                |              |              |              |
| 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         |
| <b>Municipal Court</b>        |              |              |              |
| Court Administrator           | 1.00         | 1.00         | 1.00         |
| Court Clerk                   | 1.00         | 1.75         | 1.00         |
| <b>Total General Fund FTE</b> | <b>14.00</b> | <b>16.75</b> | <b>19.00</b> |

### Finance Expenditure Summary by Fund

| Expenditure Summary by Fund           | 2020<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>General Fund 100</b>               |                     |                     |                     |                     |                     |                       |
| 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%                 |
| <b>Total Fund 100</b>                 | <b>\$ 1,918,258</b> | <b>\$ 1,914,228</b> | <b>\$ 3,148,783</b> | <b>\$ 3,131,227</b> | <b>\$ 3,112,351</b> | <b>-1.2%</b>          |
| <b>Lodger's Tax Increase Fund 106</b> |                     |                     |                     |                     |                     |                       |
| Finance                               | \$ 1,190,117        | \$ 1,759,997        | \$ 1,864,219        | \$ 2,363,565        | \$ 2,412,969        | 29.4%                 |
| <b>Total Fund 106</b>                 | <b>\$ 1,190,117</b> | <b>\$ 1,759,997</b> | <b>\$ 1,864,219</b> | <b>\$ 2,363,565</b> | <b>\$ 2,412,969</b> | <b>29.4%</b>          |
| <b>Total Finance Budget</b>           | <b>\$ 3,108,375</b> | <b>\$ 3,674,225</b> | <b>\$ 5,013,002</b> | <b>\$ 5,494,792</b> | <b>\$ 5,525,320</b> | <b>10.2%</b>          |

### 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                  | 2020                | 2021                | 2022                | 2022                | 2023                | % Change       |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| General Fund 100                | Actual              | Actual              | Adopted             | Projected           | Adopted             | From 2022      |
| <b>Revenue</b>                  |                     |                     |                     |                     |                     |                |
| 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%           |
| <b>Total Revenues</b>           | <b>\$ 270,398</b>   | <b>\$ 322,605</b>   | <b>\$ 337,500</b>   | <b>\$ 337,500</b>   | <b>\$ 330,550</b>   | <b>-2.1%</b>   |
| <b>Expenditures</b>             |                     |                     |                     |                     |                     |                |
| <b>Labor and Benefits</b>       |                     |                     |                     |                     |                     |                |
| 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%           |
| <b>Total Labor and Benefits</b> | <b>\$ 1,078,820</b> | <b>\$ 1,241,160</b> | <b>\$ 1,836,035</b> | <b>\$ 1,837,067</b> | <b>\$ 2,028,652</b> | <b>10.5%</b>   |
| <b>Operating</b>                |                     |                     |                     |                     |                     |                |
| 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%         |
| <b>Total Operating</b>          | <b>\$ 252,213</b>   | <b>\$ 119,378</b>   | <b>\$ 258,086</b>   | <b>\$ 239,498</b>   | <b>\$ 246,670</b>   | <b>-4.4%</b>   |
| <b>Interfund Charges</b>        |                     |                     |                     |                     |                     |                |
| 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%           |
| <b>Total Interfund Charges</b>  | <b>\$ 587,225</b>   | <b>\$ 510,205</b>   | <b>\$ 749,662</b>   | <b>\$ 749,662</b>   | <b>\$ 837,029</b>   | <b>11.7%</b>   |
| <b>Capital Outlay</b>           |                     |                     |                     |                     |                     |                |
| Computer Systems                | \$ -                | \$ 43,485           | \$ 305,000          | \$ 305,000          | \$ -                | -100.0%        |
| <b>Total Capital Outlay</b>     | <b>\$ -</b>         | <b>\$ 43,485</b>    | <b>\$ 305,000</b>   | <b>\$ 305,000</b>   | <b>\$ -</b>         | <b>-100.0%</b> |
| <b>Total General Fund</b>       | <b>\$ 1,918,258</b> | <b>\$ 1,914,228</b> | <b>\$ 3,148,783</b> | <b>\$ 3,131,227</b> | <b>\$ 3,112,351</b> | <b>-1.2%</b>   |
| <b>Funding Source</b>           |                     |                     |                     |                     |                     |                |
| <b>Lodgers Tax Fund 106</b>     |                     |                     |                     |                     |                     |                |
| <b>Revenues</b>                 |                     |                     |                     |                     |                     |                |
| Taxes                           | \$ 1,072,214        | \$ 1,886,959        | \$ 1,864,218        | \$ 2,213,733        | \$ 2,412,969        | 29.4%          |
| Interest                        | -                   | 1,881               | -                   | -                   | -                   | 0.0%           |
| <b>Total Revenues</b>           | <b>\$ 1,072,214</b> | <b>\$ 1,888,840</b> | <b>\$ 1,864,218</b> | <b>\$ 2,213,733</b> | <b>\$ 2,412,969</b> | <b>29.4%</b>   |
| <b>Expenditures</b>             |                     |                     |                     |                     |                     |                |
| <b>Operating</b>                |                     |                     |                     |                     |                     |                |
| Grants and Contributions        | \$ 705,812          | \$ 1,026,665        | \$ 1,087,461        | \$ 1,378,746        | \$ 1,407,565        | 29.4%          |
| <b>Total Operating</b>          | <b>\$ 705,812</b>   | <b>\$ 1,026,665</b> | <b>\$ 1,087,461</b> | <b>\$ 1,378,746</b> | <b>\$ 1,407,565</b> | <b>29.4%</b>   |
| <b>Transfers Out</b>            |                     |                     |                     |                     |                     |                |
| Transfers Out                   | \$ 484,305          | \$ 733,332          | \$ 776,758          | \$ 984,819          | \$ 1,005,404        | 29.4%          |
| <b>Total Transfers Out</b>      | <b>\$ 484,305</b>   | <b>\$ 733,332</b>   | <b>\$ 776,758</b>   | <b>\$ 984,819</b>   | <b>\$ 1,005,404</b> | <b>29.4%</b>   |
| <b>Total Lodgers Tax Fund</b>   | <b>\$ 1,190,117</b> | <b>\$ 1,759,997</b> | <b>\$ 1,864,219</b> | <b>\$ 2,363,565</b> | <b>\$ 2,412,969</b> | <b>29.4%</b>   |
| <b>Total Finance Budget</b>     | <b>\$ 3,108,375</b> | <b>\$ 3,674,225</b> | <b>\$ 5,013,002</b> | <b>\$ 5,494,792</b> | <b>\$ 5,525,320</b> | <b>10.2%</b>   |

## 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   |                                    |                                     |
| Performance Measure  | 2022<br>Actual                     | 2023<br>Estimated                   |
| 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.  |                                    |                                     |
| 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<br>Actual                     | 2023<br>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<br>Actual                     | 2023<br>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<br>Actual                     | 2023<br>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 23<sup>rd</sup>.
- 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<br>FTE   | 2022<br>FTE   | 2023<br>FTE   |
|---|---------------|---------------|---------------|
| <b>Funded by General Fund 100</b>             |               |               |               |
| <b>Fire Administration</b>                    |               |               |               |
| 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          |
| <b>Emergency Operations</b>                   |               |               |               |
| 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          |
| <b>Non-Emergency Services</b>                 |               |               |               |
| 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          |
| <b>Total General Fund FTE</b>                 | <b>132.00</b> | <b>126.00</b> | <b>123.00</b> |
| <b>Funded by First Responder Tax Fund 107</b> |               |               |               |
| <b>Fire Administration</b>                    |               |               |               |
| Logistics Technician                          | 1.00          | 1.00          | 1.00          |
| <b>Emergency Operations</b>                   |               |               |               |
| 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         |
| <b>Total First Responder Fund FTE</b>         | <b>18.00</b>  | <b>45.00</b>  | <b>58.00</b>  |
| <b>Total Fire Department FTE</b>              | <b>150.00</b> | <b>171.00</b> | <b>181.00</b> |

## Fire Expenditure Summary by Fund

| Expenditure Summary by Fund         | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      | % Change<br>From 2022 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>General Fund 100</b>             |                      |                      |                      |                      |                      |                       |
| Fire Administration                 |                      |                      |                      |                      |                      |                       |
| 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%                 |
| <b>Total Fund 100</b>               | <b>\$ 19,257,751</b> | <b>\$ 19,740,248</b> | <b>\$ 20,842,744</b> | <b>\$ 20,842,774</b> | <b>\$ 21,736,264</b> | <b>4.3%</b>           |
| <b>First Responder Tax Fund 107</b> |                      |                      |                      |                      |                      |                       |
| Fire Administration                 |                      |                      |                      |                      |                      |                       |
| 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%                |
| <b>Total Fund 107</b>               | <b>\$ 795,000</b>    | <b>\$ 2,442,131</b>  | <b>\$ 7,392,274</b>  | <b>\$ 9,334,376</b>  | <b>\$ 8,834,757</b>  | <b>19.5%</b>          |
| <b>0.75% Sales Tax CIP Fund 201</b> |                      |                      |                      |                      |                      |                       |
| Emergency Operations                |                      |                      |                      |                      |                      |                       |
| Emergency Operations                | \$ 4,782,139         | \$ 2,683,046         | \$ 1,334,325         | \$ 11,104,077        | \$ 1,203,646         | -9.8%                 |
| <b>Total Fund 201</b>               | <b>\$ 4,782,139</b>  | <b>\$ 2,683,046</b>  | <b>\$ 1,334,325</b>  | <b>\$ 11,104,077</b> | <b>\$ 1,203,646</b>  | <b>-9.8%</b>          |
| <b>Total Fire Budget</b>            | <b>\$ 24,834,890</b> | <b>\$ 24,865,425</b> | <b>\$ 29,569,343</b> | <b>\$ 41,281,227</b> | <b>\$ 31,774,667</b> | <b>7.5%</b>           |

## 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<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      | % Change<br>From 2022 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>General Fund 100</b>         |                      |                      |                      |                      |                      |                       |
| <b>Revenues</b>                 |                      |                      |                      |                      |                      |                       |
| 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%                |
| <b>Total Revenues</b>           | <b>\$ 8,111,186</b>  | <b>\$ 10,009,042</b> | <b>\$ 10,338,550</b> | <b>\$ 10,125,932</b> | <b>\$ 10,441,059</b> | <b>1.0%</b>           |
| <b>Expenditures</b>             |                      |                      |                      |                      |                      |                       |
| <b>Labor and Benefits</b>       |                      |                      |                      |                      |                      |                       |
| 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%                  |
| <b>Total Labor and Benefits</b> | <b>\$ 15,094,878</b> | <b>\$ 14,838,506</b> | <b>\$ 15,577,259</b> | <b>\$ 15,582,099</b> | <b>\$ 16,230,391</b> | <b>4.2%</b>           |
| <b>Operating</b>                |                      |                      |                      |                      |                      |                       |
| 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                      | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change       |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| General Fund 100                    | Actual               | Actual               | Adopted              | Projected            | Adopted              | 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%          |
| <b>Total Operating</b>              | <b>\$ 1,224,595</b>  | <b>\$ 1,261,498</b>  | <b>\$ 1,893,889</b>  | <b>\$ 1,881,463</b>  | <b>\$ 1,975,564</b>  | <b>4.3%</b>    |
| <b>Interfund Charges</b>            |                      |                      |                      |                      |                      |                |
| 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%           |
| <b>Total Interfund Charges</b>      | <b>\$ 2,847,558</b>  | <b>\$ 2,835,836</b>  | <b>\$ 3,346,790</b>  | <b>\$ 3,354,407</b>  | <b>\$ 3,530,309</b>  | <b>5.5%</b>    |
| <b>Capital Outlay</b>               |                      |                      |                      |                      |                      |                |
| Capital Equipment                   | \$ 90,719            | \$ 804,408           | \$ 24,806            | \$ 24,806            | \$ -                 | -100.0%        |
| <b>Total Capital Outlay</b>         | <b>\$ 90,719</b>     | <b>\$ 804,408</b>    | <b>\$ 24,806</b>     | <b>\$ 24,806</b>     | <b>\$ -</b>          | <b>-100.0%</b> |
| <b>Total General Fund</b>           | <b>\$ 19,257,750</b> | <b>\$ 19,740,249</b> | <b>\$ 20,842,744</b> | <b>\$ 20,842,775</b> | <b>\$ 21,736,264</b> | <b>4.3%</b>    |
| <b>Funding Source</b>               |                      |                      |                      |                      |                      |                |
| <b>First Responder Tax Fund 107</b> |                      |                      |                      |                      |                      |                |
| <b>Revenues</b>                     |                      |                      |                      |                      |                      |                |
| Intergovernmental                   | \$ -                 | \$ -                 | \$ 1,750,804         | \$ 1,606,650         | \$ 2,306,610         | 31.7%          |
| <b>Total Revenues</b>               | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 1,750,804</b>  | <b>\$ 1,606,650</b>  | <b>\$ 2,306,610</b>  | <b>31.7%</b>   |
| <b>Expenditures</b>                 |                      |                      |                      |                      |                      |                |
| <b>Labor and Benefits</b>           |                      |                      |                      |                      |                      |                |
| 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%        |
| <b>Total Labor and Benefits</b>     | <b>\$ 480,202</b>    | <b>\$ 2,251,487</b>  | <b>\$ 6,200,329</b>  | <b>\$ 6,201,149</b>  | <b>\$ 6,796,299</b>  | <b>9.6%</b>    |
| <b>Operating</b>                    |                      |                      |                      |                      |                      |                |
| 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%         |
| <b>Total Operating</b>              | <b>\$ 265,234</b>    | <b>\$ 60,726</b>     | <b>\$ 985,278</b>    | <b>\$ 1,207,037</b>  | <b>\$ 1,396,598</b>  | <b>41.7%</b>   |
| <b>Interfund Charges</b>            |                      |                      |                      |                      |                      |                |
| 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%          |
| <b>Total Interfund Charges</b>      | <b>\$ (26,110)</b>   | <b>\$ 129,918</b>    | <b>\$ 206,667</b>    | <b>\$ 206,667</b>    | <b>\$ 641,860</b>    | <b>210.6%</b>  |

| Funding Source                           | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      | % Change<br>From 2022 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>First Responder Tax Fund 107</b>      |                      |                      |                      |                      |                      |                       |
| <b>Capital Outlay</b>                    |                      |                      |                      |                      |                      |                       |
| Capital Equipment                        | \$ 75,674            | \$ -                 | \$ -                 | \$ 1,719,523         | \$ -                 | 0.0%                  |
| <b>Total Capital Outlay</b>              | <b>\$ 75,674</b>     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 1,719,523</b>  | <b>\$ -</b>          | <b>0.0%</b>           |
| <b>Total First Responder Fund</b>        | <b>\$ 795,000</b>    | <b>\$ 2,442,130</b>  | <b>\$ 7,392,274</b>  | <b>\$ 9,334,376</b>  | <b>\$ 8,834,757</b>  | <b>19.5%</b>          |
| <b>Funding Source</b>                    |                      |                      |                      |                      |                      |                       |
| <b>Public Safety Impact Fee Fund 115</b> |                      |                      |                      |                      |                      |                       |
| <b>Revenues</b>                          |                      |                      |                      |                      |                      |                       |
| Intergovernmental                        | \$ -                 | \$ -                 | \$ 340,307           | \$ 340,307           | \$ 265,857           | -21.9%                |
| <b>Total Revenues</b>                    | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 340,307</b>    | <b>\$ 340,307</b>    | <b>\$ 265,857</b>    | <b>-21.9%</b>         |
| <b>Funding Source</b>                    |                      |                      |                      |                      |                      |                       |
| <b>0.75% Sales Tax CIP Fund 201</b>      |                      |                      |                      |                      |                      |                       |
| <b>Revenues</b>                          |                      |                      |                      |                      |                      |                       |
| Intergovernmental                        | \$ 23,085            | \$ 78,184            | \$ -                 | \$ 166,643           | \$ -                 | 0.0%                  |
| <b>Total Revenues</b>                    | <b>\$ 23,085</b>     | <b>\$ 78,184</b>     | <b>\$ -</b>          | <b>\$ 166,643</b>    | <b>\$ -</b>          | <b>0.0%</b>           |
| <b>Operating</b>                         |                      |                      |                      |                      |                      |                       |
| 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%                  |
| <b>Total Operating</b>                   | <b>\$ 98,466</b>     | <b>\$ 4,564</b>      | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>           |
| <b>Capital Outlay</b>                    |                      |                      |                      |                      |                      |                       |
| 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%                |
| <b>Total Capital Outlay</b>              | <b>\$ 4,683,673</b>  | <b>\$ 2,678,481</b>  | <b>\$ 1,334,325</b>  | <b>\$ 11,104,077</b> | <b>\$ 1,203,646</b>  | <b>-9.8%</b>          |
| <b>Total Sales Tax CIP Fund</b>          | <b>\$ 4,782,139</b>  | <b>\$ 2,683,045</b>  | <b>\$ 1,334,325</b>  | <b>\$ 11,104,077</b> | <b>\$ 1,203,646</b>  | <b>-9.8%</b>          |
| <b>Total Fire Budget</b>                 | <b>\$ 24,834,890</b> | <b>\$ 24,865,424</b> | <b>\$ 29,569,343</b> | <b>\$ 41,281,228</b> | <b>\$ 31,774,668</b> | <b>7.5%</b>           |



*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   |             |              |
| 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     |
|---|--------------|--------------|--------------|
| <b>General Fund 100 Positions</b>         |              |              |              |
| <b>General Services</b>                   |              |              |              |
| 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         |
| <b>Project Team</b>                       |              |              |              |
| 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         |
| <b>Purchasing/Warehouse</b>               |              |              |              |
| 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         |
| <b>Total General Fund 100 FTE</b>         | <b>24.00</b> | <b>25.00</b> | <b>27.00</b> |
| <b>Solid Waste Fund 302 Positions</b>     |              |              |              |
| <b>Solid Waste</b>                        |              |              |              |
| 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        |
| <b>Recycling</b>                          |              |              |              |
| 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         |
| <b>Total Solid Waste Fund 302 FTE</b>     | <b>14.00</b> | <b>14.00</b> | <b>28.00</b> |
| <b>Golf Fund 305 Positions</b>            |              |              |              |
| 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         |
| <b>Total Golf Fund 305 FTE</b>            | <b>6.00</b>  | <b>6.00</b>  | <b>7.00</b>  |

| General Services Positions           | 2021 FTE     | 2022 FTE     | 2023 FTE     |
|--------------------------------------|--------------|--------------|--------------|
| <b>Parking Fund 308 Positions</b>    |              |              |              |
| Parking Coordinator/Administrator    | 0.00         | 0.00         | 1.00         |
| Parking Services Technician          | 1.00         | 1.00         | 1.00         |
| <b>Total Parking Fund 308 FTE</b>    | <b>1.00</b>  | <b>1.00</b>  | <b>2.00</b>  |
| <b>Fleet Fund 402 Positions</b>      |              |              |              |
| 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        |
| <b>Total Fleet Fund 402 FTE</b>      | <b>15.00</b> | <b>16.00</b> | <b>17.00</b> |
| <b>Facilities Fund 406 Positions</b> |              |              |              |
| 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         |
| <b>Total Facilities Fund 406 FTE</b> | <b>8.00</b>  | <b>9.00</b>  | <b>12.00</b> |
| <b>Total General Services FTE</b>    | <b>68.00</b> | <b>71.00</b> | <b>93.00</b> |

### General Services Expenditures Summary by Fund

| Expenditure Summary by Fund          | 2020 Actual         | 2021 Actual         | 2022 Adopted        | 2022 Projected      | 2023 Adopted        | % Change From 2022 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>General Fund 100</b>              |                     |                     |                     |                     |                     |                    |
| 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%              |
| <b>Total Fund 100</b>                | <b>\$ 1,700,830</b> | <b>\$ 3,199,240</b> | <b>\$ 3,533,014</b> | <b>\$ 3,535,746</b> | <b>\$ 3,815,796</b> | <b>8.0%</b>        |
| <b>0.75% Sales Tax Fund 201</b>      |                     |                     |                     |                     |                     |                    |
| General Services                     | \$ 55,328           | \$ -                | \$ 450,000          | \$ 2,501,438        | \$ 1,500,000        | 233.3%             |
| <b>Total Fund 201</b>                | <b>\$ 55,328</b>    | <b>\$ -</b>         | <b>\$ 450,000</b>   | <b>\$ 2,501,438</b> | <b>\$ 1,500,000</b> | <b>233.3%</b>      |
| <b>Solid Waste Removal Fund 302</b>  |                     |                     |                     |                     |                     |                    |
| 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%            |
| <b>Total Fund 302</b>                | <b>\$ 4,657,426</b> | <b>\$ 4,502,238</b> | <b>\$ 4,868,728</b> | <b>\$ 5,253,578</b> | <b>\$ 6,359,754</b> | <b>30.6%</b>       |
| <b>GJ Convention Center Fund 303</b> |                     |                     |                     |                     |                     |                    |
| 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%              |
| <b>Total Fund 303</b>                | <b>\$ 620,582</b>   | <b>\$ 348,468</b>   | <b>\$ 431,761</b>   | <b>\$ 431,761</b>   | <b>\$ 452,884</b>   | <b>4.9%</b>        |
| <b>Golf Courses Fund 305</b>         |                     |                     |                     |                     |                     |                    |
| 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%              |
| <b>Total Fund 305</b>                | <b>\$ 2,123,179</b> | <b>\$ 2,141,225</b> | <b>\$ 2,355,045</b> | <b>\$ 2,356,183</b> | <b>\$ 2,669,696</b> | <b>13.4%</b>       |
| <b>Parking Authority Fund 308</b>    |                     |                     |                     |                     |                     |                    |
| Parking Authority                    | \$ 494,593          | \$ 530,641          | \$ 551,996          | \$ 552,187          | \$ 634,409          | 14.9%              |
| <b>Total Fund 308</b>                | <b>\$ 494,593</b>   | <b>\$ 530,641</b>   | <b>\$ 551,996</b>   | <b>\$ 552,187</b>   | <b>\$ 634,409</b>   | <b>14.9%</b>       |

| Expenditure Summary by Fund          | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      | % Change<br>From 2022 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>Fleet and Equipment Fund 402</b>  |                      |                      |                      |                      |                      |                       |
| 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%                 |
| <b>Total Fund 402</b>                | <b>\$ 5,617,753</b>  | <b>\$ 7,104,787</b>  | <b>\$ 8,997,135</b>  | <b>\$ 8,881,432</b>  | <b>\$ 9,083,028</b>  | <b>1.0%</b>           |
| <b>Facilities Fund 406</b>           |                      |                      |                      |                      |                      |                       |
| Facilities                           | \$ 2,856,408         | \$ 2,946,949         | \$ 3,127,934         | \$ 3,125,501         | \$ 3,736,807         | 19.5%                 |
| <b>Total Fund 406</b>                | <b>\$ 2,856,408</b>  | <b>\$ 2,946,949</b>  | <b>\$ 3,127,934</b>  | <b>\$ 3,125,501</b>  | <b>\$ 3,736,807</b>  | <b>19.5%</b>          |
| <b>Total General Services Budget</b> | <b>\$ 18,126,099</b> | <b>\$ 20,773,548</b> | <b>\$ 24,315,613</b> | <b>\$ 26,637,826</b> | <b>\$ 28,252,374</b> | <b>17.3%</b>          |

### 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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>General Fund 100</b>         |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                 |                     |                     |                     |                     |                     |                       |
| 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%                  |
| <b>Total Revenues</b>           | <b>\$ 197,092</b>   | <b>\$ 190,225</b>   | <b>\$ 140,000</b>   | <b>\$ 146,228</b>   | <b>\$ 65,000</b>    | <b>-53.6%</b>         |
| <b>Expenditures</b>             |                     |                     |                     |                     |                     |                       |
| <b>Labor and Benefits</b>       |                     |                     |                     |                     |                     |                       |
| 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%                |
| <b>Total Labor and Benefits</b> | <b>\$ 1,386,771</b> | <b>\$ 1,579,070</b> | <b>\$ 1,870,070</b> | <b>\$ 1,872,730</b> | <b>\$ 2,306,458</b> | <b>23.3%</b>          |
| <b>Operating</b>                |                     |                     |                     |                     |                     |                       |
| 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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>General Fund 100</b>             |                     |                     |                     |                     |                     |                       |
| 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%                 |
| <b>Total Operating</b>              | <b>\$ 145,030</b>   | <b>\$ 390,248</b>   | <b>\$ 1,396,892</b> | <b>\$ 1,121,964</b> | <b>\$ 1,032,430</b> | <b>-26.1%</b>         |
| <b>Interfund Charges</b>            |                     |                     |                     |                     |                     |                       |
| 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%                 |
| <b>Total Interfund Charges</b>      | <b>\$ 119,478</b>   | <b>\$ 223,896</b>   | <b>\$ 266,052</b>   | <b>\$ 266,052</b>   | <b>\$ 476,908</b>   | <b>79.3%</b>          |
| <b>Capital Outlay</b>               |                     |                     |                     |                     |                     |                       |
| Capital Equipment                   | \$ 49,551           | \$ -                | \$ -                | \$ -                | -                   | 0.0%                  |
| Facilities                          | -                   | 1,006,027           | -                   | 275,000             | -                   | 0.0%                  |
| <b>Total Capital Outlay</b>         | <b>\$ 49,551</b>    | <b>\$ 1,006,027</b> | <b>\$ -</b>         | <b>\$ 275,000</b>   | <b>\$ -</b>         | <b>0.0%</b>           |
| <b>Total General Fund</b>           | <b>\$ 1,700,830</b> | <b>\$ 3,199,240</b> | <b>\$ 3,533,014</b> | <b>\$ 3,535,746</b> | <b>\$ 3,815,796</b> | <b>8.0%</b>           |
| <b>Funding Source</b>               |                     |                     |                     |                     |                     |                       |
| <b>Sales Tax CIP Fund 201</b>       |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                     |                     |                     |                     |                     |                     |                       |
| Intergovernmental                   | \$ -                | \$ -                | \$ -                | \$ 800,000          | \$ -                | 0.00%                 |
| Other                               | -                   | 50,000              | 50,000              | 50,000              | -                   | -100.0%               |
| <b>Total Revenues</b>               | <b>\$ -</b>         | <b>\$ 50,000</b>    | <b>\$ 50,000</b>    | <b>\$ 850,000</b>   | <b>\$ -</b>         | <b>-100.0%</b>        |
| <b>Expenditures</b>                 |                     |                     |                     |                     |                     |                       |
| <b>Operating</b>                    |                     |                     |                     |                     |                     |                       |
| Charges and Fees                    | \$ -                | \$ -                | \$ -                | \$ 1,334            | \$ -                | 0.0%                  |
| Utilities                           | -                   | -                   | -                   | 104                 | -                   | 0.0%                  |
| <b>Total Operating</b>              | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 1,438</b>     | <b>\$ -</b>         | <b>0.0%</b>           |
| <b>Capital Outlay</b>               |                     |                     |                     |                     |                     |                       |
| Facilities                          | \$ 55,328           | \$ -                | \$ 450,000          | \$ 2,500,000        | \$ 1,500,000        | 233.3%                |
| <b>Total Operating</b>              | <b>\$ 55,328</b>    | <b>\$ -</b>         | <b>\$ 450,000</b>   | <b>\$ 2,500,000</b> | <b>\$ 1,500,000</b> | <b>233.3%</b>         |
| <b>Total Sales Tax CIP Fund</b>     | <b>\$ 55,328</b>    | <b>\$ -</b>         | <b>\$ 450,000</b>   | <b>\$ 2,501,438</b> | <b>\$ 1,500,000</b> | <b>233.3%</b>         |
| <b>Funding Source</b>               |                     |                     |                     |                     |                     |                       |
| <b>Solid Waste Removal Fund 302</b> |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                     |                     |                     |                     |                     |                     |                       |
| 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%                |
| <b>Total Revenues</b>               | <b>\$ 4,803,574</b> | <b>\$ 5,087,750</b> | <b>\$ 5,088,404</b> | <b>\$ 5,232,459</b> | <b>\$ 5,445,868</b> | <b>7.0%</b>           |
| <b>Expenditures</b>                 |                     |                     |                     |                     |                     |                       |
| <b>Labor and Benefits</b>           |                     |                     |                     |                     |                     |                       |
| 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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Solid Waste Removal Fund 302</b>  |                     |                     |                     |                     |                     |                       |
| 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%               |
| <b>Total Labor and Benefits</b>      | <b>\$ 1,049,721</b> | <b>\$ 1,104,722</b> | <b>\$ 1,275,625</b> | <b>\$ 1,598,168</b> | <b>\$ 2,286,694</b> | <b>79.3%</b>          |
| <b>Operating</b>                     |                     |                     |                     |                     |                     |                       |
| 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%                |
| <b>Total Operating</b>               | <b>\$ 1,561,772</b> | <b>\$ 1,672,685</b> | <b>\$ 1,825,245</b> | <b>\$ 1,491,029</b> | <b>\$ 1,906,183</b> | <b>4.4%</b>           |
| <b>Interfund Charges</b>             |                     |                     |                     |                     |                     |                       |
| 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%                  |
| <b>Total Interfund Charges</b>       | <b>\$ 1,678,119</b> | <b>\$ 1,425,222</b> | <b>\$ 1,515,858</b> | <b>\$ 1,522,744</b> | <b>\$ 1,846,877</b> | <b>21.8%</b>          |
| <b>Capital Outlay</b>                |                     |                     |                     |                     |                     |                       |
| Capital Equipment                    | \$ 76,725           | \$ -                | \$ -                | \$ -                | \$ -                | 0.0%                  |
| Facilities                           | -                   | -                   | 32,000              | 421,637             | 100,000             | 212.5%                |
| <b>Total Capital Outlay</b>          | <b>\$ 76,725</b>    | <b>\$ -</b>         | <b>\$ 32,000</b>    | <b>\$ 421,637</b>   | <b>\$ 100,000</b>   | <b>212.5%</b>         |
| <b>Debt Services</b>                 |                     |                     |                     |                     |                     |                       |
| Principal                            | \$ 96,991           | \$ 99,610           | \$ -                | \$ -                | \$ -                | 0.0%                  |
| <b>Total Debt Service</b>            | <b>\$ 96,991</b>    | <b>\$ 99,610</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>0.0%</b>           |
| <b>Transfers Out</b>                 |                     |                     |                     |                     |                     |                       |
| Transfers Out                        | \$ 194,098          | \$ 200,000          | \$ 220,000          | \$ 220,000          | \$ 220,000          | 0.0%                  |
| <b>Total Transfers Out</b>           | <b>\$ 194,098</b>   | <b>\$ 200,000</b>   | <b>\$ 220,000</b>   | <b>\$ 220,000</b>   | <b>\$ 220,000</b>   | <b>0.0%</b>           |
| <b>Total Solid Waste Fund</b>        | <b>\$ 4,657,426</b> | <b>\$ 4,502,238</b> | <b>\$ 4,868,728</b> | <b>\$ 5,253,578</b> | <b>\$ 6,359,754</b> | <b>30.6%</b>          |
| <b>Funding Source</b>                |                     |                     |                     |                     |                     |                       |
| <b>GJ Convention Center Fund 303</b> |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                      |                     |                     |                     |                     |                     |                       |
| 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%                  |
| <b>Total Revenues</b>                | <b>\$ 591,152</b>   | <b>\$ 313,795</b>   | <b>\$ 431,761</b>   | <b>\$ 431,761</b>   | <b>\$ 452,884</b>   | <b>4.9%</b>           |
| <b>Expenditures</b>                  |                     |                     |                     |                     |                     |                       |
| <b>Operating</b>                     |                     |                     |                     |                     |                     |                       |
| 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%         |
| <b>Total Operating</b>            | <b>\$ 314,986</b>   | <b>\$ 184,427</b>   | <b>\$ 225,000</b>   | <b>\$ 227,252</b>   | <b>\$ 225,600</b>   | <b>0.0%</b>  |
| <b>Interfund Charges</b>          |                     |                     |                     |                     |                     |              |
| 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%         |
| <b>Total Interfund Charges</b>    | <b>\$ 178,357</b>   | <b>\$ 164,041</b>   | <b>\$ 206,761</b>   | <b>\$ 204,509</b>   | <b>\$ 227,284</b>   | <b>9.9%</b>  |
| <b>Capital Outlay</b>             |                     |                     |                     |                     |                     |              |
| Facilities                        | \$ 127,237          | \$ -                | \$ -                | \$ -                | \$ -                | 0.0%         |
| <b>Total Capital Outlay</b>       | <b>\$ 127,237</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>0.0%</b>  |
| <b>Total GJ Conv. Center Fund</b> | <b>\$ 620,582</b>   | <b>\$ 348,468</b>   | <b>\$ 431,761</b>   | <b>\$ 431,761</b>   | <b>\$ 452,884</b>   |              |
| <b>Funding Source</b>             |                     |                     |                     |                     |                     |              |
| <b>Golf Courses Fund 305</b>      |                     |                     |                     |                     |                     |              |
| <b>Revenues</b>                   |                     |                     |                     |                     |                     |              |
| 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%         |
| <b>Total Revenues</b>             | <b>\$ 2,255,007</b> | <b>\$ 2,412,861</b> | <b>\$ 2,419,870</b> | <b>\$ 2,424,389</b> | <b>\$ 2,628,728</b> | <b>8.6%</b>  |
| <b>Expenditures</b>               |                     |                     |                     |                     |                     |              |
| <b>Labor and Benefits</b>         |                     |                     |                     |                     |                     |              |
| 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%       |
| <b>Total Labor and Benefits</b>   | <b>\$ 871,908</b>   | <b>\$ 877,861</b>   | <b>\$ 863,125</b>   | <b>\$ 864,263</b>   | <b>\$ 974,596</b>   | <b>12.9%</b> |
| <b>Operating</b>                  |                     |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Operating</b>            | <b>\$ 681,265</b>   | <b>\$ 693,552</b>   | <b>\$ 806,640</b>   | <b>\$ 806,640</b>   | <b>\$ 876,106</b>   | <b>8.6%</b>  |
| <b>Interfund Charges</b>          |                     |                     |                     |                     |                     |              |
| 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     |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|                                   | Actual              | Actual              | Adopted             | Projected           | Adopted             | From 2022    |
| <b>Golf Courses Fund 305</b>      |                     |                     |                     |                     |                     |              |
| 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%         |
| <b>Total Interfund Charges</b>    | <b>\$ 482,207</b>   | <b>\$ 482,015</b>   | <b>\$ 597,482</b>   | <b>\$ 597,482</b>   | <b>\$ 731,196</b>   | <b>22.4%</b> |
| <b>Debt Service</b>               |                     |                     |                     |                     |                     |              |
| 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%         |
| <b>Total Debt Service</b>         | <b>\$ 87,797</b>    | <b>\$ 87,797</b>    | <b>\$ 87,798</b>    | <b>\$ 87,798</b>    | <b>\$ 87,798</b>    | <b>0.0%</b>  |
| <b>Total Golf Courses Fund</b>    | <b>\$ 2,123,178</b> | <b>\$ 2,141,225</b> | <b>\$ 2,355,045</b> | <b>\$ 2,356,183</b> | <b>\$ 2,669,696</b> | <b>13.4%</b> |
| <b>Funding Source</b>             |                     |                     |                     |                     |                     |              |
| <b>Parking Authority Fund 308</b> |                     |                     |                     |                     |                     |              |
| <b>Revenues</b>                   |                     |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Revenues</b>             | <b>\$ 591,512</b>   | <b>\$ 723,316</b>   | <b>\$ 751,149</b>   | <b>\$ 767,212</b>   | <b>\$ 789,195</b>   | <b>5.1%</b>  |
| <b>Expenditures</b>               |                     |                     |                     |                     |                     |              |
| <b>Labor and Benefits</b>         |                     |                     |                     |                     |                     |              |
| 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%       |
| <b>Total Labor and Benefits</b>   | <b>\$ 94,284</b>    | <b>\$ 98,245</b>    | <b>\$ 79,155</b>    | <b>\$ 79,155</b>    | <b>\$ 156,227</b>   | <b>97.4%</b> |
| <b>Operating</b>                  |                     |                     |                     |                     |                     |              |
| 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%       |
| <b>Total Operating</b>            | <b>\$ 92,594</b>    | <b>\$ 108,737</b>   | <b>\$ 151,499</b>   | <b>\$ 140,703</b>   | <b>\$ 159,500</b>   | <b>5.3%</b>  |
| <b>Interfund Charges</b>          |                     |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Interfund Charges</b>    | <b>\$ 89,340</b>    | <b>\$ 79,893</b>    | <b>\$ 78,114</b>    | <b>\$ 89,101</b>    | <b>\$ 74,914</b>    | <b>-4.1%</b> |
| <b>Debt Service</b>               |                     |                     |                     |                     |                     |              |
| 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%         |
| <b>Total Debt Service</b>         | <b>\$ 218,375</b>   | <b>\$ 243,767</b>   | <b>\$ 243,228</b>   | <b>\$ 243,228</b>   | <b>\$ 243,768</b>   | <b>0.2%</b>  |
| <b>Total Parking Fund</b>         | <b>\$ 494,593</b>   | <b>\$ 530,641</b>   | <b>\$ 551,996</b>   | <b>\$ 552,187</b>   | <b>\$ 634,409</b>   | <b>14.9%</b> |

| Funding Source                        | 2020                | 2021                | 2022                | 2022                | 2023                | % Change       |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Fleet and Equipment Fund 402          | Actual              | Actual              | Adopted             | Projected           | Adopted             | From 2022      |
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                |
| 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%          |
| <b>Total Revenues</b>                 | <b>\$ 7,534,603</b> | <b>\$ 6,857,592</b> | <b>\$ 8,121,796</b> | <b>\$ 8,126,023</b> | <b>\$ 7,817,315</b> | <b>-3.7%</b>   |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                |
| <b>Labor and Benefits</b>             |                     |                     |                     |                     |                     |                |
| 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%         |
| <b>Total Labor and Benefits</b>       | <b>\$ 1,141,669</b> | <b>\$ 1,322,137</b> | <b>\$ 1,443,947</b> | <b>\$ 1,443,947</b> | <b>\$ 1,654,505</b> | <b>14.6%</b>   |
| <b>Operating</b>                      |                     |                     |                     |                     |                     |                |
| 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%          |
| <b>Total Operating</b>                | <b>\$ 2,012,768</b> | <b>\$ 2,475,684</b> | <b>\$ 2,446,698</b> | <b>\$ 2,446,698</b> | <b>\$ 2,810,916</b> | <b>14.9%</b>   |
| <b>Interfund Charges</b>              |                     |                     |                     |                     |                     |                |
| 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%           |
| <b>Total Interfund Charges</b>        | <b>\$ 324,487</b>   | <b>\$ 265,271</b>   | <b>\$ 256,490</b>   | <b>\$ 340,787</b>   | <b>\$ 323,620</b>   | <b>26.2%</b>   |
| <b>Capital Outlay</b>                 |                     |                     |                     |                     |                     |                |
| Capital Equipment                     | \$ 2,138,829        | \$ 3,041,695        | \$ 4,650,000        | \$ 4,650,000        | \$ 4,293,987        | -7.7%          |
| <b>Total Capital Outlay</b>           | <b>\$ 2,138,829</b> | <b>\$ 3,041,695</b> | <b>\$ 4,650,000</b> | <b>\$ 4,650,000</b> | <b>\$ 4,293,987</b> | <b>-7.7%</b>   |
| <b>Contingency</b>                    |                     |                     |                     |                     |                     |                |
| Contingency                           | \$ -                | \$ -                | \$ 200,000          | \$ -                | \$ -                | -100.0%        |
| <b>Total Contingency</b>              | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 200,000</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>-100.0%</b> |
| <b>Total Fleet and Equipment Fund</b> | <b>\$ 5,617,753</b> | <b>\$ 7,104,787</b> | <b>\$ 8,997,135</b> | <b>\$ 8,881,432</b> | <b>\$ 9,083,028</b> | <b>1.0%</b>    |
| <b>Funding Source</b>                 |                     |                     |                     |                     |                     |                |
| <b>Facilities Fund 406</b>            |                     |                     |                     |                     |                     |                |
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                |
| 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%       |
| <b>Total Revenues</b>                | <b>\$ 2,745,754</b>  | <b>\$ 2,838,540</b>  | <b>\$ 3,109,607</b>  | <b>\$ 3,112,373</b>  | <b>\$ 3,736,807</b>  | <b>20.2%</b> |
| <b>Expenditures</b>                  |                      |                      |                      |                      |                      |              |
| <b>Labor and Benefits</b>            |                      |                      |                      |                      |                      |              |
| 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%      |
| <b>Total Labor and Benefits</b>      | <b>\$ 510,753</b>    | <b>\$ 596,870</b>    | <b>\$ 676,409</b>    | <b>\$ 676,962</b>    | <b>\$ 874,390</b>    | <b>29.3%</b> |
| <b>Operating</b>                     |                      |                      |                      |                      |                      |              |
| 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%         |
| <b>Total Operating</b>               | <b>\$ 2,159,806</b>  | <b>\$ 2,111,186</b>  | <b>\$ 2,248,927</b>  | <b>\$ 2,245,941</b>  | <b>\$ 2,554,249</b>  | <b>13.6%</b> |
| <b>Interfund Charges</b>             |                      |                      |                      |                      |                      |              |
| 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%         |
| <b>Total Interfund Charges</b>       | <b>\$ 185,849</b>    | <b>\$ 283,893</b>    | <b>\$ 202,598</b>    | <b>\$ 202,598</b>    | <b>\$ 308,167</b>    | <b>52.1%</b> |
| <b>Total Facilities Fund</b>         | <b>\$ 2,856,408</b>  | <b>\$ 2,946,949</b>  | <b>\$ 3,127,934</b>  | <b>\$ 3,125,501</b>  | <b>\$ 3,736,806</b>  | <b>19.5%</b> |
| <b>Total General Services Budget</b> | <b>\$ 18,126,099</b> | <b>\$ 20,773,549</b> | <b>\$ 24,315,613</b> | <b>\$ 26,637,826</b> | <b>\$ 28,252,373</b> | <b>16.2%</b> |



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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<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>FTE  | 2022<br>FTE  | 2023<br>FTE  |
|--------------------------------------|--------------|--------------|--------------|
| <b>Funded by General Fund 100</b>    |              |              |              |
| 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         |
| <b>Funded by Insurance Fund 404</b>  |              |              |              |
| 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         |
| <b>Total Human Resources FTE</b>     | <b>11.75</b> | <b>13.00</b> | <b>13.00</b> |

### Human Resources Expenditure Summary by Fund

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

## 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     |
| <b>Expenditures</b>             |                      |                      |                      |                      |                      |               |
| <b>Labor and Benefits</b>       |                      |                      |                      |                      |                      |               |
| 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         |
| <b>Total Labor and Benefits</b> | <b>\$ 908,067</b>    | <b>\$ 942,928</b>    | <b>\$ 1,501,903</b>  | <b>\$ 1,462,962</b>  | <b>\$ 2,042,088</b>  | <b>36.0%</b>  |
| <b>Operating</b>                |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Operating</b>          | <b>\$ 303,768</b>    | <b>\$ 382,693</b>    | <b>\$ 949,810</b>    | <b>\$ 449,970</b>    | <b>\$ 644,278</b>    | <b>-32.2%</b> |
| <b>Interfund Charges</b>        |                      |                      |                      |                      |                      |               |
| 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%         |
| <b>Total Interfund Charges</b>  | <b>\$ 325,412</b>    | <b>\$ 332,120</b>    | <b>\$ 338,947</b>    | <b>\$ 338,947</b>    | <b>\$ 333,862</b>    | <b>-1.5%</b>  |
| <b>Total General Fund</b>       | <b>\$ 1,537,247</b>  | <b>\$ 1,657,741</b>  | <b>\$ 2,790,660</b>  | <b>\$ 2,251,880</b>  | <b>\$ 3,020,228</b>  | <b>8.2%</b>   |
| <b>Funding Source</b>           |                      |                      |                      |                      |                      |               |
| <b>Insurance Fund 404</b>       |                      |                      |                      |                      |                      |               |
| <b>Revenues</b>                 |                      |                      |                      |                      |                      |               |
| 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%         |
| <b>Total Revenues</b>           | <b>\$ 15,580,296</b> | <b>\$ 15,049,865</b> | <b>\$ 15,886,875</b> | <b>\$ 15,900,024</b> | <b>\$ 17,883,445</b> | <b>12.6%</b>  |

| Funding Source                      | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change      |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| Insurance Fund 404                  | Actual               | Actual               | Adopted              | Projected            | Adopted              | From 2022     |
| <b>Expenditures</b>                 |                      |                      |                      |                      |                      |               |
| <b>Labor and Benefits</b>           |                      |                      |                      |                      |                      |               |
| 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%         |
| <b>Total Labor and Benefits</b>     | <b>\$ 711,394</b>    | <b>\$ 1,416,925</b>  | <b>\$ 1,662,241</b>  | <b>\$ 1,662,241</b>  | <b>\$ 1,548,599</b>  | <b>14.9%</b>  |
| <b>Operating</b>                    |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Operating</b>              | <b>\$ 12,783,417</b> | <b>\$ 13,996,337</b> | <b>\$ 13,940,995</b> | <b>\$ 13,940,995</b> | <b>\$ 16,582,248</b> | <b>18.9%</b>  |
| <b>Interfund Charges</b>            |                      |                      |                      |                      |                      |               |
| Information Technology              | \$ 18,538            | \$ 10,160            | \$ 28,377            | \$ 28,377            | \$ 24,627            | -13.2%        |
| <b>Total Interfund Charges</b>      | <b>\$ 18,538</b>     | <b>\$ 10,160</b>     | <b>\$ 28,377</b>     | <b>\$ 28,377</b>     | <b>\$ 24,627</b>     | <b>-13.2%</b> |
| <b>Contingency</b>                  |                      |                      |                      |                      |                      |               |
| Contingency                         | \$ -                 | \$ -                 | \$ 600,000           | \$ 600,000           | \$ 500,000           | -16.7%        |
| <b>Total Contingency</b>            | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 600,000</b>    | <b>\$ 600,000</b>    | <b>\$ 500,000</b>    | <b>-16.7%</b> |
| <b>Total Insurance Budget</b>       | <b>\$ 13,513,350</b> | <b>\$ 15,423,421</b> | <b>\$ 16,231,613</b> | <b>\$ 16,231,613</b> | <b>\$ 18,655,474</b> | <b>14.9%</b>  |
| <b>Total Human Resources Budget</b> | <b>\$ 15,050,604</b> | <b>\$ 17,081,162</b> | <b>\$ 19,022,273</b> | <b>\$ 18,483,493</b> | <b>\$ 21,675,702</b> | <b>13.9%</b>  |



*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 benefitting 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<br>Actual   | 2023<br>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<br>Actual   | 2023<br>Planned  |
| Percentage of City facilities connected via City fiber.   | 76%<br>(29 of 38 facilities)   | 89%<br>(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     |
|--|--------------|--------------|--------------|
| <b>Information Technology Fund 401 Positions</b> |              |              |              |
| 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         |
| <b>Total Information Technology Fund FTE</b>     | <b>22.00</b> | <b>25.00</b> | <b>27.00</b> |

## Information Technology Summary by Fund

| Expenditure Summary by Fund            | 2020<br>Actual | 2021<br>Actual | 2022<br>Adopted | 2022<br>Projected | 2023<br>Adopted | % Change<br>From 2022 |
|--|----------------|----------------|-----------------|-------------------|-----------------|-----------------------|
| <b>Information Technology Fund 401</b> |                |                |                 |                   |                 |                       |
| 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%                 |

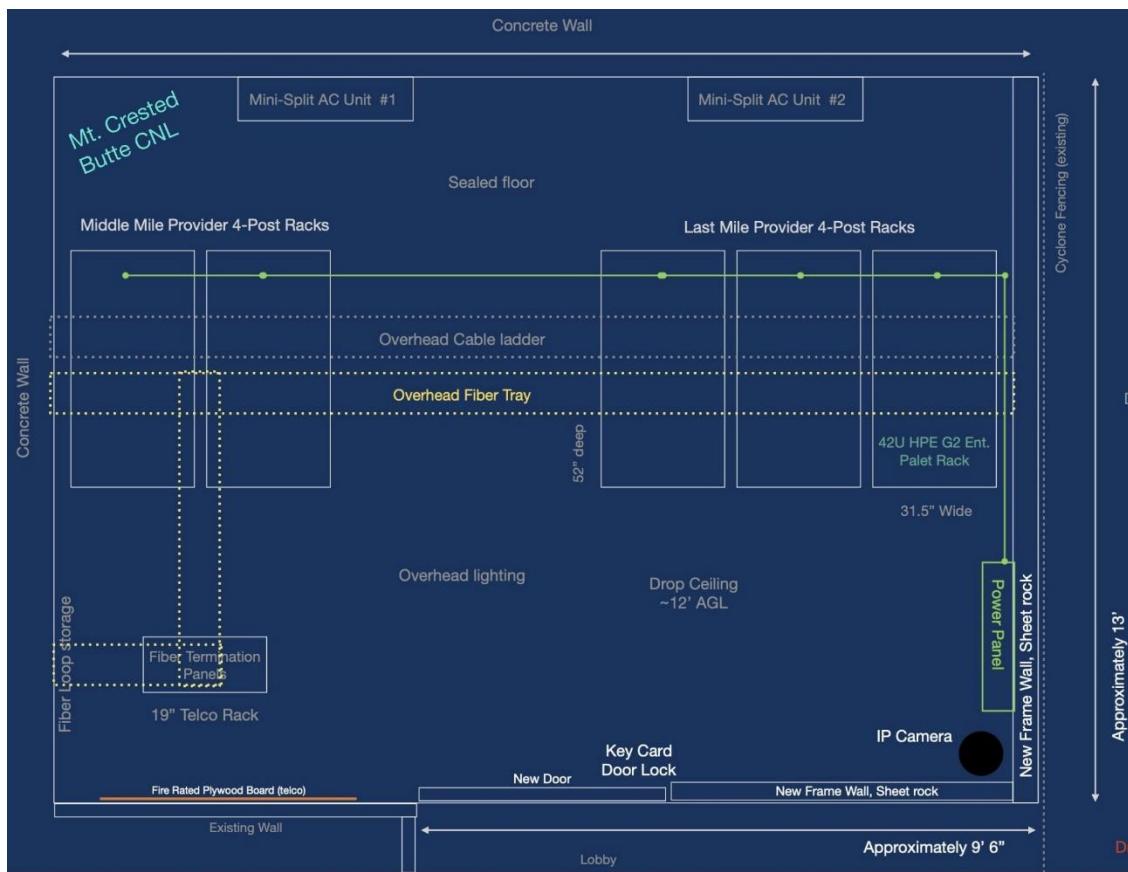
## Information Technology Budget By Classification, by Fund

### 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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted      | % Change<br>From 2022 |
|--|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|
| <b>Information Technology Fund 401</b> |                     |                     |                     |                     |                      |                       |
| <b>Revenues</b>                        |                     |                     |                     |                     |                      |                       |
| 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%                 |
| <b>Total Revenues</b>                  | <b>\$ 7,587,918</b> | <b>\$ 7,642,712</b> | <b>\$ 9,174,098</b> | <b>\$ 8,892,125</b> | <b>\$ 10,460,519</b> | <b>14.0%</b>          |
| <b>Expenditures</b>                    |                     |                     |                     |                     |                      |                       |
| <b>Labor and Benefits</b>              |                     |                     |                     |                     |                      |                       |
| 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%               |
| <b>Total Labor and Benefits</b>        | <b>\$ 2,604,028</b> | <b>\$ 2,682,634</b> | <b>\$ 3,108,376</b> | <b>\$ 3,112,094</b> | <b>\$ 3,198,767</b>  | <b>2.9%</b>           |
| <b>Operating</b>                       |                     |                     |                     |                     |                      |                       |
| 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%                  |
| <b>Total Operating</b>                 | <b>\$ 4,075,225</b> | <b>\$ 4,203,663</b> | <b>\$ 5,492,950</b> | <b>\$ 5,842,950</b> | <b>\$ 6,755,369</b>  | <b>23.0%</b>          |
| <b>Interfund Charges</b>               |                     |                     |                     |                     |                      |                       |
| 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%         |
| <b>Total Interfund Charges</b>      | <b>\$ 255,965</b>   | <b>\$ 261,930</b>   | <b>\$ 613,625</b>    | <b>\$ 613,625</b>    | <b>\$ 188,311</b>    | <b>-69.3%</b> |
| <b>Capital Outlay</b>               |                     |                     |                      |                      |                      |               |
| Capital Equipment                   | \$ 203,360          | \$ 34,120           | \$ 800,000           | \$ 606,190           | \$ 1,250,000         | 56.3%         |
| Computer Systems                    | \$ 212,217          | \$ 332,304          | \$ -                 | \$ -                 | \$ -                 | 0.0%          |
| <b>Total Capital Outlay</b>         | <b>\$ 415,577</b>   | <b>\$ 366,424</b>   | <b>\$ 800,000</b>    | <b>\$ 606,190</b>    | <b>\$ 1,250,000</b>  | <b>56.3%</b>  |
| <b>Total Information Tech Fund</b>  | <b>\$ 7,350,795</b> | <b>\$ 7,514,651</b> | <b>\$ 10,014,951</b> | <b>\$ 10,174,859</b> | <b>\$ 11,392,447</b> | <b>13.8%</b>  |
| <b>Funding Source</b>               |                     |                     |                      |                      |                      |               |
| <b>201 Sales Tax CIP Fund</b>       |                     |                     |                      |                      |                      |               |
| <b>Revenues</b>                     |                     |                     |                      |                      |                      |               |
| Intergovernmental                   | \$ -                | \$ -                | \$ -                 | \$ -                 | \$ 250,000           | 100.0%        |
| <b>Total Revenues</b>               | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 250,000</b>    | <b>100.0%</b> |
| <b>Expenditures</b>                 |                     |                     |                      |                      |                      |               |
| <b>Capital Outlay</b>               |                     |                     |                      |                      |                      |               |
| Capital Equipment                   | \$ -                | \$ -                | \$ -                 | \$ -                 | \$ 500,000           | 100.0%        |
| <b>Total Capital Outlay</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 500,000</b>    | <b>100.0%</b> |
| <b>Total 201 Sales Tax CIP Fund</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 500,000</b>    | <b>100.0%</b> |
| <b>Total Info. Tech. Budget</b>     | <b>\$ 7,350,795</b> | <b>\$ 7,514,651</b> | <b>\$ 10,014,951</b> | <b>\$ 10,174,859</b> | <b>\$ 11,392,447</b> | <b>18.7%</b>  |



## 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 Kronknight 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  |  |   |
| 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 Kronknight 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   |  |                                       |
| 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 participant 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<br>FTE  | 2022<br>FTE  | 2023<br>FTE  |
|---|--------------|--------------|--------------|
| <b>Funded by General Fund 100</b>           |              |              |              |
| <b>Parks and Recreation Administration</b>  |              |              |              |
| 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         |
| <b>Parks Operations</b>                     |              |              |              |
| 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         |
| <b>Recreation</b>                           |              |              |              |
| 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         |
| <b>Total Parks and Recreation Positions</b> | <b>52.00</b> | <b>52.00</b> | <b>63.00</b> |

## Parks and Recreation Expenditure Summary by Fund

| Expenditure Summary by Fund         | 2020 Actual          | 2021 Actual          | 2022 Adopted         | 2022 Projected       | 2023 Adopted         | % Change From 2021 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| <b>General Fund 100</b>             |                      |                      |                      |                      |                      |                    |
| 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%             |
| <b>Total Fund 100</b>               | <b>\$ 8,563,355</b>  | <b>\$ 9,940,212</b>  | <b>\$ 11,422,137</b> | <b>\$ 11,397,799</b> | <b>\$ 13,244,539</b> | <b>16.0%</b>       |
| <b>0.75% Sales Tax Fund 201</b>     |                      |                      |                      |                      |                      |                    |
| Parks Operations                    | \$ 1,876,871         | \$ 4,144,101         | \$ 4,209,200         | \$ 14,498,082        | \$ 3,695,000         | -12.2%             |
| <b>Total Fund 201</b>               | <b>\$ 1,876,871</b>  | <b>\$ 4,144,101</b>  | <b>\$ 4,209,200</b>  | <b>\$ 14,498,082</b> | <b>\$ 3,695,000</b>  | <b>-12.2%</b>      |
| <b>Total Parks &amp; Rec Budget</b> | <b>\$ 10,440,226</b> | <b>\$ 14,084,313</b> | <b>\$ 15,661,337</b> | <b>\$ 25,895,880</b> | <b>\$ 16,939,539</b> | <b>8.2%</b>        |

## 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 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>General Fund 100</b>   |                     |                     |                     |                     |                     |                    |
| <b>Revenues</b>           |                     |                     |                     |                     |                     |                    |
| 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%               |
| <b>Total Revenues</b>     | <b>\$ 1,009,385</b> | <b>\$ 2,352,604</b> | <b>\$ 2,229,515</b> | <b>\$ 2,549,639</b> | <b>\$ 3,162,311</b> | <b>41.8%</b>       |
| <b>Expenditures</b>       |                     |                     |                     |                     |                     |                    |
| <b>Labor and Benefits</b> |                     |                     |                     |                     |                     |                    |
| 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                  | 2020                | 2021                | 2022                 | 2022                 | 2023                 | % Change       |
|---------------------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------|
| General Fund 100                | Actual              | Actual              | Adopted              | Projected            | Adopted              | 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%          |
| <b>Total Labor and Benefits</b> | <b>\$ 5,208,350</b> | <b>\$ 5,796,411</b> | <b>\$ 6,834,075</b>  | <b>\$ 6,713,328</b>  | <b>\$ 7,826,468</b>  | <b>14.5%</b>   |
| <b>Operating</b>                |                     |                     |                      |                      |                      |                |
| 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%          |
| <b>Total Operating</b>          | <b>\$ 1,579,890</b> | <b>\$ 2,189,746</b> | <b>\$ 2,483,085</b>  | <b>\$ 2,545,584</b>  | <b>\$ 2,994,501</b>  | <b>20.6%</b>   |
| <b>Interfund Charges</b>        |                     |                     |                      |                      |                      |                |
| 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%           |
| <b>Total Interfund Charges</b>  | <b>\$ 1,723,766</b> | <b>\$ 1,829,861</b> | <b>\$ 2,106,977</b>  | <b>\$ 2,110,887</b>  | <b>\$ 2,423,570</b>  | <b>15.0%</b>   |
| <b>Capital Outlay</b>           |                     |                     |                      |                      |                      |                |
| Capital Equipment               | \$ 51,348           | \$ 124,193          | \$ 28,000            | \$ 28,000            | \$ -                 | -100.0%        |
| <b>Total Capital Outlay</b>     | <b>\$ 51,348</b>    | <b>\$ 124,193</b>   | <b>\$ 28,000</b>     | <b>\$ 28,000</b>     | <b>\$ -</b>          | <b>-100.0%</b> |
| <b>Total General Fund</b>       | <b>\$ 8,563,354</b> | <b>\$ 9,940,211</b> | <b>\$ 11,452,137</b> | <b>\$ 11,397,799</b> | <b>\$ 13,244,539</b> | <b>15.7%</b>   |
| <b>Funding Source</b>           |                     |                     |                      |                      |                      |                |
| <b>0.75% Sales Tax Fund 201</b> |                     |                     |                      |                      |                      |                |
| <b>Revenues</b>                 |                     |                     |                      |                      |                      |                |
| Charges for Service             | \$ -                | \$ -                | \$ -                 | \$ 719               | \$ -                 | 0.0%           |
| Intergovernmental               | 56,250              | -                   | -                    | 400,000              | -                    | 0.0%           |
| Other                           | 135,000             | -                   | 150,000              | 150,000              | 210,000              | 40.0%          |
| <b>Total Revenues</b>           | <b>\$ 191,250</b>   | <b>\$ -</b>         | <b>\$ 150,000</b>    | <b>\$ 550,719</b>    | <b>\$ 210,000</b>    | <b>40.0%</b>   |
| <b>Expenditures</b>             |                     |                     |                      |                      |                      |                |
| <b>Operating</b>                |                     |                     |                      |                      |                      |                |
| Contract Services               | \$ 94,667           | \$ 87,300           | \$ 100,000           | \$ -                 | \$ -                 | -100.0%        |
| Equipment                       | 29,345              | -                   | -                    | -                    | -                    | 0.0%           |
| Repairs                         | 309,143             | 19,251              | -                    | -                    | -                    | 0.0%           |
| <b>Total Operating</b>          | <b>\$ 433,155</b>   | <b>\$ 106,551</b>   | <b>\$ 100,000</b>    | <b>\$ -</b>          | <b>\$ -</b>          | <b>-100.0%</b> |
| <b>Capital Outlay</b>           |                     |                     |                      |                      |                      |                |
| Facilities                      | \$ 427,567          | \$ 10,514           | \$ -                 | \$ 598,000           | \$ 375,000           | 100.0%         |
| Land                            | 130,981             | 5,079               | -                    | 2,766                | -                    | 0.0%           |

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



*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                                   |   |  |
| Performance Measure                        | 2022<br>Actual  | 2023<br>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   |  |   |
| Performance Measure  | 2022<br>Actual   | 2023<br>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<br>Actual   | 2023<br>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<br>Actual   | 2023<br>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 homelessness, 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<br>FTE   | 2022<br>FTE   | 2023<br>FTE   |
|---|---------------|---------------|---------------|
| <b>Funded by General Fund 100</b>             |               |               |               |
| <b>Chief of Police</b>                        |               |               |               |
| 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          |
| <b>Police Operations</b>                      |               |               |               |
| 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          |
| <b>Police Services</b>                        |               |               |               |
| 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          |
| <b>Total General Fund FTE</b>                 | <b>161.00</b> | <b>166.00</b> | <b>170.00</b> |
| <b>Funded by First Responder Tax Fund 107</b> |               |               |               |
| <b>Police Operations</b>                      |               |               |               |
| 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          |
| <b>Total First Responder Fund FTE</b>         | <b>18.00</b>  | <b>21.00</b>  | <b>15.00</b>  |

| Police  | 2021<br>FTE   | 2022<br>FTE   | 2023<br>FTE   |
|---|---------------|---------------|---------------|
| <b>Funded by Parking Authority Fund 308</b>     |               |               |               |
| <b>Police Operations</b>                        |               |               |               |
| Parking Compliance Officer                      | 2.00          | 2.00          | 3.00          |
| <b>Total Parking Authority Fund 308 FTE</b>     | <b>2.00</b>   | <b>2.00</b>   | <b>3.00</b>   |
| <b>Funded by Communications Center Fund 405</b> |               |               |               |
| <b>Police Services</b>                          |               |               |               |
| 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         |
| <b>Total Communications Center Fund 405 FTE</b> | <b>54.00</b>  | <b>53.00</b>  | <b>53.00</b>  |
| <b>Total Police Department FTE</b>              | <b>234.00</b> | <b>242.00</b> | <b>241.00</b> |

### Police Expenditure Summary by Fund

| Expenditure Summary by Fund          | 2020 Actual          | 2021 Actual          | 2022 Adopted         | 2022 Projected       | 2023 Adopted         | % Change From 2022 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| <b>General Fund 100</b>              |                      |                      |                      |                      |                      |                    |
| 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%               |
| <b>Total Fund 100</b>                | <b>\$ 25,750,365</b> | <b>\$ 26,216,577</b> | <b>\$ 29,011,618</b> | <b>\$ 28,902,638</b> | <b>\$ 31,643,969</b> | <b>9.1%</b>        |
| <b>First Responder Tax Fund 107</b>  |                      |                      |                      |                      |                      |                    |
| 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%              |
| <b>Total Fund 107</b>                | <b>\$ 860,795</b>    | <b>\$ 335,450</b>    | <b>\$ 2,379,458</b>  | <b>\$ 2,381,637</b>  | <b>\$ 1,867,584</b>  | <b>-21.5%</b>      |
| <b>0.75% Sales Tax CIP Fund 201</b>  |                      |                      |                      |                      |                      |                    |
| Police Operations                    | \$ 65,902            | \$ 1,090,163         | \$ -                 | \$ (658)             | \$ -                 | 0.0%               |
| <b>Total Fund 201</b>                | <b>\$ 65,902</b>     | <b>\$ 1,090,163</b>  | <b>\$ -</b>          | <b>\$ (658)</b>      | <b>\$ -</b>          | <b>0.0%</b>        |
| <b>Parking Authority Fund 308</b>    |                      |                      |                      |                      |                      |                    |
| Police Operations                    | \$ 96,033            | \$ 62,221            | \$ 135,548           | \$ 135,585           | \$ 215,911           | 59.3%              |
| <b>Total Fund 308</b>                | <b>\$ 96,033</b>     | <b>\$ 62,221</b>     | <b>\$ 135,548</b>    | <b>\$ 135,585</b>    | <b>\$ 215,911</b>    | <b>59.3%</b>       |
| <b>Communication Center Fund 405</b> |                      |                      |                      |                      |                      |                    |
| Police Operations                    | \$ 6,967,012         | \$ 6,865,401         | \$ 8,020,232         | \$ 8,101,076         | \$ 8,438,951         | 5.2%               |
| <b>Total Fund 405</b>                | <b>\$ 6,967,012</b>  | <b>\$ 6,865,401</b>  | <b>\$ 8,020,232</b>  | <b>\$ 8,101,076</b>  | <b>\$ 8,438,951</b>  | <b>5.2%</b>        |
| <b>Total Police Budget</b>           | <b>\$ 33,740,107</b> | <b>\$ 34,569,812</b> | <b>\$ 39,546,856</b> | <b>\$ 39,520,278</b> | <b>\$ 42,166,415</b> | <b>6.6%</b>        |

### 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                  | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change     |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------|
| General Fund 100                | Actual               | Actual               | Adopted              | Projected            | Adopted              | From 2022    |
| <b>Revenues</b>                 |                      |                      |                      |                      |                      |              |
| 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%         |
| <b>Total Revenues</b>           | <b>\$ 1,506,102</b>  | <b>\$ 1,189,881</b>  | <b>\$ 1,801,252</b>  | <b>\$ 1,715,725</b>  | <b>\$ 1,721,981</b>  | <b>-4.4%</b> |
| <b>Expenditures</b>             |                      |                      |                      |                      |                      |              |
| <b>Labor and Benefits</b>       |                      |                      |                      |                      |                      |              |
| 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%       |
| <b>Total Labor and Benefits</b> | <b>\$ 17,038,664</b> | <b>\$ 17,873,725</b> | <b>\$ 19,441,314</b> | <b>\$ 19,457,263</b> | <b>\$ 22,142,766</b> | <b>13.9%</b> |
| <b>Operating</b>                |                      |                      |                      |                      |                      |              |
| 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%        |
| <b>Total Operating</b>          | <b>\$ 2,195,084</b>  | <b>\$ 2,339,551</b>  | <b>\$ 2,577,435</b>  | <b>\$ 2,475,438</b>  | <b>\$ 2,919,947</b>  | <b>13.3%</b> |
| <b>Interfund Charges</b>        |                      |                      |                      |                      |                      |              |
| 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                 | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change       |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| General Fund 100               | Actual               | Actual               | Adopted              | Projected            | Adopted              | 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%           |
| <b>Total Interfund Charges</b> | <b>\$ 6,330,373</b>  | <b>\$ 6,000,282</b>  | <b>\$ 6,788,869</b>  | <b>\$ 6,765,937</b>  | <b>\$ 6,581,256</b>  | <b>-3.1%</b>   |
| <b>Capital Outlay</b>          |                      |                      |                      |                      |                      |                |
| Capital Equipment              | \$ 134,582           | \$ 3,019             | \$ 160,000           | \$ 160,000           | \$ -                 | -100.0%        |
| Facilities                     | 51,662               | -                    | 44,000               | 44,000               | -                    | -100.0%        |
| <b>Total Capital Outlay</b>    | <b>\$ 186,244</b>    | <b>\$ 3,019</b>      | <b>\$ 204,000</b>    | <b>\$ 204,000</b>    | <b>\$ -</b>          | <b>-100.0%</b> |
| <b>Total General Fund</b>      | <b>\$ 25,750,365</b> | <b>\$ 26,216,577</b> | <b>\$ 29,011,618</b> | <b>\$ 28,902,638</b> | <b>\$ 31,643,969</b> | <b>9.1%</b>    |

**Funding Source**  
**First Responder Fund 107**

| Expenditures                      |                   |                   |                     |                     |                     |                |
|-----------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|----------------|
| <b>Labor and Benefits</b>         |                   |                   |                     |                     |                     |                |
| 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%         |
| <b>Total Labor and Benefits</b>   | <b>\$ 254,463</b> | <b>\$ 319,924</b> | <b>\$ 1,868,650</b> | <b>\$ 1,869,024</b> | <b>\$ 1,117,595</b> | <b>-40.2%</b>  |
| <b>Operating</b>                  |                   |                   |                     |                     |                     |                |
| 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%           |
| <b>Total Operating</b>            | <b>\$ 52,710</b>  | <b>\$ 13,461</b>  | <b>\$ 89,246</b>    | <b>\$ 91,051</b>    | <b>\$ 470,496</b>   | <b>427.2%</b>  |
| <b>Interfund Charges</b>          |                   |                   |                     |                     |                     |                |
| 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%         |
| <b>Total Interfund Charges</b>    | <b>\$ 1,008</b>   | <b>\$ 5,451</b>   | <b>\$ 240,662</b>   | <b>\$ 240,662</b>   | <b>\$ 279,493</b>   | <b>16.1%</b>   |
| <b>Capital Outlay</b>             |                   |                   |                     |                     |                     |                |
| Capital Equipment                 | \$ 552,614        | \$ (3,386)        | \$ 180,900          | \$ 180,900          | \$ -                | -100.0%        |
| <b>Total Capital Outlay</b>       | <b>\$ 552,614</b> | <b>\$ (3,389)</b> | <b>\$ 180,900</b>   | <b>\$ 180,900</b>   | <b>\$ -</b>         | <b>-100.0%</b> |
| <b>Total First Responder Fund</b> | <b>\$ 860,795</b> | <b>\$ 335,450</b> | <b>\$ 2,379,458</b> | <b>\$ 2,381,637</b> | <b>\$ 1,867,584</b> | <b>-21.5%</b>  |

**Funding Source**  
**115 Public Safety Imp. Fee Fund**

| Revenues              |             |             |                   |                   |                   |               |
|-----------------------|-------------|-------------|-------------------|-------------------|-------------------|---------------|
| Charges for Service   | \$ -        | \$ -        | \$ 145,755        | \$ 145,755        | \$ 114,051        | -21.8%        |
| <b>Total Revenues</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 145,755</b> | <b>\$ 145,755</b> | <b>\$ 114,051</b> | <b>-21.8%</b> |

**Funding Source**  
**0.75% Sales Tax CIP Fund 201**

| Revenues              |             |                   |             |             |             |             |
|-----------------------|-------------|-------------------|-------------|-------------|-------------|-------------|
| Intergovernmental     | \$ -        | \$ 150,000        | \$ -        | \$ -        | \$ -        | 0.0%        |
| <b>Total Revenues</b> | <b>\$ -</b> | <b>\$ 150,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>0.0%</b> |

| Funding Source                        | 2020                | 2021                | 2022                | 2022                | 2023                | % Change     |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| 0.75% Sales Tax CIP Fund 201          | Actual              | Actual              | Adopted             | Projected           | Adopted             | From 2022    |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |              |
| <b>Capital Outlay</b>                 |                     |                     |                     |                     |                     |              |
| Facilities                            | \$ 65,902           | \$ 1,090,163        | \$ -                | \$ (658)            | \$ -                | 0.0%         |
| <b>Total Capital Outlay</b>           | <b>\$ 65,902</b>    | <b>\$ 1,090,163</b> | <b>\$ -</b>         | <b>\$ (658)</b>     | <b>\$ -</b>         | <b>0.0%</b>  |
| <b>Total Sales Tax CIP Fund</b>       | <b>\$ 65,902</b>    | <b>\$ 1,090,163</b> | <b>\$ -</b>         | <b>\$ (658)</b>     | <b>\$ -</b>         | <b>0.0%</b>  |
| <b>Funding Source</b>                 |                     |                     |                     |                     |                     |              |
| <b>Parking Authority Fund 308</b>     |                     |                     |                     |                     |                     |              |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |              |
| <b>Labor and Benefits</b>             |                     |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Labor and Benefits</b>       | <b>\$ 87,675</b>    | <b>\$ 52,629</b>    | <b>\$ 105,081</b>   | <b>\$ 105,118</b>   | <b>\$ 172,157</b>   | <b>63.8%</b> |
| <b>Interfund Charges</b>              |                     |                     |                     |                     |                     |              |
| 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%      |
| <b>Total Interfund Charges</b>        | <b>\$ 8,359</b>     | <b>\$ 9,592</b>     | <b>\$ 30,467</b>    | <b>\$ 30,467</b>    | <b>\$ 43,754</b>    | <b>43.6%</b> |
| <b>Total Parking Auth. Fund</b>       | <b>\$ 96,034</b>    | <b>\$ 62,221</b>    | <b>\$ 135,548</b>   | <b>\$ 135,585</b>   | <b>\$ 215,911</b>   | <b>59.3%</b> |
| <b>Funding Source</b>                 |                     |                     |                     |                     |                     |              |
| <b>Communications Center Fund 405</b> |                     |                     |                     |                     |                     |              |
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Revenues</b>                 | <b>\$ 7,555,681</b> | <b>\$ 6,813,129</b> | <b>\$ 7,482,618</b> | <b>\$ 7,440,873</b> | <b>\$ 8,016,341</b> | <b>7.1%</b>  |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |              |
| <b>Labor and Benefits</b>             |                     |                     |                     |                     |                     |              |
| 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%         |
| <b>Total Labor and Benefits</b>       | <b>\$ 4,461,408</b> | <b>\$ 4,547,809</b> | <b>\$ 5,359,171</b> | <b>\$ 5,359,760</b> | <b>\$ 5,755,425</b> | <b>7.4%</b>  |
| <b>Operating</b>                      |                     |                     |                     |                     |                     |              |
| 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<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      | % Change<br>From 2022 |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>Communications Center Fund 405</b> |                      |                      |                      |                      |                      |                       |
| 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%                  |
| <b>Total Operating</b>                | <b>\$ 707,520</b>    | <b>\$ 437,662</b>    | <b>\$ 474,562</b>    | <b>\$ 474,569</b>    | <b>\$ 507,521</b>    | <b>6.9%</b>           |
| <b>Interfund Charges</b>              |                      |                      |                      |                      |                      |                       |
| 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%                 |
| <b>Total Interfund Charges</b>        | <b>\$ 1,629,729</b>  | <b>\$ 1,483,397</b>  | <b>\$ 1,496,499</b>  | <b>\$ 1,496,499</b>  | <b>\$ 1,646,005</b>  | <b>10.0%</b>          |
| <b>Capital Outlay</b>                 |                      |                      |                      |                      |                      |                       |
| Communication Systems                 | \$ 168,355           | \$ 396,532           | \$ 690,000           | \$ 770,248           | \$ 530,000           | -23.2%                |
| <b>Total Capital Outlay</b>           | <b>\$ 168,355</b>    | <b>\$ 396,532</b>    | <b>\$ 690,000</b>    | <b>\$ 770,248</b>    | <b>\$ 530,000</b>    | <b>-23.2%</b>         |
| <b>Total Comm Center Fund</b>         | <b>\$ 6,967,012</b>  | <b>\$ 6,865,401</b>  | <b>\$ 8,020,232</b>  | <b>\$ 8,101,076</b>  | <b>\$ 8,438,951</b>  | <b>5.2%</b>           |
| <b>Total Police Budget</b>            | <b>\$ 33,740,107</b> | <b>\$ 34,569,811</b> | <b>\$ 39,546,856</b> | <b>\$ 39,520,279</b> | <b>\$ 42,166,415</b> | <b>6.6%</b>           |



## 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  |                |                 |
| Performance Measure   | 2022<br>Actual | 2023<br>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<br>Actual | 2023<br>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<br>Actual | 2023<br>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 |
|-----------------------------------|----------|----------|----------|
| <b>Funded by General Fund 100</b> |          |          |          |
| <b>Public Works</b>               |          |          |          |
| Public Works Director             | 1.00     | 1.00     | 1.00     |
| <b>Engineering</b>                |          |          |          |
| 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         |
| <b>Transportation Engineering</b>     |              |              |              |
| 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         |
| <b>Stormwater</b>                     |              |              |              |
| 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         |
| <b>Streets</b>                        |              |              |              |
| 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         |
| <b>Total Public Works FTE</b>         | <b>48.00</b> | <b>52.00</b> | <b>59.00</b> |

#### Public Works Expenditure Summary by Fund

| Expenditure Summary by Fund         | 2020 Actual          | 2021 Actual          | 2022 Adopted         | 2022 Projected       | 2023 Adopted         | % Change From 2022 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| <b>General Fund 100</b>             |                      |                      |                      |                      |                      |                    |
| 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%               |
| <b>Total Fund 100</b>               | <b>\$ 8,509,690</b>  | <b>\$ 8,851,808</b>  | <b>\$ 10,647,122</b> | <b>\$ 10,625,617</b> | <b>\$ 12,661,870</b> | <b>18.9%</b>       |
| <b>0.75% Sales Tax CIP Fund 201</b> |                      |                      |                      |                      |                      |                    |
| 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%               |
| <b>Total Fund 201</b>               | <b>\$ 11,594,771</b> | <b>\$ 10,533,179</b> | <b>\$ 11,320,778</b> | <b>\$ 9,330,242</b>  | <b>\$ 10,936,500</b> | <b>-3.4%</b>       |
| <b>Storm Drainage Fund 202</b>      |                      |                      |                      |                      |                      |                    |
| Engineering                         | \$ 5,000             | \$ 446,226           | \$ 530,000           | \$ 530,000           | \$ 1,830,000         | 245.3%             |
| <b>Total Fund 202</b>               | <b>\$ 5,000</b>      | <b>\$ 446,226</b>    | <b>\$ 530,000</b>    | <b>\$ 530,000</b>    | <b>\$ 1,830,000</b>  | <b>245.3%</b>      |
| <b>Transportation Fund 207</b>      |                      |                      |                      |                      |                      |                    |
| Engineering                         | \$ 1,089,619         | \$ 3,862,790         | \$ 27,738,000        | \$ 22,158,490        | \$ 25,089,619        | -9.5%              |
| <b>Total Fund 207</b>               | <b>\$ 1,089,619</b>  | <b>\$ 3,862,790</b>  | <b>\$ 27,738,000</b> | <b>\$ 22,158,490</b> | <b>\$ 25,089,619</b> | <b>-9.5%</b>       |

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

### 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 |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>General Fund 100</b>   |                   |                   |                   |                   |                   |                    |
| <b>Revenues</b>           |                   |                   |                   |                   |                   |                    |
| 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%             |
| <b>Total Revenues</b>     | <b>\$ 598,559</b> | <b>\$ 703,791</b> | <b>\$ 549,698</b> | <b>\$ 603,698</b> | <b>\$ 441,726</b> | <b>-19.6%</b>      |
| <b>Expenditures</b>       |                   |                   |                   |                   |                   |                    |
| <b>Labor and Benefits</b> |                   |                   |                   |                   |                   |                    |
| 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                  | 2020                | 2021                | 2022                 | 2022                 | 2023                 | % Change     |
|---------------------------------|---------------------|---------------------|----------------------|----------------------|----------------------|--------------|
| General Fund 100                | Actual              | Actual              | Adopted              | Projected            | Adopted              | From 2022    |
| Other Compensation              | 59,331              | 59,347              | 23,447               | 26,583               | 14,383               | -38.7%       |
| <b>Total Labor and Benefits</b> | <b>\$ 4,043,970</b> | <b>\$ 4,088,949</b> | <b>\$ 5,040,374</b>  | <b>\$ 5,042,157</b>  | <b>\$ 5,750,552</b>  | <b>14.1%</b> |
| <b>Operating</b>                |                     |                     |                      |                      |                      |              |
| 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%       |
| <b>Total Operating</b>          | <b>\$ 2,570,266</b> | <b>\$ 2,744,228</b> | <b>\$ 3,193,591</b>  | <b>\$ 3,170,303</b>  | <b>\$ 4,353,959</b>  | <b>36.3%</b> |
| <b>Interfund Charges</b>        |                     |                     |                      |                      |                      |              |
| 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%         |
| <b>Total Interfund Charges</b>  | <b>\$ 1,895,454</b> | <b>\$ 2,018,632</b> | <b>\$ 2,413,157</b>  | <b>\$ 2,413,157</b>  | <b>\$ 2,557,359</b>  | <b>6.0%</b>  |
| <b>Total General Fund</b>       | <b>\$ 8,509,690</b> | <b>\$ 8,851,809</b> | <b>\$ 10,647,122</b> | <b>\$ 10,625,617</b> | <b>\$ 12,661,870</b> | <b>18.9%</b> |
| <b>Funding Source</b>           |                     |                     |                      |                      |                      |              |
| <b>Sales Tax CIP Fund 201</b>   |                     |                     |                      |                      |                      |              |
| <b>Revenues</b>                 |                     |                     |                      |                      |                      |              |
| 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%        |
| <b>Total Revenues</b>           | <b>\$ 6,347,608</b> | <b>\$ 5,206,075</b> | <b>\$ 2,273,679</b>  | <b>\$ 773,679</b>    | <b>\$ 2,073,679</b>  | <b>-8.8%</b> |
| <b>Expenditures</b>             |                     |                     |                      |                      |                      |              |
| <b>Labor and Benefits</b>       |                     |                     |                      |                      |                      |              |
| Full Time                       | \$ -                | \$ 951              | \$ -                 | \$ -                 | \$ -                 | 0.0%         |
| Benefits                        | -                   | 263                 | -                    | -                    | -                    | 0.0%         |
| Insurance                       | -                   | 4                   | -                    | -                    | -                    | 0.0%         |
| <b>Total Labor and Benefits</b> | <b>\$ -</b>         | <b>\$ 1,217</b>     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>  |
| <b>Operating</b>                |                     |                     |                      |                      |                      |              |
| 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%         |
| <b>Total Operating</b>          | <b>\$ 1,253,295</b> | <b>\$ 1,097,608</b> | <b>\$ -</b>          | <b>\$ 835,761</b>    | <b>\$ -</b>          | <b>0.0%</b>  |

| Funding Source                  | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change      |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| Sales Tax CIP Fund 201          | Actual               | Actual               | Adopted              | Projected            | Adopted              | From 2022     |
| <b>Capital Outlay</b>           |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Capital Outlay</b>     | <b>\$ 10,341,475</b> | <b>\$ 9,434,354</b>  | <b>\$ 11,320,778</b> | <b>\$ 8,494,482</b>  | <b>\$ 10,936,500</b> | <b>-3.4%</b>  |
| <b>Total Sales Tax CIP Fund</b> | <b>\$ 11,594,770</b> | <b>\$ 10,553,179</b> | <b>\$ 11,320,778</b> | <b>\$ 9,330,242</b>  | <b>\$ 10,936,500</b> | <b>-3.4%</b>  |
| <b>Funding Source</b>           |                      |                      |                      |                      |                      |               |
| <b>Storm Drainage Fund 202</b>  |                      |                      |                      |                      |                      |               |
| <b>Revenues</b>                 |                      |                      |                      |                      |                      |               |
| 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%        |
| <b>Total Revenues</b>           | <b>\$ 19,982</b>     | <b>\$ 448,341</b>    | <b>\$ 515,000</b>    | <b>\$ 515,000</b>    | <b>\$ 1,815,000</b>  | <b>252.4%</b> |
| <b>Expenditures</b>             |                      |                      |                      |                      |                      |               |
| <b>Labor and Benefits</b>       |                      |                      |                      |                      |                      |               |
| Full Time                       | \$ -                 | \$ 106               | \$ -                 | \$ -                 | \$ -                 | 0.0%          |
| Benefits                        | \$ -                 | \$ 31                | \$ -                 | \$ -                 | \$ -                 | 0.0%          |
| <b>Total Labor and Benefits</b> | <b>\$ -</b>          | <b>\$ 136</b>        | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>   |
| <b>Operating</b>                |                      |                      |                      |                      |                      |               |
| Contract Services               | \$ -                 | \$ 16,008            | \$ -                 | \$ -                 | \$ -                 | 0.0%          |
| Operating Supplies              | \$ -                 | \$ 29                | \$ -                 | \$ -                 | \$ -                 | 0.0%          |
| <b>Total Operating</b>          | <b>\$ -</b>          | <b>\$ 16,037</b>     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>   |
| <b>Capital Outlay</b>           |                      |                      |                      |                      |                      |               |
| Utility Systems                 | \$ 5,000             | \$ 430,053           | \$ 530,000           | \$ 530,000           | \$ 1,830,000         | 245.3%        |
| <b>Total Capital Outlay</b>     | <b>\$ 5,000</b>      | <b>\$ 430,053</b>    | <b>\$ 530,000</b>    | <b>\$ 530,000</b>    | <b>\$ 1,830,000</b>  | <b>245.3%</b> |
| <b>Total Storm Drain Budget</b> | <b>\$ 5,000</b>      | <b>\$ 446,226</b>    | <b>\$ 530,000</b>    | <b>\$ 530,000</b>    | <b>\$ 1,830,000</b>  | <b>245.3%</b> |
| <b>Funding Source</b>           |                      |                      |                      |                      |                      |               |
| <b>TCP Fund 207</b>             |                      |                      |                      |                      |                      |               |
| <b>Revenues</b>                 |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Revenues</b>           | <b>\$ 52,942,474</b> | <b>\$ 4,036,733</b>  | <b>\$ 2,905,370</b>  | <b>\$ 3,557,336</b>  | <b>\$ 5,255,901</b>  | <b>80.9%</b>  |
| <b>Expenditures</b>             |                      |                      |                      |                      |                      |               |
| <b>Operating</b>                |                      |                      |                      |                      |                      |               |
| Contract Services               | \$ 205,442           | \$ 38,358            | \$ -                 | \$ 18,500            | \$ -                 | 0.0%          |
| <b>Total Operating</b>          | <b>\$ 205,442</b>    | <b>\$ 38,358</b>     | <b>\$ -</b>          | <b>\$ 18,500</b>     | <b>\$ -</b>          | <b>0.0%</b>   |
| <b>Capital Outlay</b>           |                      |                      |                      |                      |                      |               |
| Street Infrastructure           | \$ 884,177           | \$ 3,824,433         | \$ 27,738,000        | \$ 22,139,990        | \$ 25,089,619        | -9.5%         |
| <b>Total Capital Outlay</b>     | <b>\$ 884,177</b>    | <b>\$ 3,824,433</b>  | <b>\$ 27,738,000</b> | <b>\$ 22,139,990</b> | <b>\$ 25,089,619</b> | <b>-9.5%</b>  |
| <b>Total TCP Fund</b>           | <b>\$ 1,089,619</b>  | <b>\$ 3,862,790</b>  | <b>\$ 27,738,000</b> | <b>\$ 22,158,490</b> | <b>\$ 25,089,619</b> | <b>-9.5%</b>  |

| Funding Source                   | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change     |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------|
| Water Fund 301                   | Actual               | Actual               | Adopted              | Projected            | Adopted              | From 2022    |
| <b>Expenditures</b>              |                      |                      |                      |                      |                      |              |
| <b>Labor and Benefits</b>        |                      |                      |                      |                      |                      |              |
| 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%        |
| <b>Total Labor and Benefits</b>  | <b>\$ 133,835</b>    | <b>\$ 112,535</b>    | <b>\$ 180,406</b>    | <b>\$ 180,476</b>    | <b>\$ 356,641</b>    | <b>97.7%</b> |
| <b>Operating</b>                 |                      |                      |                      |                      |                      |              |
| Contract Services                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 0.0%         |
| Equipment                        | 87                   | -                    | -                    | -                    | -                    | 0.0%         |
| Operating Supplies               | 3,493                | -                    | -                    | -                    | -                    | 0.0%         |
| Repairs                          | 13,626               | -                    | -                    | -                    | -                    | 0.0%         |
| <b>Total Operating</b>           | <b>\$ 17,206</b>     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>  |
| <b>Capital Outlay</b>            |                      |                      |                      |                      |                      |              |
| Utility Systems                  | \$ 1,592,043         | \$ 127,424           | \$ -                 | \$ 23,229            | \$ -                 | 0.0%         |
| <b>Total Capital Outlay</b>      | <b>\$ 1,592,043</b>  | <b>\$ 127,424</b>    | <b>\$ -</b>          | <b>\$ 23,229</b>     | <b>\$ -</b>          | <b>0.0%</b>  |
| <b>Total Water Fund</b>          | <b>\$ 1,743,084</b>  | <b>\$ 239,959</b>    | <b>\$ 180,406</b>    | <b>\$ 203,704</b>    | <b>\$ 356,641</b>    | <b>97.7%</b> |
| <b>Funding Source</b>            |                      |                      |                      |                      |                      |              |
| <b>Joint Sewer Fund 900</b>      |                      |                      |                      |                      |                      |              |
| <b>Revenues</b>                  |                      |                      |                      |                      |                      |              |
| Other                            | \$ 24,810            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 0.0%         |
| <b>Total Revenues</b>            | <b>\$ 24,810</b>     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>  |
| <b>Expenditures</b>              |                      |                      |                      |                      |                      |              |
| <b>Labor and Benefits</b>        |                      |                      |                      |                      |                      |              |
| 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%        |
| <b>Total Labor and Benefits</b>  | <b>\$ 104,992</b>    | <b>\$ 123,440</b>    | <b>\$ 251,110</b>    | <b>\$ 250,900</b>    | <b>\$ 426,549</b>    | <b>69.9%</b> |
| <b>Operating</b>                 |                      |                      |                      |                      |                      |              |
| Contract Services                | \$ 2,827             | \$ 3,918             | \$ -                 | \$ -                 | \$ -                 | 0.0%         |
| Operating Supplies               | (3,312)              | -                    | -                    | -                    | -                    | 0.0%         |
| Repairs                          | 18,760               | -                    | -                    | -                    | -                    | 0.0%         |
| <b>Total Operating</b>           | <b>\$ 18,275</b>     | <b>\$ 3,918</b>      | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>  |
| <b>Capital Outlay</b>            |                      |                      |                      |                      |                      |              |
| Utility Systems                  | \$ 1,595,056         | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 0.0%         |
| <b>Total Capital Outlay</b>      | <b>\$ 1,595,056</b>  | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>0.0%</b>  |
| <b>Total Joint Sewer Fund</b>    | <b>\$ 1,718,253</b>  | <b>\$ 127,358</b>    | <b>\$ 251,110</b>    | <b>\$ 250,900</b>    | <b>\$ 426,549</b>    | <b>69.9%</b> |
| <b>Total Public Works Budget</b> | <b>\$ 24,660,414</b> | <b>\$ 24,061,322</b> | <b>\$ 50,667,416</b> | <b>\$ 43,098,953</b> | <b>\$ 51,301,179</b> | <b>0.7%</b>  |

## 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   |                       |                       |
| Performance Measure  | 2022<br>Actual        | 2023<br>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 and associated pump station and pipeline infrastructure. |                       |                       |
| Performance Measure  | 2022<br>Actual        | 2023<br>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<br>Actual        | 2023<br>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   |   |                 |
| Performance Measure  | 2022<br>Actual                              | 2023<br>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<br>Actual                              | 2023<br>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<br>Actual                              | 2023<br>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 Force main 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<br>FTE  | 2022<br>FTE  | 2023<br>FTE  |
|---|--------------|--------------|--------------|
| <b>Funded by Water Fund 301</b>         |              |              |              |
| 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         |
| <b>Total Water Fund FTE</b>             | <b>36.00</b> | <b>37.00</b> | <b>40.00</b> |
| <b>Funded by Joint Sewer Fund 900</b>   |              |              |              |
| 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         |
| <b>Total Sewer Fund FTE</b>           | <b>38.00</b> | <b>42.00</b> | <b>42.00</b> |
| <b>Total Utilities Department FTE</b> | <b>74.00</b> | <b>79.00</b> | <b>82.00</b> |

### Utilities Expenditure Summary by Fund

| Expenditure Summary by Fund       | 2020 Actual          | 2021 Actual          | 2022 Adopted         | 2022 Projected       | 2023 Adopted         | % Change From 2022 |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| <b>Water Fund 301</b>             |                      |                      |                      |                      |                      |                    |
| 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%              |
| <b>Total Fund 301</b>             | <b>\$ 8,493,743</b>  | <b>\$ 11,851,689</b> | <b>\$ 22,855,995</b> | <b>\$ 24,451,869</b> | <b>\$ 11,588,476</b> | <b>-49.3%</b>      |
| <b>Ridges Irrigation Fund 309</b> |                      |                      |                      |                      |                      |                    |
| Water Services                    | \$ 334,445           | \$ 333,735           | \$ 538,055           | \$ 568,672           | \$ 369,940           | -31.2%             |
| <b>Total Fund 309</b>             | <b>\$ 334,445</b>    | <b>\$ 333,735</b>    | <b>\$ 538,055</b>    | <b>\$ 568,672</b>    | <b>\$ 369,940</b>    | <b>-31.2%</b>      |
| <b>Joint Sewer Fund 900</b>       |                      |                      |                      |                      |                      |                    |
| 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%              |
| <b>Total Fund 900</b>             | <b>\$ 10,031,992</b> | <b>\$ 14,215,309</b> | <b>\$ 31,819,839</b> | <b>\$ 35,458,063</b> | <b>\$ 27,971,932</b> | <b>-12.7%</b>      |
| <b>Total Utilities Budget</b>     | <b>\$ 18,860,180</b> | <b>\$ 26,400,733</b> | <b>\$ 55,213,889</b> | <b>\$ 60,478,604</b> | <b>\$ 39,930,348</b> | <b>-27.7%</b>      |

### 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                    | 2020                 | 2021                 | 2022                 | 2022                 | 2023                 | % Change      |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| Water Fund 301                    | Actual               | Actual               | Adopted              | Projected            | Adopted              | From 2022     |
| <b>Revenues</b>                   |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Revenues</b>             | <b>\$ 10,168,211</b> | <b>\$ 11,252,827</b> | <b>\$ 20,375,571</b> | <b>\$ 25,194,060</b> | <b>\$ 11,070,767</b> | <b>-45.7%</b> |
| <b>Expenditures</b>               |                      |                      |                      |                      |                      |               |
| <b>Labor and Benefits</b>         |                      |                      |                      |                      |                      |               |
| 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%        |
| <b>Total Labor and Benefits</b>   | <b>\$ 2,988,521</b>  | <b>\$ 3,157,257</b>  | <b>\$ 3,448,206</b>  | <b>\$ 3,448,206</b>  | <b>\$ 3,733,904</b>  | <b>8.3%</b>   |
| <b>Operating</b>                  |                      |                      |                      |                      |                      |               |
| 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%         |
| <b>Total Operating</b>            | <b>\$ 1,063,713</b>  | <b>\$ 1,055,928</b>  | <b>\$ 1,318,557</b>  | <b>\$ 1,318,557</b>  | <b>\$ 1,485,487</b>  | <b>12.7%</b>  |
| <b>Interfund Charges</b>          |                      |                      |                      |                      |                      |               |
| 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%         |
| <b>Total Interfund Charges</b>    | <b>\$ 1,490,635</b>  | <b>\$ 1,558,843</b>  | <b>\$ 1,656,926</b>  | <b>\$ 1,656,926</b>  | <b>\$ 1,814,708</b>  | <b>9.5%</b>   |
| <b>Capital Outlay</b>             |                      |                      |                      |                      |                      |               |
| 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%        |
| <b>Total Capital Outlay</b>       | <b>\$ 2,313,561</b>  | <b>\$ 5,444,409</b>  | <b>\$ 15,430,000</b> | <b>\$ 17,394,540</b> | <b>\$ 3,710,000</b>  | <b>-76.0%</b> |
| <b>Debt Services</b>              |                      |                      |                      |                      |                      |               |
| 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%        |
| <b>Total Debt Service</b>         | <b>\$ 637,313</b>    | <b>\$ 635,254</b>    | <b>\$ 1,002,306</b>  | <b>\$ 633,640</b>    | <b>\$ 844,377</b>    | <b>-15.8%</b> |
| <b>Total Water Fund</b>           | <b>\$ 8,493,743</b>  | <b>\$ 11,851,690</b> | <b>\$ 22,855,995</b> | <b>\$ 24,451,869</b> | <b>\$ 11,588,476</b> | <b>-49.3%</b> |
| <b>Funding Source</b>             |                      |                      |                      |                      |                      |               |
| <b>Ridges Irrigation Fund 309</b> |                      |                      |                      |                      |                      |               |
| <b>Revenues</b>                   |                      |                      |                      |                      |                      |               |
| 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%        |
| <b>Total Revenues</b>               | <b>\$ 311,973</b>    | <b>\$ 334,120</b>    | <b>\$ 513,056</b>    | <b>\$ 513,620</b>    | <b>\$ 365,403</b>    |               |
| <b>Expenditures</b>                 |                      |                      |                      |                      |                      |               |
| <b>Labor and Benefits</b>           |                      |                      |                      |                      |                      |               |
| 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%        |
| <b>Total Labor and Benefits</b>     | <b>\$ 123,295</b>    | <b>\$ 109,639</b>    | <b>\$ 127,553</b>    | <b>\$ 127,714</b>    | <b>\$ 123,339</b>    | <b>-3.3%</b>  |
| <b>Operating</b>                    |                      |                      |                      |                      |                      |               |
| 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        |
| <b>Total Operating</b>              | <b>\$ 36,128</b>     | <b>\$ 47,222</b>     | <b>\$ 23,826</b>     | <b>\$ 23,826</b>     | <b>\$ 59,970</b>     | <b>151.7%</b> |
| <b>Interfund Charges</b>            |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Interfund Charges</b>      | <b>\$ 147,160</b>    | <b>\$ 147,619</b>    | <b>\$ 171,483</b>    | <b>\$ 171,483</b>    | <b>\$ 160,469</b>    | <b>-6.4%</b>  |
| <b>Capital Outlay</b>               |                      |                      |                      |                      |                      |               |
| Utility Systems                     | \$ 27,862            | \$ 29,254            | \$ 205,000           | \$ 245,649           | \$ 10,000            | -95.1%        |
| <b>Total Capital Outlay</b>         | <b>\$ 27,862</b>     | <b>\$ 29,254</b>     | <b>\$ 205,000</b>    | <b>\$ 245,649</b>    | <b>\$ 10,000</b>     | <b>-95.1%</b> |
| <b>Debt Services</b>                |                      |                      |                      |                      |                      |               |
| Interest Expense                    | \$ -                 | \$ -                 | \$ 2,625             | \$ -                 | \$ 3,235             | 23.2%         |
| Principal                           | -                    | -                    | 7,568                | -                    | 12,927               | 70.8%         |
| <b>Total Debt Service</b>           | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 10,193</b>     | <b>\$ -</b>          | <b>\$ 16,162</b>     | <b>58.6%</b>  |
| <b>Total Ridges Irrigation Fund</b> | <b>\$ 334,445</b>    | <b>\$ 333,735</b>    | <b>\$ 538,055</b>    | <b>\$ 568,672</b>    | <b>\$ 369,940</b>    | <b>-31.2%</b> |
| <b>Funding Source</b>               |                      |                      |                      |                      |                      |               |
| <b>Joint Sewer Fund 900</b>         |                      |                      |                      |                      |                      |               |
| <b>Revenues</b>                     |                      |                      |                      |                      |                      |               |
| 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%          |
| <b>Total Revenues</b>               | <b>\$ 19,455,809</b> | <b>\$ 20,908,691</b> | <b>\$ 19,082,872</b> | <b>\$ 19,086,742</b> | <b>\$ 20,322,234</b> | <b>6.5%</b>   |
| <b>Expenditures</b>                 |                      |                      |                      |                      |                      |               |
| <b>Labor and Benefits</b>           |                      |                      |                      |                      |                      |               |
| 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                  | 2020<br>Actual       | 2021<br>Actual       | 2022<br>Adopted      | 2022<br>Projected    | 2023<br>Adopted      | % Change<br>From 2022 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>Joint Sewer Fund 900</b>     |                      |                      |                      |                      |                      |                       |
| 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%                |
| <b>Total Labor and Benefits</b> | <b>\$ 3,539,319</b>  | <b>\$ 3,631,994</b>  | <b>\$ 4,045,820</b>  | <b>\$ 4,045,820</b>  | <b>\$ 4,343,694</b>  | <b>7.4%</b>           |
| <b>Operating</b>                |                      |                      |                      |                      |                      |                       |
| 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%                |
| <b>Total Operating</b>          | <b>\$ 1,927,457</b>  | <b>\$ 1,580,011</b>  | <b>\$ 1,627,912</b>  | <b>\$ 1,706,127</b>  | <b>\$ 2,153,052</b>  | <b>32.3%</b>          |
| <b>Interfund Charges</b>        |                      |                      |                      |                      |                      |                       |
| 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%                 |
| <b>Total Interfund Charges</b>  | <b>\$ 2,529,437</b>  | <b>\$ 2,557,296</b>  | <b>\$ 2,710,858</b>  | <b>\$ 2,710,858</b>  | <b>\$ 3,017,581</b>  | <b>11.3%</b>          |
| <b>Capital Outlay</b>           |                      |                      |                      |                      |                      |                       |
| 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%                |
| <b>Total Capital Outlay</b>     | <b>\$ 1,438,895</b>  | <b>\$ 5,848,205</b>  | <b>\$ 22,839,500</b> | <b>\$ 26,399,509</b> | <b>\$ 17,855,520</b> | <b>-21.8%</b>         |
| <b>Debt Services</b>            |                      |                      |                      |                      |                      |                       |
| 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%                  |
| <b>Total Debt Service</b>       | <b>\$ 596,884</b>    | <b>\$ 597,802</b>    | <b>\$ 595,749</b>    | <b>\$ 595,749</b>    | <b>\$ 602,085</b>    | <b>1.1%</b>           |
| <b>Total Joint Sewer Fund</b>   | <b>\$ 10,031,992</b> | <b>\$ 14,215,309</b> | <b>\$ 31,819,839</b> | <b>\$ 35,458,063</b> | <b>\$ 27,971,932</b> | <b>-12.1%</b>         |
| <b>Total Utilities Budget</b>   | <b>\$ 18,860,180</b> | <b>\$ 26,400,734</b> | <b>\$ 55,213,889</b> | <b>\$ 60,478,604</b> | <b>\$ 39,930,348</b> | <b>-27.7%</b>         |





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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

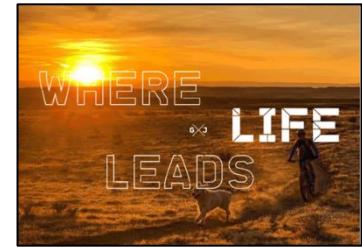
| Visit Grand Junction Performance Measures   |                  |                           |
|---|------------------|---------------------------|
| Activity  |                  |                           |
| Performance Measure   | 2022<br>Actual   | 2023<br>Planned           |
| Create and update 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<br>Actual   | 2023<br>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"> <li>• Data Months: 1/1/2021 – 12/31/2021</li> <li>• Day vs. overnight length of stay and spending</li> <li>• Growth and shifts in data year-over-year</li> </ul> |                  |                           |
| Performance Measure   | 2022<br>Actual   | 2023<br>Planned           |
| Report Completion   | In progress      | Complete by 2023 year-end |

| Visit Grand Junction Performance Measures |             |                           |
|---|-------------|---------------------------|
| Activity                                  |             |                           |
| 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

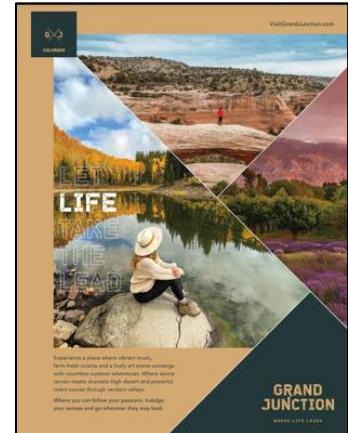
- Designed and built a gamification web-based app and partnered with local tourism businesses for rewards. The app will be publicly released in the first quarter of 2023.

### 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.

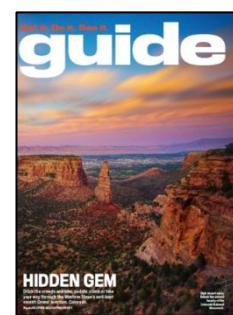
- Contacted (email, phone, and multiple eNewsletters) over 300 tourism-related businesses outside of the Grand Junction city limits to offer the opportunity to participate in the Grand Junction Area Tourism Membership Program.
- Partnered with the Grand Junction Regional Airport to provide hotel metric 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](http://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    |
|--|-------------|-------------|-------------|
| <b>Funded by Visit Grand Junction Fund 102</b> |             |             |             |
| 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        |
| <b>Total Visit GJ Fund FTE</b>                 | <b>8.00</b> | <b>8.00</b> | <b>8.00</b> |

### Visit Grand Junction Expenditure Summary by Fund

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

### 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                         | 2020                | 2021                | 2022                | 2022                | 2023                | % Change       |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Visit Grand Junction Fund 102          | Actual              | Actual              | Adopted             | Projected           | Adopted             | From 2022      |
| <b>Revenues</b>                        |                     |                     |                     |                     |                     |                |
| 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%          |
| <b>Total Revenues</b>                  | <b>\$ 2,340,630</b> | <b>\$ 3,549,453</b> | <b>\$ 3,785,967</b> | <b>\$ 5,226,046</b> | <b>\$ 4,514,508</b> | <b>19.2%</b>   |
| <b>Expenditures</b>                    |                     |                     |                     |                     |                     |                |
| <b>Labor and Benefits</b>              |                     |                     |                     |                     |                     |                |
| 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%          |
| <b>Total Labor and Benefits</b>        | <b>\$ 450,555</b>   | <b>\$ 276,705</b>   | <b>\$ 949,837</b>   | <b>\$ 428,893</b>   | <b>\$ 954,886</b>   | <b>0.5%</b>    |
| <b>Operating</b>                       |                     |                     |                     |                     |                     |                |
| 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%           |
| <b>Total Operating</b>                 | <b>\$ 1,436,193</b> | <b>\$ 1,793,772</b> | <b>\$ 3,781,237</b> | <b>\$ 4,358,277</b> | <b>\$ 4,481,230</b> | <b>18.5%</b>   |
| <b>Interfund Charges</b>               |                     |                     |                     |                     |                     |                |
| 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%           |
| <b>Total Interfund Charges</b>         | <b>\$ 149,469</b>   | <b>\$ 195,029</b>   | <b>\$ 197,981</b>   | <b>\$ 197,981</b>   | <b>\$ 228,877</b>   | <b>15.6%</b>   |
| <b>Transfers Out</b>                   |                     |                     |                     |                     |                     |                |
| Transfers out                          | \$ -                | \$ 200,000          | \$ 200,000          | \$ 200,000          | \$ 200,000          | 0.0%           |
| <b>Total Transfers Out</b>             | <b>\$ -</b>         | <b>\$ 200,000</b>   | <b>\$ 200,000</b>   | <b>\$ 200,000</b>   | <b>\$ 200,000</b>   | <b>0.0%</b>    |
| <b>Contingency and Reserves</b>        |                     |                     |                     |                     |                     |                |
| Contingency                            | \$ -                | \$ -                | \$ 200,000          | \$ 200,000          | \$ -                | -100.0%        |
| <b>Total Contingency</b>               | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 200,000</b>   | <b>\$ 200,000</b>   | <b>\$ -</b>         | <b>-100.0%</b> |
| <b>Total Visit Grand Junction Fund</b> | <b>\$ 2,036,217</b> | <b>\$ 2,465,506</b> | <b>\$ 5,329,055</b> | <b>\$ 5,385,151</b> | <b>\$ 5,864,993</b> | <b>10.1%</b>   |



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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.

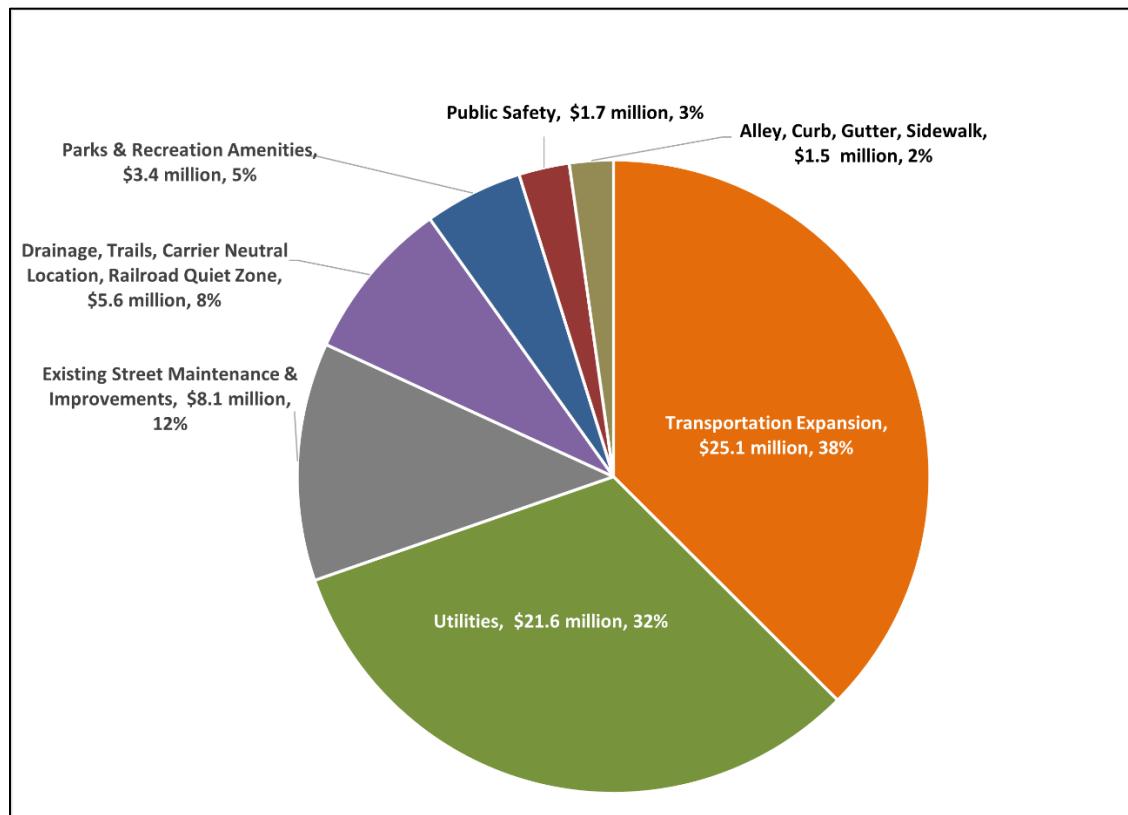
With the authorization from voters for the First Responder Tax and the issuance of debt for transportation expansion projects, the City has used those resources on critical capital projects, including Fire Station 6, Fire Station 8, and transportation projects. With these resources, together with the 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<br>Adopted<br>Capital |
|---|---|----------------------------|
| <b>0.75% Sales Tax Capital Projects</b> |   |                            |
| 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                    |
|   | <b>Total Fire</b>   | <b>\$ 1,203,646</b>        |
| General Services                        | Property Acquisition  | \$ 1,500,000               |
|   | <b>Total General Services</b>   | <b>\$ 1,500,000</b>        |
| Information Technology                  | Carrier Neutral Location for Broadband (DOLA Grant \$250K)                            | 500,000                    |
|   | <b>Total Information Technology</b>   | <b>\$ 500,000</b>          |
| 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                     |
|   | <b>Total Parks and Recreation</b>   | <b>\$ 3,770,000</b>        |
| 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<br>Adopted<br>Capital |
|-------------------------------------|---|----------------------------|
| Public Works                        | Traffic Signal Upgrade  | 271,000                    |
| Public Works                        | Union Pacific Railroad Downtown Quiet Zone  | 620,000                    |
|                                     | <b>Total Public Works</b>   | <b>\$ 10,861,500</b>       |
|                                     | <b>Total 0.75% Sales Tax Capital Fund Projects</b>  | <b>\$ 17,835,146</b>       |
| <b>Storm Drainage Fund</b>          |   |                            |
| Public Works                        | Drainage System Improvements  | \$ 30,000                  |
| Public Works                        | Three Arrows/Halandras Development Drainage Replacement and Upgrades (GVDD \$300K)                      | 1,800,000                  |
|                                     | <b>Total Storm Drainage Fund Projects</b>   | <b>\$ 1,830,000</b>        |
| <b>Transportation Capacity Fund</b> |   |                            |
| 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                    |
|                                     | <b>Total Transportation Capacity Projects</b>   | <b>\$ 7,649,619</b>        |
| 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                    |
|                                     | <b>Total Roadway Expansion Projects</b>   | <b>\$ 17,440,000</b>       |
|                                     | <b>Total Transportation Capacity Fund Projects</b>  | <b>\$ 25,089,619</b>       |
| <b>Water Fund</b>                   |   |                            |
| 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                     |
|                                     | <b>Total Water Fund Projects</b>  | <b>\$ 3,710,000</b>        |
| <b>Solid Waste Fund</b>             |   |                            |
| General Services                    | Conceptual Design & Site Location Study-Material Recycling Facility                                     | \$ 100,000                 |
|                                     | <b>Total Ridges Irrigation Fund Projects</b>  | <b>\$ 100,000</b>          |

| Department                       | Project   | 2023<br>Adopted<br>Capital |
|----------------------------------|---|----------------------------|
| <b>Ridges Irrigation Fund</b>    |   |                            |
| Ridges Irrigation                | Distribution System Replacement                           | \$ 10,000                  |
|                                  | <b>Total Ridges Irrigation Fund Projects</b>              | <b>\$ 10,000</b>           |
| <b>Communication Center Fund</b> |   |                            |
| 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                     |
|                                  | <b>Total Communication Center Fund Projects</b>           | <b>\$ 530,000</b>          |
| <b>Joint Sewer Fund</b>          |   |                            |
| 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                    |
|                                  | <b>Total Joint Sewer Fund Projects</b>                    | <b>\$ 17,855,520</b>       |
|                                  | <b>Total 2023 Adopted Capital Projects</b>                | <b>\$ 66,960,285</b>       |

## 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

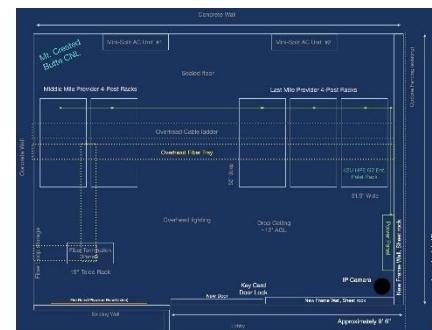
- **2023 Project Budget:** \$1,500,000
- **Future Year Planned Budget:** None
- **2023 Funding Source:** 0.75% Sales Tax Capital Fund – \$1.5 million
- **Project Description:** Property acquisition for additional office space for City Staff.
- **Ongoing Operational Costs:** This is for the purchase of 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.



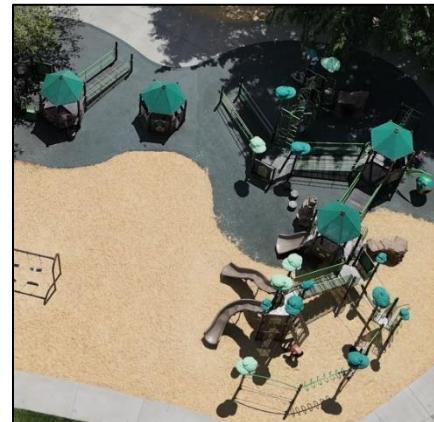
### Pine Ridge Restroom Enclosure

- **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 flora, 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 reseeding 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. Chip seal 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 – 2<sup>nd</sup> 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 ½ Road and 29 Road. The second highest priority was the segment along the south side of North Avenue between 29 Road and 29½ 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.



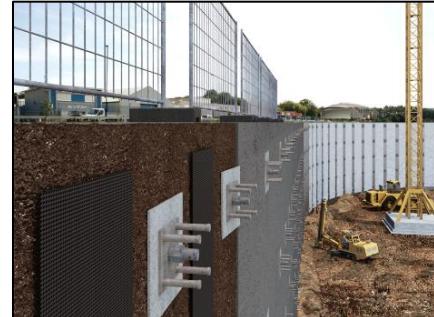
### Riverfront Trail Bank Stabilization – Ice Rink Phase II

- **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 uninterrupted 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

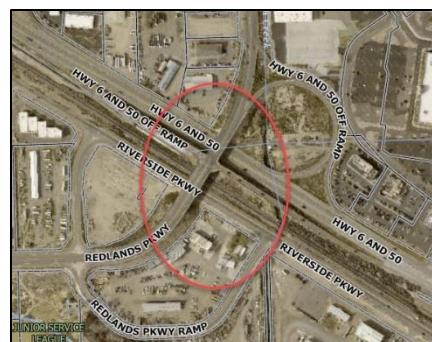
### 24 1/2 Road, Patterson to G 1/4 Road

- **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.



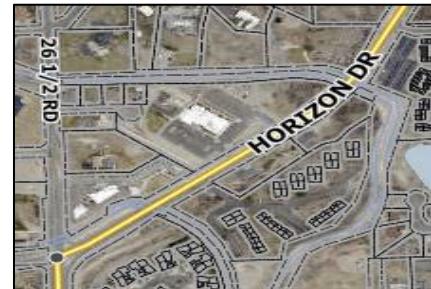
### 24 Road and Riverside Parkway Interchange

- **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.



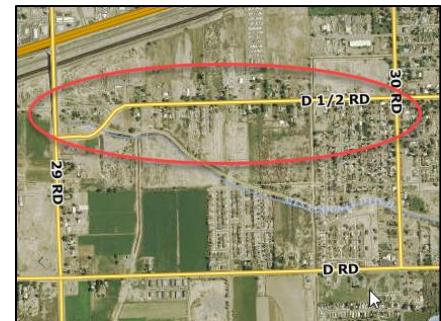
## B 1/2 Road, 29 Road to 29 1/2 Road

- **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.



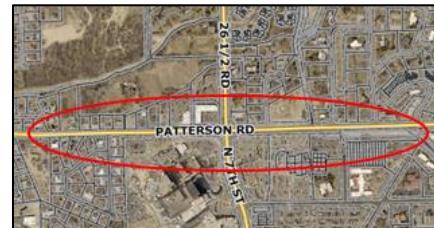
#### Horizon Drive at G Road and 27 1/2 Road

- **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.



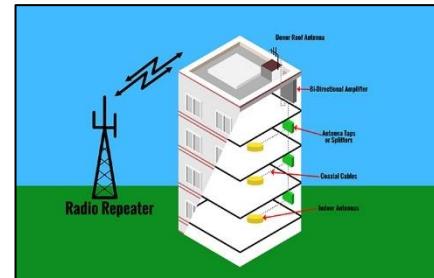
### Radio Analyst Service Monitor Replacement

- **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

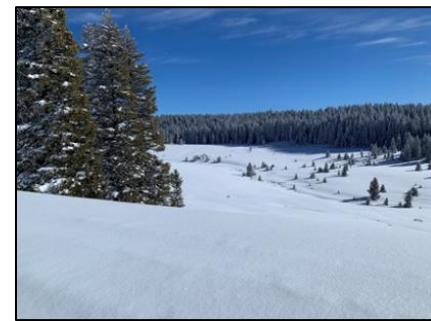
#### Condition Inspection of Lower Kannah Creek Line (7 miles)

- **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 4<sup>th</sup> and 5<sup>th</sup> 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<br>FTE | 2022<br>FTE | 2023<br>FTE |
|---|-------------|-------------|-------------|
| <b>Funded by DDA Fund 103</b>                   |             |             |             |
| DDA Director                                    | 1.00        | 1.00        | 1.00        |
| Administrative Specialist                       | 1.00        | 1.00        | 1.00        |
| <b>Total Downtown Development Authority FTE</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> |

## Downtown Development Authority Expenditure Summary by Fund

| Expenditure Summary by Fund                 | 2020<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Downtown Development Authority (DDA)</b> |                     |                     |                     |                     |                     |                       |
| 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%                 |
| <b>Total DDA Budget</b>                     | <b>\$ 3,334,239</b> | <b>\$ 3,777,168</b> | <b>\$ 3,352,645</b> | <b>\$ 4,839,473</b> | <b>\$ 4,254,864</b> | <b>26.9%</b>          |

## Downtown Development Authority Budget By Fund, by Classification

| Funding Source                        | 2020<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>DDA Fund 103</b>                   |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                       |
| 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%                  |
| <b>Total Fund 103 Revenues</b>        | <b>\$ 1,387,161</b> | <b>\$ 1,335,750</b> | <b>\$ 1,436,081</b> | <b>\$ 2,041,575</b> | <b>\$ 1,329,440</b> | <b>-7.4%</b>          |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                       |
| 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%                  |
| <b>Total Fund 103 Expenditures</b>    | <b>\$ 484,112</b>   | <b>\$ 2,114,669</b> | <b>\$ 1,673,020</b> | <b>\$ 1,298,020</b> | <b>\$ 1,469,922</b> | <b>-12.1%</b>         |
| <b>Funding Source</b>                 |                     |                     |                     |                     |                     |                       |
| <b>DDA Capital Improve Fund 203</b>   |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                       |
| Charges for Service                   | \$ 250              | \$ -                | \$ -                | \$ -                | \$ -                | 0.0%                  |
| Interest                              | 117,905             | -                   | -                   | -                   | -                   | 0.0%                  |
| Transfers In                          | -                   | -                   | -                   | -                   | -                   | 0.0%                  |
| <b>Total Fund 203 Revenues</b>        | <b>\$ 118,155</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>0.0%</b>           |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                       |
| Labor and Benefits                    | \$ 9,846            | \$ -                | \$ -                | \$ -                | \$ -                | 0.0%                  |
| Operating                             | 1,135,130           | -                   | -                   | -                   | -                   | 0.0%                  |
| <b>Total Fund 203 Expenditures</b>    | <b>\$ 1,144,976</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>0.0%</b>           |
| <b>Funding Source</b>                 |                     |                     |                     |                     |                     |                       |
| <b>DDA TIFF Debt Service Fund 203</b> |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                       |
| 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%                |
| <b>Total Fund 203 Revenues</b>        | <b>\$ 1,900,408</b> | <b>\$ 1,735,738</b> | <b>\$ 2,161,790</b> | <b>\$ 3,247,354</b> | <b>\$ 2,850,737</b> | <b>31.9%</b>          |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                       |
| 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%                  |
| <b>Total Fund 203 Expenditures</b>    | <b>\$ 1,678,937</b> | <b>\$ 1,662,499</b> | <b>\$ 1,679,625</b> | <b>\$ 3,541,453</b> | <b>\$ 2,784,942</b> | <b>65.8%</b>          |
| <b>Total DDA Budget</b>               | <b>\$ 3,334,239</b> | <b>\$ 3,777,167</b> | <b>\$ 3,352,645</b> | <b>\$ 4,839,473</b> | <b>\$ 4,254,864</b> | <b>25.8%</b>          |

## 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<br>FTE | 2022<br>FTE | 2023<br>FTE |
|--|-------------|-------------|-------------|
| <b>Funded by Downtown BID 711</b>      |             |             |             |
| Community Engagement Manager           | 1.00        | 1.00        | 1.00        |
| Downtown Event Coordinator             | 1.00        | 1.00        | 1.00        |
| <b>Total Downtown BID FTE</b>          | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> |

## Downtown Business Improvement District Expenditure Summary by Fund

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

## Downtown Business Improvement District Budget By Fund, by Classification

| Funding Source                      | 2020<br>Actual    | 2021<br>Actual    | 2022<br>Adopted   | 2022<br>Projected | 2023<br>Adopted | % Change<br>From 2022 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-----------------------|
| <b>Downtown BID Fund 711</b>        |                   |                   |                   |                   |                 |                       |
| <b>Revenues</b>                     |                   |                   |                   |                   |                 |                       |
| 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%                 |
| <b>Total Fund 711 Revenues \$</b>   | <b>268,685 \$</b> | <b>330,599 \$</b> | <b>388,899 \$</b> | <b>354,223 \$</b> | <b>438,240</b>  | <b>12.7%</b>          |
| <b>Expenditures</b>                 |                   |                   |                   |                   |                 |                       |
| 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                | -                 | -                 | -               | -                     |
| <b>Total Downtown BID Budget \$</b> | <b>285,332 \$</b> | <b>290,230 \$</b> | <b>354,223 \$</b> | <b>354,223 \$</b> | <b>416,770</b>  | <b>17.7%</b>          |



*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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| Enhanced 911 Fund 101    |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>          |                     |                     |                     |                     |                     |                       |
| 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%                |
| <b>Total Revenues</b>    | <b>\$ 2,474,016</b> | <b>\$ 3,229,914</b> | <b>\$ 2,919,400</b> | <b>\$ 3,428,338</b> | <b>\$ 3,666,172</b> | <b>25.6%</b>          |
| <b>Expenditures</b>      |                     |                     |                     |                     |                     |                       |
| Transfers Out            | \$ 2,853,445        | \$ 2,194,167        | \$ 2,581,222        | \$ 2,581,222        | \$ 2,908,700        | 12.7%                 |
| <b>Total E911 Budget</b> | <b>\$ 2,853,445</b> | <b>\$ 2,194,167</b> | <b>\$ 2,581,222</b> | <b>\$ 2,581,222</b> | <b>\$ 2,908,700</b> | <b>12.7%</b>          |



*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<br>CDBG Fund 104 | 2020<br>Actual    | 2021<br>Actual    | 2022<br>Adopted   | 2022<br>Projected | 2023<br>Adopted   | % Change<br>From 2022 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|
| <b>Revenues</b>                 |                   |                   |                   |                   |                   |                       |
| Intergovernmental               | \$ 717,326        | \$ 642,223        | \$ 469,557        | \$ 469,557        | \$ 441,451        | -6.0%                 |
| <b>Total Revenues</b>           | <b>\$ 717,326</b> | <b>\$ 642,223</b> | <b>\$ 469,557</b> | <b>\$ 469,557</b> | <b>\$ 441,451</b> | <b>-6.0%</b>          |
| <b>Expenditures</b>             |                   |                   |                   |                   |                   |                       |
| 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%                 |
| <b>Total CDBG Fund</b>          | <b>\$ 717,326</b> | <b>\$ 642,223</b> | <b>\$ 469,557</b> | <b>\$ 469,557</b> | <b>\$ 441,451</b> | <b>-6.0%</b>          |

## 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<br>Actual    | 2021<br>Actual    | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|--|-------------------|-------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Parkland Expansion Fund 105</b>     |                   |                   |                     |                     |                     |                       |
| <b>Revenues</b>                        |                   |                   |                     |                     |                     |                       |
| 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%                  |
| <b>Total Revenues</b>                  | <b>\$ 401,653</b> | <b>\$ 811,658</b> | <b>\$ 958,673</b>   | <b>\$ 956,459</b>   | <b>\$ 1,005,316</b> | <b>4.9%</b>           |
| <b>Expenditures</b>                    |                   |                   |                     |                     |                     |                       |
| Transfers Out                          | \$ 838,477        | \$ 449,767        | \$ 1,464,792        | \$ 1,364,792        | \$ 689,792          | -52.9%                |
| <b>Total Transfers</b>                 | <b>\$ 838,477</b> | <b>\$ 449,767</b> | <b>\$ 1,464,792</b> | <b>\$ 1,364,792</b> | <b>\$ 689,792</b>   | <b>-52.9%</b>         |
| <b>Total Parkland Expansion Budget</b> | <b>\$ 838,477</b> | <b>\$ 449,767</b> | <b>\$ 1,464,792</b> | <b>\$ 1,364,792</b> | <b>\$ 689,792</b>   | <b>-52.9%</b>         |



*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:

- a) 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,
- b) 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,
- c) 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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted     | % Change<br>From 2022 |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>Lodgers Tax Fund 106</b>   |                     |                     |                     |                     |                     |                       |
| <b>Revenues</b>               |                     |                     |                     |                     |                     |                       |
| Taxes                         | \$ 1,072,214        | \$ 1,886,959        | \$ 1,864,218        | \$ 2,213,733        | \$ 2,412,969        | 29.4%                 |
| Interest                      | \$ -                | \$ 1,881            | \$ -                | \$ 627              | \$ -                | 0.0%                  |
| <b>Total Revenues</b>         | <b>\$ 1,072,214</b> | <b>\$ 1,888,840</b> | <b>\$ 1,864,218</b> | <b>\$ 2,214,360</b> | <b>\$ 2,412,969</b> | <b>29.4%</b>          |
| <b>Expenditures</b>           |                     |                     |                     |                     |                     |                       |
| 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%                 |
| <b>Total Lodgers Tax Fund</b> | <b>\$ 1,190,117</b> | <b>\$ 1,759,997</b> | <b>\$ 1,864,219</b> | <b>\$ 2,363,565</b> | <b>\$ 2,412,969</b> | <b>29.4%</b>          |



*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:

- a) Build, equip, and staff new fire stations to improve response times/delivery of emergency medical, fire, and rescue services; and,
- b) 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    |
| <b>Revenues</b>                         |                     |                      |                      |                      |                      |              |
| 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%       |
| <b>Total Revenues</b>                   | <b>\$ 7,927,408</b> | <b>\$ 10,892,793</b> | <b>\$ 12,943,343</b> | <b>\$ 13,365,627</b> | <b>\$ 14,725,798</b> | <b>13.8%</b> |
| <b>Expenditures</b>                     |                     |                      |                      |                      |                      |              |
| 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        |
| <b>Total First Responder Tax Budget</b> | <b>\$ 6,330,341</b> | <b>\$ 9,629,664</b>  | <b>\$ 10,880,714</b> | <b>\$ 13,372,995</b> | <b>\$ 13,342,033</b> | <b>22.6%</b> |



*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<br>Conservation Trust Fund 110 | 2020<br>Actual    | 2021<br>Actual    | 2022<br>Adopted   | 2022<br>Projected | 2023<br>Adopted   | % Change<br>From 2022 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|
| <b>Revenues</b>                               |                   |                   |                   |                   |                   |                       |
| 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%                |
| <b>Total Revenues</b>                         | <b>\$ 664,584</b> | <b>\$ 790,652</b> | <b>\$ 882,096</b> | <b>\$ 880,908</b> | <b>\$ 908,049</b> | <b>2.9%</b>           |
| <b>Expenditures</b>                           |                   |                   |                   |                   |                   |                       |
| Transfers Out                                 | \$ 715,052        | \$ 777,985        | \$ 879,061        | \$ 879,061        | \$ 942,564        | 7.2%                  |
| <b>Total Conservation Trust Budget</b>        | <b>\$ 715,052</b> | <b>\$ 777,985</b> | <b>\$ 879,061</b> | <b>\$ 879,061</b> | <b>\$ 942,564</b> | <b>7.2%</b>           |



*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                            | 2020<br>Actual | 2021<br>Actual | 2022<br>Adopted     | 2022<br>Projected | 2023<br>Adopted     | % Change<br>From 2022 |
|---|----------------|----------------|---------------------|-------------------|---------------------|-----------------------|
| <b>Cannabis Sales Tax Fund 111</b>        |                |                |                     |                   |                     |                       |
| <b>Revenues</b>                           |                |                |                     |                   |                     |                       |
| Taxes                                     | \$ -           | \$ -           | \$ 1,015,000        | \$ -              | \$ 1,884,375        | 85.7%                 |
| Licenses and Permits                      | \$ -           | \$ -           | \$ -                | \$ 167,500        | \$ 75,000           | 100.0%                |
| Interest                                  | \$ -           | \$ -           | \$ -                | \$ 261            | \$ 18,094           | 100.0%                |
| <b>Total Revenues \$</b>                  | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ 1,015,000</b> | <b>\$ 167,761</b> | <b>\$ 1,977,469</b> | <b>94.8%</b>          |
| <b>Expenditures</b>                       |                |                |                     |                   |                     |                       |
| Transfers Out                             | \$ -           | \$ -           | \$ 1,000,000        | \$ 105,000        | \$ 113,364          | 88.7%                 |
| <b>Total Cannabis Sales Tax Budget \$</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ 1,000,000</b> | <b>\$ 105,000</b> | <b>\$ 113,364</b>   | <b>88.7%</b>          |



*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                         | 2020                 | 2021                | 2022                | 2022                | 2023                | % Change     |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|  | Actual               | Actual              | Adopted             | Projected           | Adopted             | From 2022    |
| <b>Revenues</b>                        |                      |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Revenues</b>                  | <b>\$ 21,199,508</b> | <b>\$ 6,794,876</b> | <b>\$ 6,799,688</b> | <b>\$ 6,799,688</b> | <b>\$ 6,294,386</b> | <b>-7.4%</b> |
| <b>Expenditures</b>                    |                      |                     |                     |                     |                     |              |
| 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%        |
| <b>Total Gen Debt Svc. Fund Budget</b> | <b>\$ 21,563,378</b> | <b>\$ 6,793,876</b> | <b>\$ 6,799,688</b> | <b>\$ 6,799,688</b> | <b>\$ 6,295,928</b> | <b>-7.4%</b> |

### 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                             | 2020              | 2021                | 2022              | 2022              | 2023              | % Change     |
|--|-------------------|---------------------|-------------------|-------------------|-------------------|--------------|
|  | Actual            | Actual              | Adopted           | Projected         | Adopted           | From 2022    |
| <b>Revenues</b>                            |                   |                     |                   |                   |                   |              |
| 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%        |
| <b>Total Revenues</b>                      | <b>\$ 517,148</b> | <b>\$ 6,335,303</b> | <b>\$ 700,879</b> | <b>\$ 700,879</b> | <b>\$ 693,582</b> | <b>-1.0%</b> |
| <b>Expenditures</b>                        |                   |                     |                   |                   |                   |              |
| 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%        |
| <b>Total GJ Public Finance Corp Budget</b> | <b>\$ 530,406</b> | <b>\$ 6,239,084</b> | <b>\$ 715,100</b> | <b>\$ 715,100</b> | <b>\$ 699,800</b> | <b>2.1%</b>  |

## 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<br>Actual      | 2021<br>Actual      | 2022<br>Adopted     | 2022<br>Projected   | 2023<br>Adopted | % Change<br>From 2022 |
|---|---------------------|---------------------|---------------------|---------------------|-----------------|-----------------------|
| Riverside Parkway Debt Fund 615         |                     |                     |                     |                     |                 |                       |
| <b>Revenues</b>                         |                     |                     |                     |                     |                 |                       |
| Interest                                | \$ 69,725           | \$ 22,413           | \$ 35,042           | \$ 35,042           | \$ -            | -100.0%               |
| Transfers In                            | \$ 632,922          | \$ 1,305,444        | \$ -                | \$ -                | \$ -            | -100.0%               |
| <b>Total Revenues</b>                   | <b>\$ 702,647</b>   | <b>\$ 1,327,857</b> | <b>\$ 35,042</b>    | <b>\$ 35,042</b>    | <b>\$ -</b>     | <b>-100.0%</b>        |
| <b>Expenditures</b>                     |                     |                     |                     |                     |                 |                       |
| Transfers Out                           | \$ 3,156,000        | \$ 3,000,000        | \$ 1,052,447        | \$ 1,013,281        | \$ -            | -100.0%               |
| <b>Total Riverside Pkwy Debt Budget</b> | <b>\$ 3,156,000</b> | <b>\$ 3,000,000</b> | <b>\$ 1,052,447</b> | <b>\$ 1,013,281</b> | <b>\$ -</b>     | <b>-100.0%</b>        |



*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 2<sup>nd</sup> day of November 2022.

**TO BE PASSED AND ADOPTED AND ORDERED PUBLISHED IN PAMPHLET FORM** this 7<sup>th</sup> day of December, 2022



President of the Council

Attest:

  
Amy Phillips

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 2<sup>nd</sup> 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 7<sup>th</sup> 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 9<sup>th</sup> 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

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Grand Junction  
Colorado**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morrell*

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<br>FTE | PAY RANGE<br>(PER MONTH) |
|---------------------------------------|-----------------|--------------------------|
| <b>Customer Service</b>               | <b>13</b>       |                          |
| 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        |
| <b>Financial</b>                      | <b>19</b>       |                          |
| 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       |
| <b>Procurement</b>                    | <b>5</b>        |                          |
| 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        |
| <b>Human Resources</b>                | <b>13</b>       |                          |
| 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<br>FTE | PAY RANGE<br>(PER MONTH) |
|---|-----------------|--------------------------|
| <b>Human Resources (Continued)</b>                |                 |                          |
| 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       |
| <b>City Clerk</b>                                 | <b>4</b>        |                          |
| 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        |
| <b>Information Technology (IT)</b>                | <b>24</b>       |                          |
| 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      |
| <b>Legal</b>                                      | <b>4</b>        |                          |
| 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       |
| <b>Administrative Support</b>                     | <b>20</b>       |                          |
| Administrative Assistant                          | 9               | \$3,392 - \$4,409        |
| Senior Administrative Assistant                   | 7               | \$3,747 - \$4,871        |
| Administrative Specialist                         | 4               | \$4,138 - \$5,380        |
| <b>Marketing and Communications</b>               | <b>13</b>       |                          |
| 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       |
| <b>Facilities</b>                                 | <b>12</b>       |                          |
| 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<br>FTE | PAY RANGE<br>(PER MONTH) |
|--|-----------------|--------------------------|
| <b>Parks Maintenance</b>                                     | <b>43</b>       |                          |
| 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        |
| <b>Public Works and Utilities Maintenance and Operations</b> | <b>72</b>       |                          |
| 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        |
| <b>Traffic Signal Technician</b>                             | <b>8</b>        |                          |
| 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        |
| <b>Fleet</b>   | <b>18</b>       |                          |
| 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        |
| <b>Community Development</b>                                 | <b>20</b>       |                          |
| 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       |
| <b>Engineering Support</b>                                   | <b>7</b>        |                          |
| 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<br>FTE | PAY RANGE<br>(PER MONTH) |
|---|-----------------|--------------------------|
| <b>Engineering Support</b>                      | <b>18</b>       |                          |
| 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       |
| <b>Police Records</b>                           | <b>9</b>        |                          |
| 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        |
| <b>Communications Center Non-Exempt</b>         | <b>53</b>       |                          |
| 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       |
| <b>Police Civilian – Operations</b>             | <b>31</b>       |                          |
| 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       |
| <b>Police Civilian – Services</b>               | <b>9</b>        |                          |
| 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       |
| <b>Police Sworn</b>                             | <b>129</b>      |                          |
| 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      |
| <b>EMS</b>                                      | <b>11</b>       |                          |
| 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<br>FTE | PAY RANGE<br>(PER MONTH) |
|--|-----------------|--------------------------|
| <b>Fire Sworn</b>  | <b>150</b>      |                          |
| 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       |
| <b>Fire Administration/Management</b>                      | <b>14</b>       |                          |
| 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      |
| <b>Recreation</b>  | <b>15</b>       |                          |
| 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        |
| <b>Golf</b>  | <b>4</b>        |                          |
| 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        |
| <b>Water and Wastewater Operations (Plant Maintenance)</b> | <b>14</b>       |                          |
| 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        |
| <b>Utility Operations</b>                                  | <b>33</b>       |                          |
| 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        |
| <b>Utility Operations</b>                                  |                 |                          |
| Wastewater Operations Supervisor                           | 1               | \$6,799 - \$8,838        |
| Water Operations Supervisor                                | 0               | \$6,799 - \$8,838        |
| Water Supply Supervisor                                    | 1               | \$6,799 - \$8,838        |
| <b>Laboratory (Water and Wastewater Operations)</b>        | <b>9</b>        |                          |
| 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<br>FTE | PAY RANGE<br>(PER MONTH) |
|--|-----------------|--------------------------|
| <b>Public Works &amp; Utilities Management</b> | <b>4</b>        |                          |
| 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       |
| <b>Executive Staff</b>                         | <b>16</b>       |                          |
| 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       |
| <b>Total 2023 Approved Positions</b>           | <b>824</b>      |                          |



*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/<br>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                    |
| <b>Total City Manager Total</b>                  |      |                 |                                       | <b>\$ 529,505</b>         |
| 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                    |
| <b>Total City Attorney Total</b>                 |      |                 |                                       | <b>\$ 1,047,773</b>       |
| 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                    |
| <b>Total Communications and Engagement Total</b> |      |                 |                                       | <b>\$ 431,545</b>         |
| 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                    |
| <b>Total City Clerk Total</b>                    |      |                 |                                       | <b>\$ 566,521</b>         |
| 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                    |
| <b>Total Human Resource Total</b>                |      |                 |                                       | <b>\$ 1,419,506</b>       |
| 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                |
| <b>Total Information Technology</b>             |      |                 |                                       | <b>\$ 2,461,370</b>   |
| 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                |
| <b>Total General Services</b>                   |      |                 |                                       | <b>\$ 1,881,729</b>   |
| 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                |
| <b>Total Gen. Services/Purchasing/Warehouse</b> |      |                 |                                       | <b>\$ 591,643</b>     |
| 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              |
| <b>Total General Services/Fleet</b>       |      |                 |                                    | <b>\$ 1,568,806</b>    |
| 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                 |
| <b>Total General Services/Facilities</b>  |      |                 |                                    | <b>\$ 782,693</b>      |
| 01-830-280 – General Services/LP Golf     | 305  | 100804          | Director of Golf                   | \$ 117,639             |
| 01-830-280 – General Services/LP Golf     | 305  | 100806          | 1 <sup>st</sup> Assistant Golf Pro | 73,589                 |
| 01-830-280 – General Services/LP Golf     | 305  | 100807          | 1 <sup>st</sup> 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                |
| <b>Total General Services/Golf</b>        |      |                 |                                    | <b>\$ 632,728</b>      |
| 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                 |
| <b>Total General Services/Solid Waste</b> |      |                 |                                    | <b>\$ 1,060,533</b>    |
| 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                 |
| <b>Total General Services/Recycling</b>   |      |                 |                                    | <b>\$ 1,136,451</b>    |
| 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                 |
| <b>Total Community Development</b>     |      |                 |                                  | <b>\$ 2,186,118</b>    |
| 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                 |
| <b>Total Finance Administration</b>    |      |                 |                                  | <b>\$ 885,000</b>      |
| 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                 |
| <b>Total Budget and Accounting</b>     |      |                 |                                  | <b>\$ 531,790</b>      |
| 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                 |
| <b>Total Revenue</b>                   |      |                 |                                  | <b>\$ 266,190</b>      |
| 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                 |
| <b>Total Municipal Court</b>           |      |                 |                                  | <b>\$ 218,292</b>      |
| 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                 |
| <b>Total Police Administration</b>     |      |                 |                                  | <b>\$ 1,303,804</b>    |
| 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                |
| <b>Total Police Patrols</b>            |      |                 |                                 | <b>\$ 11,967,218</b>  |
| 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                |
| <b>Total VAPS</b>                      |      |                 |                                 | <b>\$ 174,953</b>     |
| 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                |
| <b>Total CAP/SRO</b>                   |      |                 |                                 | <b>\$ 1,360,826</b>   |
| 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                |
| <b>Total Professional Standards</b>    |      |                 |                                 | <b>\$ 851,554</b>     |
| 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                |
| <b>Total Police Support Services</b> |      |                 |                                     | <b>\$ 2,572,252</b>   |
| 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                |
| <b>Total Police Records</b>          |      |                 |                                     | <b>\$ 680,663</b>     |
| 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                |
| <b>Total Lab and Property</b>        |      |                 |                                     | <b>\$ 1,025,830</b>   |
| 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                |
| <b>Total Code Enforcement</b>        |      |                 |                                     | <b>\$ 330,600</b>     |
| 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                |
| <b>Total Communications Center</b> |      |                 |                                  | <b>\$ 4,642,560</b>   |
| 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                |
| <b>Total Fire Administration</b>   |      |                 |                                  | <b>\$ 2,509,584</b>   |
| 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                |
| <b>Total Fire Operations</b>               |      |                 |                                | <b>\$ 17,249,890</b>  |
| 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                |
| <b>Total Fire EMS</b>                      |      |                 |                                | <b>\$ 1,163,692</b>   |
| 06-600 – Public 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                |
| <b>Total Engineering</b>                   |      |                 |                                | <b>\$ 3,202,390</b>   |
| 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                 |
| <b>Total Transportation Engineering</b>          |      |                 |                                  | <b>\$ 1,022,958</b>    |
| 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                 |
| <b>Total Stormwater Operations</b>               |      |                 |                                  | <b>\$ 860,985</b>      |
| 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                 |
| <b>Total Street Maintenance</b>                  |      |                 |                                  | <b>\$ 877,326</b>      |
| 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                 |
| <b>Total Parks and Recreation Administration</b> |      |                 |                                  | <b>\$ 1,527,047</b>    |
| 08-810 – P&R/Aquatics                            | 100  | 102033          | Recreation Coordinator           | \$ 97,155              |
| 08-810 – P&R/Aquatics                            | 100  | 102180          | Recreation Coordinator           | 83,649                 |
| <b>Total Aquatics</b>                            |      |                 |                                  | <b>\$ 180,804</b>      |
| 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             |
| <b>Total Parks Operations</b>                |         |                 |                                       | <b>\$ 856,351</b>     |
| 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                |
| <b>Total Weed Abatement</b>                  |         |                 |                                       | <b>\$ 224,913</b>     |
| 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                |
| <b>Total Sports Facilities</b>               |         |                 |                                       | <b>\$ 643,260</b>     |
| 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                |
| <b>Total Forestry</b>                        |         |                 |                                       | <b>\$ 559,726</b>     |
| 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                |
| <b>Total Horticulture and Turf</b>           |         |                 |                                       | <b>\$ 978,977</b>     |
| 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                |
| <b>Total Cemetery</b>                        |         |                 |                                       | <b>\$ 277,290</b>     |
| 07-700 – Utilities Administration            | 301/900 | 102228          | Utilities Director                    | \$ 198,828            |
| 07-700 – Utilities Administration            | 301/900 | 100231          | Utilities Asset Management Specialist | 108,921               |
| <b>Total Utilities Administration</b>        |         |                 |                                       | <b>\$ 307,749</b>     |
| 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                |
| <b>Total Water Lab</b>                       |         |                 |                                       | <b>\$ 203,588</b>     |
| 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                |
| <b>Total Water Treatment Plant</b>           |         |                 |                                       | <b>\$ 993,626</b>     |
| 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                 |
| <b>Total Pipeline Maintenance</b>            |      |                 |                                  | <b>\$ 1,745,112</b>    |
| 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                 |
| <b>Total Utility Billing</b>                 |      |                 |                                  | <b>\$ 524,586</b>      |
| 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                 |
| <b>Total Wastewater Lab</b>                  |      |                 |                                  | <b>\$ 412,554</b>      |
| 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                 |
| <b>Total Wastewater Operations</b>           |      |                 |                                  | <b>\$ 2,660,453</b>    |
| 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                |
| <b>Total Wastewater Maintenance</b>                 |      |                 |                                     | <b>\$ 915,849</b>     |
| 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                |
| <b>Total Visit Grand Junction</b>                   |      |                 |                                     | <b>\$ 918,381</b>     |
| <b>DOWNTOWN DEVELOPMENT AUTHORITY AND BID FUNDS</b> |      |                 |                                     |                       |
| 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                |
| <b>Total DDA/BID</b>                                |      |                 |                                     | <b>\$ 353,820</b>     |



*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 two 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.